



GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

State Enterprises Investment Programme 2019

“TURNAROUND”



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Foreword

Economic activity in the Caribbean region has been generally improving since the second half of 2017, with growth in both commodity exporters and tourism-dependent economies projected at around 2.0 percent for 2018 and 2019. For the region economic growth turned positive in 2017, underpinned by the pickup in global demand and trade, accommodative global financial conditions, an uptick in commodity prices, and a cyclical recovery of domestic private investment. Several countries have registered strong economic growth in 2017 supported by increased activity in the tourism sector especially in Barbados, Belize, Jamaica, and St. Lucia. This trend is expected to continue in 2018 and supported by the spill-over effects of higher economic growth in North America; the main tourism market for most tourism destinations in the Caribbean.

Trinidad and Tobago is expected to return to positive economic growth in 2018, albeit at a modest level, following the recessions of the last few years. Signs of improvement began in the second half of 2017 and economic growth is now projected at 1.9 percent led mainly by heightened energy sector activity buttressed by higher output of natural gas production from the Trinidad Onshore Compression (TROC) and Juniper projects, increased outputs from the Starfish and Dolphin fields and the anticipated commencement of production from the Iguana fields in late 2018. This boost in energy production is expected to create positive spill-over effects in the non-energy activities and increase the impetus for increased government revenue and a heightened state sector development programme. Prevailing higher energy prices, if sustained, can also expand foreign exchange inflows and relieve pressure in the demand by the private sector and individuals for foreign exchange.

Headline inflation remained stable and unchanged during the early months of 2018 when monthly inflation slowed to 0.9 per cent, its lowest level since early 2013. From an average rate of 5.2 per cent in 2013, headline inflation peaked at 5.7 per cent in 2014 but fell thereafter to 1.9 per cent in 2017.

Headline (year-on-year) inflation rate stood at 1.2 per cent in July 2018 reflecting price pressures in non-food items while food inflation measured 0.6 per cent in July 2018, compared with 1.9 per cent in September 2017.

With the economic recovery underway the labour market will continue to face challenges in 2018 as recovery in several non-energy sectors of the economy is expected to lag the upturn in the energy sector. Notwithstanding, the labour force is expected to stabilise in 2018 with fewer workers opting to leave the labour force as employment opportunities arise.

Economic growth is expected over the medium term as energy projects come on stream and the recovery's lagged effect takes hold in the non-energy sector. Economic growth will continue to be led by natural gas production, and renewed structural changes to improve oil production and output. The gradual recovery of the non-energy sector will support an average growth of 1.5 percent over the medium term. As the economic activity recovers, marginal inflationary pressures in the short term are anticipated although spare capacity in the economy should prevent any significant overheating. The decline in the labour force; a trend which started in 2015, is anticipated to reverse over the medium term.

The improved economic environment presents a window of opportunity to continue ongoing government reforms; expand public investments and the diversification efforts and strengthen the enabling environment for the non-energy sector to be an engine of economic activity. This renewed level of economic activity supports the Government of the Republic of Trinidad and Tobago (GORTT) thrust in economic expansion and its role in the development of the country in 2018 and beyond. GORTT increased influence in economic expansion will be supported by a relatively low inflationary environment, the existence of spare capacity and excess liquidity and the additional workers to the labour force as a consequence of structural changes in the energy sector. The continuation of capital projects as well as the start-up of new projects under the State Enterprises Investments Programme (SEIP) in 2019 will support GORTT's role as a major player in the economic growth of the country.

The 2019 SEIP captures developmental capital projects to be undertaken in fiscal 2019 by wholly and majority-owned State Enterprises inclusive of Statutory Authorities through retained earnings or by debt raised and serviced by the entity or GORTT.

The 2019 SEIP provides an overview of these projects in the following sectors:

- **ECONOMIC INFRASTRUCTURE**

- Business and Trade Expansion - Energy Sector

- Business and Trade Expansion - Non-Energy Sector

- Agriculture
 - Business Facilitation
 - Communication Technologies
 - Electricity
 - Financial Services
 - Manufacturing Services
 - Tourism
 - Transport and Communication

- **SOCIAL INFRASTRUCTURE**

- Education and Training
 - Community
 - Housing and Settlements
 - Health

- **ADMINISTRATION**

- Public Order and Safety
 - Public Administration



Introduction

The State Enterprises Sector is comprised of 55 companies of which 43 are wholly owned, eight are majority owned and four in which GORTT has a minority shareholding.

These entities operate in the gas and oil industry, banking and financial services, manufacturing, transport and communication, tourism, agriculture, information technology and the provision of social services.

In fiscal 2017, GORTT’s equity holding in the State Enterprises Sector totalled \$13,901.4 million with a Return on Capital Employed (ROCE) of 3.1 percent. This Sector also contributes to the economy through foreign exchange earnings, employment, dividend payments and taxes.

The following table details performance by sector:-

*** Profit/(Loss) by Sector:**

Sectors	Profit/(Loss) After Tax 2017 \$million
Energy and Energy Based	(1,254.3)
Financial Services	1,151.8
Manufacturing and Agro-Based	(13.3)
Services	(23.9)
Transport and Communication	(133.3)
TOTAL	(273.1)

Enterprises that contributed to Government’s revenue in 2017 are outlined hereunder:-

Enterprises	Profit/(Loss) Before Tax (\$million)	Corporation Tax (\$million)	Foreign Exchange (\$million)
PETROTRIN	(1,730.7)	463.5	15,608.3
NGC	2,251.7	1,262.5	7,552.9
NEL	222.1	21.3	0.0
NPMC	(6.6)	16.1	156.5

*The data provided with respect to the financial performance of State Enterprises is an estimated consolidated position.

As at March 31, 2018, the State Enterprises Sector expended \$1,315.8 million on various projects and has projected an estimated amount of \$2,227.1 million to be utilised for the remainder of fiscal 2018. Of this amount, NGC is expected to utilise \$384.4 million. The projected

expenditure for fiscal 2019 is \$4,261.4 million. NGC will continue to be the major driver of the State Enterprises Investment Programme. Details of these projects are outlined in Appendix I.

Divestment

Credit Ratings

In fiscal 2015, GORTT facilitated independent credit ratings of selected State Enterprises in an effort to prepare those enterprises for accessing the debt markets, based on their own credit worthiness. This objective was designed to promote the enhancement of governance and performance within the sectors.

In fiscal 2017, Caribbean Information and Credit Rating Services Limited (CariCRIS) conducted credit rating exercises on six companies and awarded regional and local ratings as follows:

Company	Regional Rating	Local Rating
	2017	
National Flour Mills Limited	Cari A-	tt A-
Point Lisas Industrial Port Development Corporation Limited	Cari A+	tt A+
National Quarries Company Limited	Cari C	tt C
Lake Asphalt of Trinidad and Tobago (1978) Limited	Cari C	tt C
Agricultural Development Bank of Trinidad and Tobago	Cari B+	tt B+
Home Mortgage Bank	Cari A	tt A

Sale of Assets Programme

The sale of assets programme which commenced in fiscal 2017 continued in fiscal 2018 as follows:

- (i) The sale through competitive processes of 50 percent of the industrial estates now under the remit of Evolving Technologies and Enterprise Development Company Limited (eTeck). The sale of selected estates have been advertised.
- (ii) The sale of the Rice Mills Operations of National Flour Mills located at Carlsen Field. A negotiating team was established under the leadership of the Ministry of Finance with representatives from National Flour Mills Limited, Ministry of Trade and Industry, Ministry of Agriculture, Land and Fisheries and National Enterprises Limited to pursue negotiations with the preferred bidder.

- (iii) The partial divestment of 49% of the shareholding of Lake Asphalt of Trinidad and Tobago (1978) Limited to an international strategic partner.
- (iv) The divestment (wholly or partially) of The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT)

In July, 2018, the shareholding of Trinidad Generation Unlimited was transferred to the National Investment Fund Holding Company Limited.

Dissolution of Companies

The following companies have ceased operations and are at various stages of being wound up:

- Caroni GREEN Limited (100% State-owned);
- Community Improvement Services Limited (100% State-owned);



- Government Information Services Limited (100% State-owned);
- Government Human Resource Services Company Limited (100% State-owned) – a liquidator was appointed;
- Human Capital Development Facilitation Company Limited (100% State-owned) – a liquidator was appointed;
- Seafood Industry Development Company Limited (100% State-owned); and
- Tourism Development Company Limited (100% State-owned).

The liquidation procedure for six non-operational State Enterprises was completed and the Ministry of Finance is awaiting Dissolution Certificates from the Registrar of Companies for the following entities:

- National Broadcasting Network Limited;
- Rum Distillers of Trinidad and Tobago Limited;
- Trinidad and Tobago Entertainment Company Limited;
- Trinidad and Tobago Export Trading Company Limited;
- Trinidad and Tobago Forest Product Company Limited; and
- Trinidad and Tobago Revenue Authority Management Company Limited.

Procurement

The Public Procurement and Disposal of Public Property Act No. 1 of 2015 provides for public procurement, and for the retention and disposal of public property, in accordance with the principles of good governance. The Act established the Office of Procurement Regulation, the repeal of the Central Tenders Board Act, Chap. 71:91 and related matters. When the Legislation is fully proclaimed there would be changes in the “manner of doing business” for bodies which expend public monies.

In January 2018, the Board of the Office of Procurement Regulation was appointed. The Members are as follows:

- Mr Moonilal Lalchan – Chairman/Procurement Regulator;
- Mr. David Charlerie;
- Mr. Frederick Bowen;
- Dr Anthony Lamb;
- Mr. Robin Otway;
- Mr. Herdis Lee Chee;
- Ms. Lara Quentrall-Thomas;
- Ms. Sandra Sammy;
- Ms. Nadine Bushell;
- Mr. Nikoli Edwards;
- Mr. James Chang Kit.

The objects of the Act are to promote: -

- (a) the principles of accountability, integrity, transparency and value for money;
- (b) efficiency, fairness, equity and public confidence; and
- (c) local industry development, sustainable procurement and sustainable development, in public procurement and the disposal of public property.

The Act makes provision for the Public Private Partnerships (PPPs) procurement option, for the delivery of infrastructure and services to Trinidad and Tobago, in a cost effective manner.

The National PPP Policy provides a high level framework for the PPP programme. This Policy sets out the definition of PPPs, the value drivers, the criteria that all projects must meet, the process by which PPP projects will be developed and implemented and the institutional responsibilities for the PPP programme.

OVERVIEW OF THE STATE ENTERPRISES INVESTMENT PROGRAMME – 2019

The State Enterprises Investment Programme (SEIP) highlights capital infrastructure projects financed by State Enterprises and Statutory Authorities, through internally generated funds and loans serviced by either the Agencies or Government. The State Sector will continue to focus on national development in the following priority areas:

Economic Infrastructure

- energy
- agriculture
- business facilitation
- communication technologies
- electricity
- financial services
- manufacturing services
- tourism
- transport and communication

Social Infrastructure

- education and training
- community
- housing and settlements
- health

Administration

- public order and safety
- public administration



Economic Infrastructure

Business and Trade Expansion – Energy Sector

Energy, Petrochemicals and Mining

The National Gas Company of Trinidad and Tobago Limited (NGC)



The National Gas Company of Trinidad and Tobago Limited (NGC) was established in 1975 to purchase, transport and distribute natural gas to industrial users. The company is a key player in the development of the local natural gas industry of Trinidad and Tobago. It is an investment grade company with international credit ratings of BBB from Standard and Poor’s, Ba1 from Moody’s and AA+ from CariCRIS.

Corporate Social Responsibility

NGC’s commitment to Corporate Social Responsibility (CSR) includes support to arts and culture, sport, education, youth development and empowerment and environmental protection. The company is in the process of incorporating its CSR Activity for all of its companies in the group under a common framework. To this end, a final group strategy framework and policy will be implemented by 2018 for a stipulated period.

Health, Safety, Security and Environment (HSSE)

With its Health, Safety, Security and Environment (HSSE) mission to *“provide leadership and be a resource for the protection of health, safety, security and the environment toward a Generative Culture”*, NGC has streamlined its focus on *“zero unsafe behaviours”*, resulting in zero harm to people, loss of assets, loss of business continuity and damage to the natural environment.

To support this goal, emphasis is being placed on:

- Transforming the Organisational and Group HSSE Culture.
- Empowering Business Units to take ownership of the HSSE.
- Improving Process Safety Management.
- Improving Safe Systems of Work.
- Improving Security Management.
- Optimising Technology & Support Systems.
- Improving Emergency Preparedness.
- Leading HSSE performance in the Energy Sector.

Core Business

NGC continues to play a critical role in the development of the country by expansion of gas-based industries in Trinidad and Tobago through the creation of exceptional national value from natural gas and engineering business. NGC continued work on several projects aimed at improving the infrastructure to support the expansion of the natural gas industry and its transformation into liquefied natural gas (LNG), natural gas liquids (NGLs), compressed natural gas (CNG), methanol, ammonia, iron and steel and other gas-based products. There are additional investments in exploration and production.

The following projects are all internally managed, utilising reputable local and international service providers:

- **Construction of a Liquid Fuel Pipeline Project (LFPP) on behalf of GORTT** – This project includes the construction of an 8” diameter steel multi-product pipeline from Point-a-Pierre to Caroni, the construction of a road tank wagon loading facility at Caroni, and a dedicated jet fuel pipeline from Caroni to Piarco Airport. This project is ongoing and is currently in the commissioning phase. The estimated cost was revised from \$1,284.0 million to \$1,317.7 million due to changes in the scope of works. The estimated expenditure for the period April to September 2018 is \$42.8 million. The completion date is scheduled for August 2018, and complete handover of the project by end of fiscal year 2018. This project is funded through PSIP.
- **Replacement of Pipeline to Longdenville** – NGC commenced works for the replacement of its existing pipeline to Longdenville to supply light industrial users. The project commenced in 2007 and was originally scheduled for completion in 2011. The scope was revised to accommodate modification to the line route due to infrastructure works undertaken by T&TEC. The estimated cost of the project is \$36.7 million. The project has been on hold however, is expected to resume in 2019 with an estimated expenditure of \$8.0 million.
- **Charlottesville Diversion Pipeline** – NGC initiated works to re-route sections of its pipeline network through less populated areas, from Point Lisas to Port of Spain in order to maintain compliance with safety standards. In this regard, NGC commenced works to replace approximately 5.2 km of this pipeline using 24” FBE-coated steel pipes. However, construction was delayed due to procurement issues.
The estimated cost of the project is \$91.2 million. Construction works commenced in 2018. The estimated expenditure for the period April to September 2018 is \$16.0 million and \$35.0 million for fiscal 2019.
- **Odourisation Facilities Installation Project** – This project includes the installation of odourisation facilities on the 16” diameter mains to Port of Spain and Penal and retrofitting of existing metering facilities with zero-emissions regulators. Construction commenced on two (2) of the four (4) proposed odourisation stations, at Couva and Gasparillo respectively. The estimated cost of the project is \$42.1 million. Projected expenditure for the period April to September 2018 is \$8.0 million and \$12.0 million for fiscal 2019.
- **Replacement of 16” Pipeline from PPVS to POS** – This project involves the replacement of a 16” pipeline from PPVS Point Lisas to POS with a 24” pipeline to meet future demands for power generation and CNG expansion. The estimated cost of the project is \$318.7 million. Engineering studies for this project was scheduled for 2017; however, the project is on hold at this time.
- **Construction of Pipelines to Small Customers** – NGC continues to identify Light Industry Consumers (LIC) that are potential natural gas consumers and estimates \$4.4 million to supply gas to the undermentioned consumers.
 - i. NPMC Cyrus Road, El Socorro Gas Station – This project is currently out for tender and is scheduled to be completed by fiscal 2019; and
 - ii. UTT, Tamana – The supply of gas to UTT in Tamana is expected to cost \$1.5 million and is scheduled to be completed by fiscal 2019.
- **Caribbean Gas Chemical Limited (CGCL)** – This project involves the construction of a Natural Gas Pipeline from NGC’s Union Industrial Estate facility with a metering facility for the delivery of natural gas to the petrochemicals plant for the production of Methanol and Di-Methyl-Ether (DME) at Union Industrial Estate, La Brea. The estimated cost of the project was revised from \$32.0 million to \$20.0 million. The project is 84% complete and is scheduled to be completed by the end of fiscal 2018. Projected expenditure for the period April to September 2018 is \$17.8 million.
- **Dragon Field via NCMA pipeline** – NGC forms part of the Joint Coordinating Committee (JCC) established to pursue the opportunity of import of gas from Venezuela’s Dragon field. NGC has commenced preliminary works which include design works and project management, the fabrication and installation of 24 km of 24” offshore pipeline, 9 km of 24” onshore pipeline and associated gas receiving facilities. The



estimated cost of the project has been revised from \$662.0 million to \$236.2 million. The project is contingent on the execution of the Gas Supply Agreement (GSA). The estimated expenditure for fiscal 2019 is \$5.0 million.

- **Alternative Gas Supply** – This project entails the construction of a natural gas pipeline connection (with metering station facility) from NGC’s domestic 36” diameter pipeline to the 56” Cross Island Pipeline (CIP) at Picton, via an existing 24” future connection valve off the CIP, north of the Mainline Valve Station 2. The project is now scheduled to be completed in fiscal 2019 at an estimated cost of \$14.0 million. Projected expenditure for the period April to September 2018 is \$2.5 million and \$11.4 million for fiscal 2019.
- **PPVS Main Bypass** – This project is being implemented to allow for the following in the event of an emergency shutdown or emergency blowdown at the Phoenix Park Valve Station:
 - a) maintain a gas supply to power plants, excluding TGU.
 - b) maintain positive purge capabilities at the Ammonia and Methanol Plants.

The estimated cost for the project is \$65.0 million. This project is in feasibility stage and the estimated expenditure for the period April to September 2018 is \$0.5 million.

- **Low Pressure Switchover** – The project involves decommissioning the 16” diameter low pressure pipeline that begins at City Gate Valve Station and ends at the Powergen Port of Spain facility. This pipeline was commissioned in 1963 and since then there have been seven (7) confirmed leaks due to corrosion and cracks along the pipeline. The estimated cost for the project is \$6.9 million. The project is in the initial stages.
- **Pipeline from Grenada to Point Lisa** – This project comprises the construction of a subsea/onshore 24” diameter pipeline from the planned, offshore development in Grenada to Trinidad and Tobago. The total estimated cost of this project is \$3,385.0 million. The projected expenditure for fiscal 2019 is \$406.2 million. This project is in the initial stages

and NGC is in the process of conducting a technical feasibility study.

- **Pipeline from DeNovo to PPVS** – The project comprises of the construction of a 20” diameter pipeline from the outlet of the DeNovo Gas Processing Unit, Point Lisas, which is currently under construction, to the inlet of NGC’s PPVS. NGC has initiated a desktop study to identify conceptual design and routing for the proposed pipeline. The estimated cost of this project is \$196.3 million with projected expenditure of \$81.2 million for fiscal 2019.
- **Pipeline from DeNovo GPU to MHTL** – A 14” diameter onshore natural gas pipeline running from the fiscalisation meter at the gas processing unit located at the De Novo Energy Block 1A Limited battery limits to the gas inlet of the MHTL methanol facility is being constructed. The line measures approximately 3.4 kilometers and is expected to cost \$28.8 million. The line is expected to be commissioned by the end of fiscal 2018.

The NGC CNG Initiative

NGC was mandated to expand and upgrade its current gas distribution network to supply CNG to Filling Stations across Trinidad. NGC was further mandated to accelerate the use of CNG as a major alternative fuel in Trinidad and Tobago. Accordingly, NGC incorporated NGC CNG Company Limited (NGC CNG), a wholly owned subsidiary to implement the CNG Initiative. NGC CNG earns its income from margins associated with the sale of CNG gas.

As part of the NGC CNG initiative, NGC continued the following project:

- **Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations** – The scope of the initial project was 17 stations and now expanded to accommodate 30 stations at an estimated cost of \$36.0 million. The projects identified for implementation include:
 - o *NGC Beachfield CNG* – The project commenced in 2013 at an estimated cost is \$5.4 million. This project is on hold.

- o The following Stations are scheduled for an upgrade or new gas supply works during the period April to September 2018:

- Chaguanas Main Road
- Cyrus Road, El Socorro
- Beetham
- Rushworth Street, San Fernando
- NGC CNG Preysal Interchange
- Munroe Road
- Santa Flora
- Harkness (McBean)
- Mt. Lambert
- Barataria

The projected expenditure for the period April to September 2018 is \$3.1 million and \$2.0 million for fiscal 2019.

- **Implementation of the CNG Initiative** – NGC CNG is mandated to accelerate the use of CNG as a major alternative fuel of Trinidad and Tobago. The original projected cost of this initiative for Phases I & II was \$2.1 billion for a five year period. Phase I initially entailed the construction of 22 service stations and conversion of 17,500 vehicles which was revised to the conversion of 19,000. The estimated cost of Phase I of the project was revised from \$321.0 million to \$271.0 million.

The specific goals of NGC CNG include:

- o Increasing the acceptability of CNG as an alternative fuel in Trinidad and Tobago.
- o Increasing the availability of CNG nationally via new to industry, upgraded and retrofitted CNG fuel stations.
- o Entering into arrangements with existing refuellers and selecting the most appropriate sites.
- o Developing and owning CNG stations if and as required.
- o Owning and operating a mobile CNG refueling system to improve reach of coverage.
- o Providing a reliable CNG service nationally.
- o Providing the public with an alternative low priced fuel.

- o Partnering with public transportation sector to allow conversion of existing fleets of vehicles.
- o Facilitating the process of CNG conversion nationally - fleet owners, licensed and qualified converters, private vehicles.
- o Minimising Trinidad and Tobago's carbon footprint.
- o Strengthening national contribution by reducing the subsidy burden as each liter of CNG sold displaces an equivalent one liter of liquid fuel known as the Subsidy Offset (SO) and making the displaced liquid fuel available for sale in the open market, thus generating potential foreign income known as Annual Potential Foreign Income (APFI).

Routes Auto Limited, a company created by executives of the Association of Maxi –Taxis of Trinidad and Tobago is now one of four OEM CNG Omni- Buses providers.

The projected expenditure for the period April to September 2018 is \$50.5 million and \$63.8 million for fiscal 2019. The expenditure is for the construction of the NGC CNG flagship CNG station in Preysal; mobile refueling units and trailers; grants and incentives; sales and marketing activities to drive CNG demand; procurement and implementation of the CNG Vehicle Management System (CVMS).

Modification Works

- **Upgrade of the Phoenix Park Valve Station** – The project involves the construction of a new 4,000 Barrel Slug Catcher and Liquid Handling Facility, geared towards providing cleaner fuel and a more reliable gas supply. The project commenced in 2006 and was scheduled to be completed in 2009. However, there were delays associated with the awarding of contracts, supply and installation of new Rotork IQ3 Actuators and adverse weather conditions. The project is 99.5% complete and is now scheduled to be completed in fiscal 2018.

The estimated cost of the project was revised from \$596.2 million to \$449.0 million. The projected expenditure for the period April to September 2018 is \$2.0 million.



- **Upgrade of the Liquid Contingency Handling at PPVS** – This project involves the installation of a storage tank and associated infrastructure to ensure that abnormal liquids received at PPVS from the transmission network are effectively handled without negative impact on the downstream customers. The revised estimated cost of the project is \$50.0 million. The estimated expenditure for the period April to September 2018 is \$0.3 million and \$20.0 million in fiscal 2019. The project is 80% complete and is scheduled to be completed by September 2019.
- **Upgrade of the Union Gas Receiving Facility (UGRF)** – The project involves the upgrade of the UGRF. The estimated cost of the project is \$36.6 million. The estimated expenditure for the period April to September 2018 is \$7.5 million and \$29.2 million in fiscal 2019. The project is 47% complete.
- **Beachfield Control System Replacement** – A project was initiated to replace the obsolete infrastructure at the Beachfield facility to ensure continuous safe and reliable operations. The estimated cost of the project is \$4.7 million. The estimated expenditure for the period April to September 2018 is \$2.5 million and \$0.5 million in fiscal 2019. The project is scheduled for completion in fiscal 2019.

Beachfield Facilities

- **Upgrade of the Beachfield Condensate Storage and Compressor Facility** – The Beachfield Condensate Storage Facility is designed to provide a safe, reliable and efficient system to receive, process, measure, store liquids and dispatch condensate to potential buyers. The Compressor Facility was initially intended to increase flexibility of gas supply on NGC’s Gas Transmission Network, thereby guaranteeing gas supply to Union Industrial Estate. However, the recent advent of the Trinidad Regional Onshore Compression (TROC) project has created additions/modifications to the project scope. The revised estimated cost of the project is \$650.0 million. The estimated expenditure for the period April to September 2018 is \$196.1 million and \$211.6 million for fiscal 2019.

Other Projects

- **Corporate Building (formerly known as Corporate Complex)** – The initial concept of a Corporate Complex was revised to a Corporate Building. The estimated cost was revised from \$1,498.0 million to \$75.0 million. Approval is pending for the commencement of concept designs for this project. The estimated expenditure for fiscal 2019 is \$40.0 million.
- **Refurbishment of Warehouse Facility (formerly known as Relocation of Warehouse Facility)** – The project involved the refurbishing of the Fleet Services Building at a proposed cost of \$18.0 million. Approval is pending for the commencement of construction works for this project.
- **Beetham Waste Water Recycling Plant Project (BWRP)** – The project entailed the construction of a Water Recycling Plant with a capacity of 50,000 cubic meters per day, a 40” product water pipeline from the Beetham Estate to the Pt Lisas Industrial Estate and a product water storage and distribution facility at Point Lisas. NGC is reassessing the future of this project.
- **Carbon Dioxide Pipeline Project (Provisional)** – NGC partnered with Petrotrin to construct a pipeline to transport 30 million cubic feet of carbon dioxide. This line would process flue gas effluent on Point Lisas Industrial Estate to a hub circa a mature aging oil field south east of La Brea. This gas would be used in the lifting of oil for processing. The ultimate objective is enhanced oil recovery and to reduce the nation’s carbon foot-print. This estimated cost of the project was revised from \$903.2 million to \$8.0 million due to a reduction in the scope of works. Discussions are ongoing.
- **Implementation of Pipeline Simulation software** – The project was undertaken to allow for real-time simulation of current network conditions to support faster decision making and allow the optimal balance of supply and demand of gas. It will also allow for better forecasting and alignment of activities based on planned consumer and supplier activities. The estimated cost of the project is \$6.2 million. The estimated expenditure for the period April to September 2018 is \$3.0 million and \$0.5 million for fiscal 2019. The project is scheduled to be completed by fiscal 2018.

National Energy Corporation of Trinidad and Tobago Limited (National Energy)



National Energy Corporation of Trinidad and Tobago Limited (National Energy) is a wholly owned subsidiary of NGC. The company is responsible for developing and managing the marine assets at Point Lisas, Port of Galeota and Port of Brighton as well as managing the La Brea Industrial Estate. National Energy provides marine and infrastructure facilities for new and existing investors and is involved in the transformation of the Union Estate at La Brea into a world-class industrial parkland for the location of large-scale energy plants and the promotion of associated downstream industries.

National Energy expended \$18.6 million for the period October 2017 to March 2018 on its ongoing projects. The projected expenditure for the period April to September 2018 is \$19.2 million to be utilised to continue planned projects. As part of its on-going programme to improve efficiency and customer satisfaction as well as attracting new investors, the company has projected expenditure of \$59.9 million for fiscal 2019. The projects are as follows:

- **Upgrade of Berth II – LABIDCO** – This project entailed the reconstruction of 300 metres of quay and involves the reconstruction of quay walls and the placement of pile sheets along the Berth. The revised estimated cost was \$324.9 million, however the project was completed in fiscal 2017 at a cost of \$337.2 million.
- **Upgrade of Savonetta Piers** – This upgrade involves improvement works on the Savonetta Piers (1, 2, 3 & 4) and ISCOTT dock to accommodate vessels and handle cargo safely. The scope of works include the upgrade of major safety equipment/operating systems and the installation of terminal firewater/foam systems, conveyor systems, mooring equipment and platforms, general inspection and maintenance of steel superstructures, gas and fire detection systems, replacement of marine berthing fenders.

The estimated cost of this project is \$79.3 million. The estimated expenditure for the period April to September 2018 is \$15.0 million and \$40.5 million for fiscal 2019.

- **Acquisition of Furniture and Computers** – The estimated cost of these acquisitions is \$7.1 million for the acquisition of furniture, office equipment, computer hardware and software for the operations of the company to replace outdated furniture and obsolete computer hardware and software. The estimated expenditure for the period April to September 2018 is \$0.6 million and \$1.0 million for fiscal 2019.
- **Acquisition of Machinery and Equipment** – The estimated cost of the project was revised from \$11.6 million to \$11.9 million and includes the purchase of:
 - (a) three (3) standby generators for Savonetta Piers at a cost of \$3.0 million; and
 - (b) one (1) standby generator for Galeota Port at a cost of \$0.4 million.

The estimated expenditure for fiscal 2019 is \$3.4 million.

- **Acquisition of Navigational Aids – Channel Marker** – The estimated cost of the project was revised from \$1.7 million to \$0.9 million and includes the purchase of two (2) channel markers of which one (1) is to be used as a spare and the replacement of lights on existing markers. The estimated expenditure for fiscal 2019 is \$0.3 million.
- **Refurbishment of Vessels** – The estimated cost of this project is \$54.1 million. The scope of the project includes the dry-docking and overhaul of engine to maintain asset integrity and National Energy Lloyd's classification. The estimated expenditure for the period April to September 2018 is \$3.0 million and \$13.4 million for fiscal 2019.



- **Acquisition of Additional Vessels** – National Energy embarked on an initiative to improve its operations by acquiring additional vessels to complement its towage and launch fleet. The estimated cost of this project was revised from \$200.8 million to \$117.6 million. Future acquisitions will be assessed using lease or buy options.
- **Installation of Closed Circuit Television (CCTV)** – This project involves the upgrade of its surveillance capabilities at the administration building and installation of new security infrastructure at its Port of Galeota facilities. The estimated cost of the project is \$2.8 million. The estimated expenditure for the period April to September 2018 is \$0.6 million and \$1.2 million for fiscal 2019.
- **Acquisition of Equity Investment in Chemtech** – Chemtech Limited initiated measures to develop formaldehyde/melamine resins cluster in Trinidad and Tobago. The estimated total cost of this project is \$1,290.0 million. This project is no longer being considered.
- **Surveying/Dredging of Point Lisas Channel and Turning Basin** – This project was completed in fiscal 2018 at a cost of \$36.0 million.
- **Relocation of Residents at Union Industrial Estate** – This project involves the relocation of residents situated on the buffer zone in the vicinity of the Union Industrial Estate. The cost of the project was revised from \$60.0 million to \$35.0 million as a result of the re-establishment of buffer zone that re-defined the area of relocation activity.
- **A Strategic Study for New LABIDCO Growth Model** – This project is to determine new opportunities for revenue and cost management at an estimated cost of \$2.0 million. This project was deferred.
- **Asset Integrity Study** – This study is to assess the sustainability of the major marine assets at Point Lisas and to determine any risks and mitigation strategies. The estimated cost of this project was revised from \$15.0 million to \$0.5 million which represents an independent audit conducted in fiscal 2017.
- **Regional Market Marine Intelligence Study** – The project was geared to assess National Energy’s overall competitiveness at an estimated cost of \$2.5 million. This project was deferred.
- **Geographic Information System (GIS) Study** – This study is to improve the storage and retrieval of data related to land-utilisation at the Industrial Estates at an estimated cost of \$1.6 million. The project was deferred.
- **Upgrade of Security for National Energy’s Infrastructure** – The project involves improvements to the security control systems at an estimated cost of \$9.0 million. This project was deferred.
- **Risk Analysis/Market Study for Haiti (Port of Migroane)** – National Energy had projected \$1.6 million to participate on a project in Haiti with Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC) and Petrotrin. This project was deferred.

La Brea Industrial Development Company Limited (LABIDCO)



La Brea Industrial Development Company Limited (LABIDCO) is 83 percent owned by NGC and 17 percent by Petrotrin. The company provides industrial land for leasing, lay-down and fabrication yard facilities, bio-remediation and port and dock services at the La Brea Industrial Estate and the Port of Brighton. LABIDCO continues to implement projects to upgrade the infrastructure facilities at the La Brea Industrial Estate. Its capital expenditure programme includes:

- **Upgrade of Access Roads** – This project was estimated to cost \$45.2 million and completed in fiscal 2018 at a cost of \$49.6 million. The increase in expenditure was due to the relocation of electricity infrastructure along the corridor.
- **Upgrade of the Drain Corridors** – This project is to ensure adequate runoff of surface water and to address tenants' concerns on the Estate. The estimated cost is \$4.9 million and is scheduled to recommence in fiscal 2019. The estimated expenditure for fiscal 2019 is \$2.5 million.
- **Dredging of La Brea Harbour** – This project was estimated to cost \$12.6 million and was completed in fiscal 2017 at a cost of \$28.0 million. The increase in expenditure was due to the removal of higher sediments volume at the harbour.
- **Well Re-abandonment** – This project involves the installation of safety features to meet Health and Safety standards and includes the construction of access to wells, gas vents, flares and containment sumps. The estimated cost of the project was revised from \$8.0 million to \$10.0 million and is scheduled to commence in fiscal 2019.
- **Installation of Solar Lighting for La Brea Estate** – This project involves the installation of 57 solar powered street lights on LABIDCO's Estate at an estimated cost of \$10.0 million. This project has been deferred.
- **Upgrade of the New Port and Security Building** – This project involves the upgrade of the accommodation of Customs, Immigration and Security personnel at the port's entrance. The estimated cost of the project is \$4.5 million. This project has been deferred.
- **Upgrade of Secondary Access Roads** – This project involves the repair to Kaizen roadway, Corridors J, K & D at an estimated cost of \$11.0 million. The estimated expenditure for April to September 2018 is \$1.7 million and \$8.5 million for fiscal 2019.



Petroleum Company of Trinidad and Tobago Limited (PETROTRIN)



Petroleum Company of Trinidad and Tobago Limited (Petrotrin) is an integrated oil and gas company engaged in the full range of petroleum operations including the exploration, development and production of hydrocarbons and the manufacturing and marketing of a wide range of petroleum products. Petrotrin was incorporated as a wholly owned State Enterprise on January 21, 1993.

The company has been challenged over the years to manage and execute major projects to deliver results on time and within budget, resulting in consistent and significant cost overruns. As a consequence, the company is being restructured for greater efficiency, inter alia, in project implementation.

Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC)



Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC) is a diversified company involved in the marketing of petroleum fuels, LPG and CNG. The company also manufactures its own line of lubricating oils and greases and blends imported oils for foreign brands as well as provides aviation and marine fuels inclusive of bunkering facilities.

During fiscal 2019, NPMC will continue on its asset maintenance and renewal programme as follows:

- Service Station Upgrades (formerly Complete Upgrade Knock Down and Rebuild (KDR))** – This project was revised to include the full upgrade of three sites over the next two years, namely – NPMC O’Meara, NPMC Cross Crossing and Wayne Mitchell, Maraval. Upgrade works at Pointe-a-Pierre Roundabout have been deferred pending receipt of the requisite approvals. NPMC Starlite, Diego Martin was completed in the first quarter of fiscal 2018. The estimated cost was revised from \$50.1 million to \$42.0 million. The estimated expenditure for the period April to September 2018 is \$3.0 million and \$2.1 million in fiscal 2019.
- Construction of Seven New to Industry (NTI) Service Stations (formerly the Construction of Five New to Industry (NTI) Service Stations)** – The project includes the construction of stations at NPMC El Socorro (South), NPMC Cashew Gardens, NPMC Longdenville, NPMC Sangre Grande and preliminary work to begin at the following sites: NPMC Frederick Settlement, NPMC Grand Bazaar and NPMC St. Joseph. It also includes the PTSC site which is designed to be a dedicated CNG site. NPMC Munroe Road was completed and opened in February, 2018. The project was revised from \$38.4 million to \$72.9 million. The estimated expenditure for the period April to September 2018 is \$3.0 million and \$2.8 million in fiscal 2019.
- Construction of On-Shore Fuel Tanks** – This project was revised to include the construction and installation of new onshore fuel storage tanks and bunkering facilities at LABIDCO, Point Galeota and other sites to be identified to service the needs of the Exploration and Production sector. The estimated

cost of the project is \$10.0 million however, this project is on hold due to pending leases from National Energy.

- **Upgrade of Fire Water Pumps and Fire Suppression System** – The scope of this project was revised from the installation of five to two fire water pumps and systems - a new Salt Water Pump at NP's Sea Lots compound and a Fire Suppression System at the terminal in Tobago. The estimated cost of this project was revised from \$14.8 million to \$9.4 million. The estimated expenditure for the period April to September 2018 is \$0.7 million and \$1.2 million for fiscal 2019.
- **Construction of a Multi-Fuelling Facility at Caroni** – The project is the combined effort of Petrotrin, NGC and NPMC for the construction of a multi-fuel liquid pipeline from the Petrotrin refinery at Pointe-a-Pierre to a top loading gantry and liquid petroleum storage facility at Caroni, in addition to an 8" pipeline for Jet fuel to Piarco. The project was completed at an estimated cost of \$4.6 million. NPMC is providing technical support on this project. The estimated expenditure for the period April to September 2018 is \$0.5 million and \$0.5 million for fiscal 2019.
- **Acquisition of LPG Cylinders and Valves** – NPMC is required to replace its LPG 20 lbs and 100 lbs cylinders and valves on an annual basis in order to maintain safety standards. The estimated cost of the project was revised from \$13.5 million to \$7.3 million. The projected expenditure for the period April to September 2018 is \$3.7 million and \$3.7 million for fiscal 2019.
- **Installation of Three Automated Filling Lines for the Lube Oil Blending Plant (LOBP)** – The scope of this project was revised to include the installation and retrofitting of one Automatic Gallon Filling Line, one Automated Pail Filling Line and one Automated Quart Filling Line. These are geared towards asset modernisation and improved efficiency in an effort to reduce the unit cost of production. The estimated cost of the project was revised from \$20.5 million to \$23.1 million. The projected expenditure for the period April to September 2018 is \$2.7 million and is expected to be completed in fiscal 2018.
- **Upgrade of Retail Sales Company and Dealer Operated Networks** – This project involves continuous canopy and pump/dispenser replacements, forecourt paving, outfitting and rebranding to increase operational efficiency and safety at the service stations, as well as improve brand image. This is an ongoing investment in service stations which is undertaken based on a needs basis. The estimated cost of the project was revised from \$9.5 million to \$19.7 million. The projected expenditure for the period April to September 2018 is \$11.5 million and \$8.2 million in fiscal 2019.
- **Upgrade of Tobago's Terminal** – This project involves the demolition and rebuilding of the Tobago's office to comply with OSH standards and infrastructural changes to the LPG Filling Plant. The project has been deferred, however, minor roofing works and improvements are ongoing. The project is estimated to cost \$8.0 million. The projected expenditure for the period April to September 2018 is \$0.1 million and \$0.1 million in fiscal 2019.
- **Upgrade of Storage Tanks** – This project was completed in fiscal 2018 at a cost of \$4.0 million.
- **Refurbishment and Expansion of Delivery Sub-Sea Line** – This project involves the redesign of the line used to discharge product from vessel into terminal storage in Tobago to ensure a sustainable supply of fuel. The estimated cost of the project was revised from \$3.0 million to \$10.0 million and is at the tendering stage. The projected expenditure for the period April to September 2018 is \$2.7 million and \$2.7 million in fiscal 2019.
- **Fuel Upgrades at Dealer Sites** – This project involves the upgrade of fuel storage and equipment and has been revised to include five dealer sites. Iris Moonan, Rio Claro and Radica Persad, Princes Town are estimated to be completed in fiscal 2019 while NPMC, Mucurapo Road is on hold. The estimated cost of the project was revised from \$11.0 million to \$14.3 million. The estimated expenditure for the period April to September 2018 is \$5.1 million and \$4.7 million in fiscal 2019.



- **Upgrade of the Emergency Notification System** – This project involves the upgrade of the alarm systems at outstations as well as at the Sea Lots Complex. The project is estimated to cost \$1.5 million. The estimated expenditure for the period April to September 2018 is \$0.2 million and \$0.2 million in fiscal 2019.
- **Refurbishing of Tobago Terminal Perimeter Fence** – This project involves the refurbishment of the perimeter fence for the Tobago terminal. The project is estimated to cost \$2.0 million with a projected expenditure for the period April to September 2018 of \$0.3 million and \$0.3 million in fiscal 2019. The project is expected to be completed in fiscal 2019.
- **Sufferance Wharf** – This project involves the refurbishment of all the structural elements and the protection of the shore line at Sea Lots, Port of Spain, including repair of damage sustained to the immediate left and right of the structure. The estimated cost of the project is \$10.0 million, with a projected expenditure for the period April to September 2018 of \$3.4 million and \$1.1 million in fiscal 2019.
- **Export Loading Bay** – This project involves the construction of a covered loading area to facilitate the export and import of containers and Government customs inspection. The estimated cost of the project is \$2.7 million and it is scheduled to be completed in fiscal year 2019. The projected expenditure for the period April to September 2018 is \$2.0 million and \$0.7 million in fiscal 2019.
- **Automated Data Capture at Airports** – This project involves the automation of manual processes for refuelling and data capture for invoicing and reporting. The estimated cost of the project is \$1.4 million, with a projected expenditure for the period April to September 2018 of \$0.7 million and \$0.7 million in fiscal 2019.
- **Upgrade of Sea Lots Compound Perimeter Fence** - This project involved the refurbishment of the perimeter fence for the Sea Lots Compound for improved security. Construction was completed in fiscal year 2018 at a cost of \$1.9 million.
- **Upgrade of Security Centre** - This project involves the replacement of the roof, interior renovations and electrical upgrades to the security centre at the Sea Lots Compound. Construction is scheduled to be completed in fiscal year 2019 at a cost of \$1.1 million. The projected expenditure for the period April to September 2018 is \$0.6 million and \$0.6 million in fiscal 2019.

National Quarries Company Limited (NQCL)



National Quarries Company Limited (NQCL) was incorporated in 1979 as a wholly owned State Enterprise to carry on the business of manufacturing, importing and exporting of aggregate products. The company also operates quarries, mines and sand pits. NQCL contributes to the supply of aggregate at affordable prices which is key to the implementation of the government's housing programme, the development of industrial estates and the physical infrastructure of the Republic of Trinidad and Tobago.

The company will continue to implement the following project in fiscal 2019:

- **Upgrade of Washing Plants #3 and #4** – The scope of the project has been reduced from upgrade to repairs of the Wash Plants. The estimated cost of the project has been revised from \$16.0 million to \$6.0 million. The repairs are scheduled to be undertaken in fiscal 2019.

The following projects were deferred:

- **Acquisition of a New Crushing Plant (Scott's Quarry)**
- **New Processing Plant**
- **Process Water Improvement**
- **Upgrade of Washing Plant # 2**
- **Upgrade of Buildings**

Trinidad Nitrogen Company Limited (TRINGEN)



Trinidad Nitrogen Company Limited (TRINGEN) is a joint venture between YARA Caribbean (2002) Limited and GORTT. National Enterprises Limited (NEL) holds 51% shareholding in TRINGEN on behalf of GORTT.

The company is engaged in the manufacturing and sale of anhydrous ammonia using two independent production plants known as Tringen I and Tringen II. More than 95 percent of the company's annual production is exported, contributing to making Trinidad and Tobago the world's leading exporter of ammonia.



Trinidad and Tobago Upstream Downstream Energy Operations Company Limited

Trinidad and Tobago Upstream Downstream Energy Operations Company Limited was incorporated on March 28, 2018 as a wholly owned State Enterprise to

spearhead GORTT’s investment initiatives in the energy sector.

Union Estate Electricity Generation Company Limited (UEEGCL)

Union Estate Electricity Generation Company Limited (UEEGCL) was incorporated on February 29, 2008 as a wholly owned State Enterprise to hold GORTT’s shareholding in Trinidad Generation Unlimited (TGU).

TGU was established as a joint venture between GORTT (40 percent) and AES Corporation of the United States of America (60 percent) to construct a 720MW Combined

Cycle Gas Fired Electricity Generation Facility at Union Industrial Estate, Vessigny Village, La Brea. UEEGCL purchased the shares of AES ending the Shareholders Agreement in 2013 and making TGU a 100 percent owned subsidiary. Subsequently, UEEGCL transferred 100% of the shares of TGU to the National Investment Fund Holding Company Limited.

Alutrint Limited (Alutrint)



Alutrint Limited was established in April 2005, to be the project manager for the development of an aluminium smelter plant. The purpose of the plant was to position

Trinidad and Tobago as a significant contributor in the world aluminium product market. In 2010, a decision was taken to discontinue the Alutrint project.

Alutech Limited (Alutech)

Alutech Limited was incorporated on April 08, 2005 and is mandated to develop a Technological Development Centre and Wheel Manufacturing Facility at Tamana Industrial Park, Wallerfield. The objective is

to produce prototypes of aluminum wheels and parts for the automotive industry using (Sang[^]TM) patented technology owned by Sural.

Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT)



Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) was incorporated on April 27, 1978 as a wholly owned subsidiary of Trinidad and Tobago Oil Company Limited (Trintoc) and was subsequently made a wholly owned State Enterprise in 1998. The company is involved in the extraction, refining, processing and marketing of dried asphalt, cement and asphalt based derivatives and is responsible for managing the Pitch Lake.

LATT will continue the following projects:

- **Acquisition of Software and Computers** – This project involves the acquisition of software and computers to improve efficiency and productivity as well as data integrity. The estimated cost was revised from \$6.5 million to \$7.3 million. The projected expenditure for the period April to September 2018 is \$0.3 million and \$0.5 million for fiscal 2019.
- **Upgrade to Existing Facilities** – This project involves the upgrade of its existing facilities including the storage yard, loading facilities, warehouse, buildings and drumming and emulsion plants. The estimated cost of the project is \$62.8 million. The projected expenditure for the period April to September 2018 is \$9.8 million and \$32.0 million for fiscal 2019.
- **Construction of a Cold Mill TLA Plant (formerly Construction of a New Powdered TLA Plant)** – LATT initiated measures to construct a new Cold Mill Trinidad Lake Asphalt Plant (TLA), to introduce a new product in an effort to expand and diversify its operations. The initial estimated cost of the project was \$25.0 million, however given the unique equipment required; this cost was revised to \$88.0 million. To date an estimated \$10.5 million was expended on research and development.
The project is funded through a mixture of debt and retained earnings. The projected expenditure for the period April to September 2018 is \$26.5 million and \$55.4 million for fiscal 2019.
- **Acquisition of Laboratory Testing Equipment** – LATT initiated measures to acquire laboratory testing equipment in an effort to ensure that product quality standards are being upheld. The estimated cost of the project is \$9.2 million. The projected expenditure for the period April to September 2018 is \$1.4 million and \$3.4 million for fiscal 2019.

The following projects are on hold:

- **Construction of a New Plant**
- **Construction of a New Administration Building**



Business and Trade Expansion – Non Energy Sector

The GORTT is implementing initiatives to diversify the economy and continues to invest in areas including agriculture, business facilitation, communication technology, electricity distribution, financial services, tourism, manufacturing, transport and communication. Projects and initiatives in these sectors are geared towards increasing their contribution to economic output.

Agriculture

Agricultural Development Bank of Trinidad and Tobago (ADB)



The Agricultural Development Bank of Trinidad and Tobago Limited (ADB) was established on January 25, 1968 by the ADB Act Chapter 79:07 to encourage and foster the development of agriculture, commercial fishing, industries connected therewith and to mobilise funds for the purpose of development. The ADB provides financial support to the domestic agricultural sector

which is considered high risk and not easily serviced by other financial institutions. In an effort to reduce the food import bill, GORTT agreed that the lending rate to farmers be reduced to 3-5 percent in Trinidad and 2-4 percent in Tobago. This initiative is geared towards attracting more farmers to the industry.

National Agricultural Marketing and Development Corporation (NAMDEVCO)



National Agricultural Marketing and Development Corporation (NAMDEVCO) was created by Act No. 16 of 1991, to engage in the marketing of agricultural produce and the operation of fish markets. NAMDEVCO collects retail and wholesale prices from wholesale and retail markets. The Corporation also provides training in agricultural cultivation, land preparation, greenhouse technology and irrigation techniques to reduce labour requirements and increase productivity.

Additional support is provided to the agricultural sector through the provision of seedlings and market access for final produce as well as packinghouse facilities.

NAMDEVCO has embarked on the following projects:

- **Woodford Lodge Central Farmers Wholesale Market (Remedial Works)** – Remedial works are ongoing at the Woodford Lodge Central Farmers Wholesale Market. This project is estimated to cost \$3.0 million and is scheduled to be completed in fiscal 2019.
- **Northern Wholesale Market** – This project involves the construction of a new Car Park at an estimated cost of \$5.0 million. The projected expenditure for the period April to September 2018 is \$0.9 million and \$0.3 million for fiscal 2019.

- **Southern Wholesale Market** – This project involves:
 - (i) the construction of a new Car Park at an estimated cost of \$9.0 million. The projected expenditure for the period April to September 2018 is \$7.3 million and \$0.5 million for fiscal 2019; and
 - (ii) a new Fish and Meat Block at an estimated cost of \$1.6 million. The projected expenditure for the period April to September 2018 is \$0.3 million and \$1.1 million for fiscal 2019.
- **Orange Valley Fish Market** – This project involves major refurbishment of building and yard at an estimated cost of \$2.0 million and is projected to be completed in fiscal 2018. The projected expenditure for the period April to September 2018 is \$0.2 million.

Palo Seco Agricultural Enterprises Limited (PSAEL)



Palo Seco Agricultural Enterprises Limited (PSAEL) was incorporated on October 11, 1956 as a wholly owned subsidiary of Trinidad and Tobago Petroleum Company Limited (Trintopec). In 2005, PSAEL was designated a Special Purpose State Enterprise with a mandate to develop the south-west peninsula of Trinidad and in 2007 the company was made a wholly owned State Enterprise.

The primary focus of PSAEL is to upgrade and develop communities as well as to assist Ministries in the implementation of large-scale physical infrastructure works. PSAEL is also responsible for overseeing the non-oil assets of Trintoc, Trintopec and Petrotrin.

Seafood Industry Development Company Limited (SIDCL)



Seafood Industry Development Company Limited (SIDCL) was incorporated on March 31, 2006 as a wholly owned State Enterprise to modernise the fisheries and aquaculture sector. Its aim for the sector was sustainability, profitability and international competitiveness, as well as contributing to the empowerment and unification of the coastal fishing communities. Modernising the seafood

value chain through educating and training of fisher folk and vendors as well as operators of supermarkets, fish shops, wholesale and retail fish markets and processing plants on best practice was also intended. In April 2017, GORTT agreed to wind-up this company and pre-liquidation activities are ongoing.



Caroni GREEN Limited



Caroni GREEN Limited was incorporated on December 27, 2013 as a wholly owned State Enterprise to implement the Caroni Growers Responsible for Evolving and Enriching the Nation (GREEN) Initiative Project, which was developed as one of the initiatives of GORTT to achieve Food Security for Trinidad and Tobago by

2015. The company was mandated to bring agricultural plots under active, sustainable and profitable cultivation as well as bringing idle and underutilised agricultural lands into active agricultural production. In March 2017, GORTT agreed to wind-up this company and pre-liquidation activities are ongoing.

Cocoa Development Company of Trinidad and Tobago Limited (CDCTT)

Cocoa Development Company of Trinidad and Tobago Limited (CDCTT) was incorporated on December 23, 2013 as a wholly owned State Enterprise with responsibility for the revitalisation of the cocoa industry. The company is mandated to develop and implement policies, measures

and projects to stimulate production and expansion of the cocoa industry. It is also responsible for safeguarding the intellectual property rights to Trinidad cocoa and the Trinitario cocoa variety.

Business Facilitation

ExporTT Limited (ExporTT)



ExporTT Limited (ExporTT) (formerly Business Development Company Limited) was established to create internationally competitive firms in the non-energy, manufacturing and services sectors to grow and diversify trade and generate wealth through export led growth.

The main functions of ExporTT include:

- providing manufacturers and service providers with business friendly information on market access opportunities;
- equipping firms with the necessary tools to take advantage of market access opportunities abroad;
- identifying opportunities for Trinidad and Tobago's products and services abroad;
- facilitating trade and export missions abroad organised by the private sector;
- creating business linkages and matchmaking between domestic suppliers and foreign distributors;
- building export selling capabilities of firms to bolster and develop their international selling skills; and
- providing business intelligence to firms in the form of country, company, market and sector information.

Evolving TecKologies and Enterprise Development Company Limited (eTeck)



Evolving TecKologies and Enterprise Development Company Limited (eTeck) was established in 2004 and has expanded from the development of industrial estates and assets management to include hotel management, sector development and investment promotion. The company has refocused its responsibilities to reflect a new energetic, visionary role in the development of modern economic zones (EZs) in Trinidad and Tobago.

For fiscal 2019, eTeck plans to continue and implement the following projects:

- **Refurbishment of Hilton Trinidad & Conference Centre** –
 - The upgrade of the pool and deck area, repairs to damaged concrete apron and the replacement of demountable walls in the ballroom have been completed. Works to repair major structural joint are ongoing. The estimated cost is \$10.0 million. The estimated expenditure for the period April to September 2018 is \$0.1 million and \$0.8 million for fiscal 2019.
 - The construction of a kiosk to protect the electrical switch gear, the remodeling of the Tea Terrace area and repair to slope failure near the tennis court at an estimated cost of \$3.7 million. The estimated expenditure is \$3.3 million for fiscal 2019.



- **Acquisition and Implementation of Information Communication and Technology (ICT)** – This project comprises the implementation of electronic surveillance of Tamana InTech Park, upgrade of eTeck’s ICT infrastructure as well as security upgrades. The estimated cost of the project is \$2.8 million. The estimated expenditure for fiscal 2019 is \$2.4 million.
- **Preventative Maintenance and Ongoing Repairs to Flagship Building** – The scope of the project was expanded to include the restoration works to louvered panels, heating, ventilation, and air conditioning (HVAC) grilles of the South Block roof, North Block Roof trellis and repairs to roof. The estimated cost was revised from \$5.2 million to \$9.4 million. The estimated expenditure for the period April to September 2018 is \$2.2 million and \$4.5 million for fiscal 2019.
- **Upgrade of Preventative Maintenance and Ongoing Repairs to Existing Industrial Parks** – The scope of the project was expanded to include the construction of box drains at Frederick Settlement, roof refurbishment at Milford Road Industrial Park, refurbishment works to Waste Water Treatment Plant at Debe and electrical upgrade in Frederick Settlement Industrial Park. The estimated cost was revised from \$10.2 million to \$11.9 million. The estimated expenditure for the period April to September 2018 is \$2.1 million and \$6.9 million for fiscal 2019.
- **Repairs to the Vanguard Hotel** – The project involves the supply and installation of a new boiler plant room, the replacement of the guest room door locking system and HVAC repairs to the chillers and cooling towers. The estimated cost of this project is \$50.0 million. The estimated expenditure for the period April to September 2018 is \$0.2 million and \$1.5 million for fiscal 2019.

InvesTT Limited (InvesTT)



InvesTT Limited (InvesTT) was incorporated on November 08, 2011 as a subsidiary of eTeck. The company was made a wholly owned State Enterprise in 2013 and is mandated to implement the investment policy and investment promotion strategy of GORTT. The company acts as the national ‘one-stop shop’ and point of access for potential investors in all non-energy sectors of the economy as well as facilitates all the relevant requirements and regulatory approvals required by investors.

InvesTT manages the following functions:

- Investor Sourcing
- Investor Facilitation
- Investor Aftercare
- Investment Marketing
- Tenancing and Marketing of Tamana Intech Park

Trinidad and Tobago Creative Industries Company Limited (CreativeTT)

Trinidad and Tobago Creative Industries Company Limited (CreativeTT) was incorporated as a wholly owned State Enterprise on July 29, 2013 and is branded CreativeTT. The company is responsible for stimulating, facilitating and guiding the business development and export activities of the creative industries in Trinidad and Tobago. Some of the sub-sectors and niche areas

developed in the creative industries are (but not limited to) festivals, film, music, fashion, literature and publishing and broadcasting. The company is the parent company of Trinidad and Tobago Film Company Limited (FilmTT), Trinidad and Tobago Music Company Limited (MusicTT) and Trinidad and Tobago Fashion Company Limited (FashionTT).

Trinidad and Tobago Free Zones Company Limited (TTFZ)



Trinidad and Tobago Free Zones Company Limited (TTFZ) was incorporated on July 6, 1988 as a wholly owned State Enterprise, to administer, control, operate and manage all Free Zones Programme in accordance with the provisions of the Trinidad and Tobago Free Zones Act. The company's revenue is derived from license fees.

The aim of the Free Zones Programme of Trinidad and Tobago is to attract both foreign and local investors to set up manufacturing, international trading and services operations, within free zones that are dedicated to exports, encourage and facilitate new investment, create

jobs and generate net foreign exchange earnings and the deepening of the technology base of the country.

Approved enterprises engaged in exporting from a free zone to a territory, other than the customs territory, is to be exempted from import and export licencing, corporation tax, business levy, withholding tax or any other tax or levy, on sales, receipts, profits or gains in respect of those exports. Additionally, free zone enterprises enjoy a host of other benefits including, but not limited to, import duty concessions and swift work permit processing.

Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL)



Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL) was incorporated on November 06, 2008 as a wholly owned State Enterprise. It is a project management company mandated to:

- promote the Trinidad and Tobago International Financial Centre (TTIFC) domestically and internationally as an attractive location for business and investment activities;
- establish and promote the TTIFC as a credible financial centre and a leader within its targeted area of focus; and
- ensure the growth and development of the TTIFC, including the provision of policy recommendations to support the expansion of the IFC.



Communication Technologies

TTT Limited (formerly known as Caribbean New Media Group Limited)



TTT Limited (formerly known as Caribbean New Media Group Limited) is a wholly owned State Enterprise providing broadcast, production and transmission services for its audiences. On August 20, 2018 the company’s name was changed to TTT Limited.

TTT Limited owns and operates a broadcast media facility comprising of TTT, its flagship free to air television station

broadcasting on channels 9, 13 and 20 and three radio stations on the FM frequency – Talk City 91.1MHz, Next 99.1MHz and Sweet 100.1MHz. TTT Limited’s production resources encompass two (2) outside broadcast units for live event production, two major television studios, one minor television studio, two television control rooms and three radio studios.

Government Information Services Limited (GISL)



Government Information Services Limited (GISL) is a technology-based company involved in communications, history and heritage, public education and entertainment. It was incorporated on July 21, 2006 as a wholly owned State Enterprise.

GISL facilitated awareness of policies, programmes, goods, services, benefits and amenities made available by the Government through a range of ICTs. In May 2017, GORTT agreed to wind-up GISL and pre-liquidation activities are ongoing.

National Information and Communication Technology Company Limited (NICTCL)



National Information and Communication Technology Company Limited (iGovTT) was incorporated on July 20, 2009 as a wholly owned State Enterprise. The company is mandated as the executor and administrator of Government’s enterprise-wide Information and

Communication Technology (ICT) strategies and programmes, such as ttconnect, in which Government services are provided online.

Electricity

Trinidad and Tobago Electricity Commission (T&TEC)



Trinidad and Tobago Electricity Commission (T&TEC) was established under the Trinidad and Tobago Electricity Commission Act, Chapter 54:70 to provide electricity for industrial, commercial and residential use throughout Trinidad and Tobago.

The upgrade of T&TEC's electrical transmission system and supporting infrastructure continues to be of paramount importance to T&TEC in carrying out its mandate of maintaining a safe and reliable supply of electricity to all citizens of Trinidad and Tobago.

These upgrades are on an annual basis and are executed via projects funded by retained earnings which are classified as follows:

- **Construction/Establishment of Substations** – This project involves the construction of new substations at load centres throughout Trinidad and Tobago. This project is under review.
- **Rehabilitation/Upgrade of Existing Substations** – This project involves the installation of new larger transformers to meet the increased demand of electricity at the respective load centres. The estimated cost of this project was revised from \$150.5 million to \$176.0 million. The projected expenditure for April to September 2018 is \$8.3 million and \$82.1 million for fiscal 2019.
- **Construction of Overhead Lines and Underground Cable Circuits** – This project involves the construction of overhead lines and underground extensions and 12kV feeders to supply electricity to new developments. The estimated cost of the project was revised from \$12.5 million to \$35.8 million. The projected expenditure for April to September 2018 is \$3.3 million and \$3.5 million for fiscal 2019.
- **Rehabilitation and Upgrade of Existing Overhead Lines & Underground Cables** – This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables. The estimated cost of the project was revised from \$99.4 million to \$30.6 million. The projected expenditure for April to September 2018 is \$6.8 million and \$4.0 million for fiscal 2019.
- **Upgrade of IT, Communication, Metering, Protection and Security Infrastructure** – This project involves the purchase of new supporting equipment for Geographical Information Systems (GIS), Distribution, Supervisory Control and Data Acquisition (SCADA) and Distribution Automation, as well as expansion of the Microwave System and Fibre Optic Communication System. The estimated cost was revised from \$62.1 million to \$19.2 million. The projected expenditure for April to September 2018 is \$3.1 million and \$3.3 million for fiscal 2019.
- **Upgrade of Office Buildings, Facilities and Vehicles** – This project involves the upgrade of office buildings and facilities and procurement of equipment to support administrative, operations and project activities. The estimated cost was revised from \$147.7 million to \$121.1 million. The projected expenditure for April to September 2018 is \$58.0 million and \$48.4 million for fiscal 2019.
- **Other Projects** – The project scope has been modified to include renewable energy, improvements to the System Power Factor, replacement of Oil Ring Main Units (RMUs) and installation of light-emitting diodes (LEDs) in place of high pressure sodium bulbs which will reduce energy consumption. Further, the Wind Research and Cove Power Station Overhaul projects were completed. The estimated cost was revised from \$47.0 million to \$8.5 million. The projected expenditure for April to September 2018 is \$4.1 million and \$5.4 million for fiscal 2019.



FINANCIAL SERVICES

Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK)



Trinidad and Tobago Export Credit Insurance Company Limited (EXCICO) was incorporated on December 31, 1973 and was renamed Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) on November 4, 1997. The company provides export credit insurance

to exporters against losses, discounts bills in respect of goods exported from Trinidad and Tobago on credit terms and facilitates pre-shipment financing and trade related services to exporters.

First Citizens Holdings Limited (FCHL)



First Citizens Holdings Limited (FCHL) was incorporated in May 1994 as a wholly owned State Enterprise with its principal activity being investment holdings. The company is the parent of the First Citizens Group.

National Investment Fund Holding Company Limited (NIF)

National Investment Fund Holding Company Limited (NIF) was incorporated on May 28, 2018 as a wholly owned State Enterprise to perform the Trustee functions.

Portfolio Credit Management Limited (PCML)

Portfolio Credit Management Limited (PCML) was acquired on December 1, 2011 as a wholly owned State Enterprise. Its principal activity is to prudently manage and liquidate a credit portfolio.

National Enterprises Limited (NEL)



National Enterprises Limited (NEL) was established in August 1999 to hold GORTT's shareholdings in selected State Enterprises and facilitate a public offering on the Trinidad and Tobago Stock Exchange (TTSE). Government holds 66 percent of the shareholding of NEL.

The company's portfolio includes:

- National Flour Mills Limited (51 percent);
- Trinidad Nitrogen Company Limited (51 percent);
- Telecommunications Services of Trinidad and Tobago Limited (51 percent);
- NGC NGL Company Limited (20 percent); and
- NGC Trinidad and Tobago LNG Limited (37.84 percent).

NEL also has a wholly owned subsidiary company called NEL Power Holdings Limited, which holds a 10 percent Class B shares in the Power Generation Company of Trinidad and Tobago Limited (PowerGen).

In December, 2014, NEL, as a member of a consortium, which included Trinidad and Tobago Unit Trust Corporation (UTC) and the National Insurance Board of Trinidad and Tobago (NIBTT), acquired Pan West Engineers and Constructors Inc. which held a 10 percent shareholding in Phoenix Park Gas Processors Limited (PPGPL).

National Entrepreneurship Development Company Limited (NEDCO)



National Entrepreneurship Development Company Limited (NEDCO) was incorporated on April 25, 2002 as a wholly owned State Enterprise to provide credit to

the small and micro enterprise sector including start-up capital at a preferred rate of interest.

Taurus Services Limited (TAURUS)



Taurus Services Limited (TAURUS) is a wholly owned State Enterprise established for the acquisition and recovery of some of the assets of Workers' Bank (1989) Limited and assets subsequently acquired through collections and

sale of securities. In addition, the company facilitates the restructuring of State Enterprises through the removal of non-performing loans.



Trinidad and Tobago Mortgage Finance Company Limited (TTMF)



Trinidad and Tobago Mortgage Finance Company Limited (TTMF) was incorporated on December 3, 1965. It is a specialised housing financial institution and an Approved Mortgage Company (AMC) under the Housing Act of 1962. Its main objective is the implementation of Government’s housing policy by the provision of mortgage financing to home-owners in the lower and middle-income groups.

TTMF issues mortgages on the open market at varying interest rates for land purchases, home equity and construction of homes.

The company also provides mortgages under the two percent financing regime as part of GORTT’s thrust

to provide affordable housing to low income earners where the family income does not exceed \$10,000.00 per month and the property value does not exceed \$850,000.00. In addition to the two percent mortgage programme, TTMF offers a five percent mortgage programme for first time home owners where the family income does not exceed \$30,000.00 and the property value does not exceed \$1.5 million.

The company is currently pursuing a merger with the Home Mortgage Bank (HMB) with a view to forming the Trinidad and Tobago Mortgage Bank (TTMB).

CLICO Trust Corporation Limited (CTC)

CLICO Trust Corporation Limited (CTC) is a wholly owned State Enterprise incorporated on October 8, 2012. It is a Trustee and is responsible for the administration of the CLICO Investment Trust which is a closed ended mutual

fund. The fund comprises shares of Republic Bank Limited and GORTT’s securities which are held in trust in accordance with the provisions of the Trust Deed.

MANUFACTURING SERVICES

National Flour Mills Limited (NFM)

National Flour Mills Limited (NFM) was incorporated in 1972 as a wholly owned State Enterprise. In May, 1995 the shares of the company were listed on the TTSE. NEL owns 51 percent of the shares with the remainder being

held by private investors. NFM's principal activities are the production and distribution of a range of products including rice, flour, animal and poultry feed and soya products.

TOURISM

Tourism is a major source of income for many countries and affects the economy of both the source and host countries. Tourism has significant potential for generating employment, earning foreign exchange and contributing to the national economy as well as diversifying the economy.

Tourism Development Company Limited (TDC)

Tourism Development Company Limited (TDC) was incorporated on September 13, 2004 as a wholly owned State Enterprise. The company was mandated to develop and market Trinidad and Tobago's tourism product and improve the local tourism sector and to

establish and implement standards to develop and maintain tourism infrastructure and amenities as well as standards for all identified tourist sites and attractions. In May 2017, GORTT agreed to wind-up this company and pre-liquidation activities are ongoing.

Golden Grove - Buccoo Limited

Golden Grove - Buccoo Limited was incorporated on December 2, 2016 and is assigned the responsibility for negotiating an economically viable Agreement with

Sandals Resorts International 2000 Inc towards the implementation of the proposal to invest in Sandals Resort Tobago – The Golden Grove-Buccoo Project.



Tourism Trinidad Destination Marketing Management Company Limited (TTDMCL)

Tourism Trinidad Destination Marketing Management Company Limited (TTDMCL) was incorporated on June 29, 2017 and is a wholly owned State Enterprise. The company is mandated to develop and market the

business, conference and meetings product of Port of Spain, the development of niche products, including culture, festivals, sports and the like, and the provision of business advisory services.

Trinidad and Tobago Tourism Business Development Limited (TTTBDL)



Trinidad and Tobago Tourism Business Development Company Limited (TTTBDL) was incorporated on August 3, 2012 as a wholly owned State Enterprise. The company is responsible for the administration of the Tobago Tourism Development Fund which provides guarantees to the two major business categories of the tourism sector in Tobago:-

- Debt restructuring for tourism and tourism-related businesses; and
- Upgrade and maintenance of hotels (less than 50 rooms) and ancillary businesses.

In May, 2013, the mandate of TTTBDL was expanded to include the administration of the Government Loan Guarantee Programme (GLG). The GLG is for developing PPPs for tourism-development programmes for hotels with excess of 50 rooms to a maximum of 1,000 rooms.

Transport and Communication

National Helicopter Services Limited (NHSL)



National Helicopter Services Limited (NHSL) was incorporated on October 3, 1989, and is a majority owned State Enterprise (82.3 percent GORTT and 17.7 percent NGC). It was established to provide essential helicopter services to GORTT, particularly in emergency or disaster situations, the oil and gas sector and other commercial entities, including NGC. The company also provides third party aircraft maintenance and logistic support to the Air

Division of the Strategic Services Agency (SSA), formerly, the Air Division of the National Operations Center (NOC).

The following projects are on hold:

- **Expansion of Existing Facilities and Related Infrastructure**
- **Acquisition and refurbishment of the adjacent NGC Hangar and Facilities at Camden, Couva**

Caribbean Airlines Limited (CAL)



Caribbean Airlines Limited (CAL) was incorporated on September 27, 2006 as a wholly owned State Enterprise. CAL is the national airline of Trinidad and Tobago with its main hub located at the Piarco International Airport, Trinidad. On October 1, 2007, CAL acquired all of the issued share capital of Tobago Express Limited and assumed

responsibilities for the operation of the domestic route, previously undertaken by Tobago Express Limited. In 2011, due to the acquisition of specific routes of Air Jamaica, the Government of Jamaica acquired interest in CAL. The ownership of CAL is now 88.1 percent GORTT and 11.9 percent Government of Jamaica.

Port Authority of Trinidad and Tobago (PATT)



The Port Authority of Trinidad and Tobago (PATT) is a Statutory Authority established in accordance with Act No. 39 of 1961. PATT is responsible for the management and operation of the Ports of Port of Spain and Scarborough, with oversight responsibility for all ports and harbours in the country. Its port operations include

handling of international and regional containerised cargo, break and dry/liquid bulk cargo and the provision of roll-on/roll-off services. Other activities include the management of the Trinidad and Tobago Inter-Island (TTI) Ferry Service and the provision of Cruise Shipping facilities.



Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)



Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16, 1996 and is a public company of which, 51 percent is owned by the GORTT and 49 percent by private shareholders. PLIPDECO's two core activities are:

- **Industrial Real Estate Management** – PLIPDECO is the owner and landlord of the 860-hectare Point Lisas Industrial Estate. It is located on the west coast of central Trinidad, housing approximately 103 tenants involved in a range of activities of which the petrochemical sector is dominant; and
- **Port Management and Operations, including Cargo Handling Services** – Port Point Lisas, the second major port in Trinidad and Tobago, is a multipurpose cargo facility operating on a 24/7 basis, consisting of six general cargo and container berths. The facility handles a variety of cargo including containerised, break bulk, lumber, paper, consumables dry bulk and steel.

The company is implementing the following projects:

- **Upgrade of the Estate's Drainage** – This project involves the continued rehabilitation of earthen drains and maintenance of damaged sections of box drains within the Industrial Estate. The project was estimated to cost \$1.8 million, however, this project was suspended.
- **Construction of a Records Management Building** – This project involves the construction of a building to store and archive the records of the Corporation. The estimated cost is \$2.0 million. Construction was delayed and the project is scheduled to be completed in fiscal 2019.

- **Upgrade of the Terminal Operations Software (NAVIS)** – This project was completed in fiscal 2018 at a cost of \$8.5 million.
- **Acquisition of Equipment on a Phased Replacement Programme** – This project is geared to continuously improve the efficiency of Port's operations. The scope was further expanded to include the purchase of three reach stackers, ten container trailers, one empty container handler and twelve forklifts. The estimated cost of the project was revised from \$11.1 million to \$19.1 million. The projected expenditure for April to September 2018 is \$10.2 million and \$2.5 million in fiscal 2019.
- **Berth Rehabilitation** – This project involves the rehabilitation of Berths 3 & 4 in order to maintain the integrity of the berths. The estimated cost of the project is \$45.7 million. The estimated expenditure for April to September 2018 is \$7.0 million.
- **RTG Bay Rehabilitation** – This project involves the rehabilitation of the undulating surfaces of the RTG bays, as well as an extension of the export bay. The estimated cost of this project is \$69.5 million and is scheduled to commence in fiscal 2018. The projected expenditure for April to September 2018 is \$10.0 million and \$59.5 million in fiscal 2019.
- **Construction of Warehousing (Phase 1)** – PLIPDECO has plans to construct an additional warehousing space at an estimated cost of \$40.0 million. The concept design was completed and initial construction is expected to commence in fiscal 2018.

Telecommunications Services of Trinidad and Tobago Limited (TSTT)



Telecommunications Services of Trinidad and Tobago Limited (TSTT) is jointly owned by NEL and Cable & Wireless (West Indies) Limited (C&W). NEL owns 51 percent of its issued share capital, while C&W holds 49 percent. The company is the largest provider offering mobile, fixed line, broadband, pay TV, security and other related services. The company is continuing the expansion of its 2.5GHz TDD LTE Broadband Wireless Network both in Trinidad and Tobago.

TSTT received the latest international standards in certification for Data Centers. That is, the TIA-942-B certification, an upgrade to the TIA-942-A which the company previously attained. The company's Data Center also achieved SOC 2 certification, which focuses on a business's controls for Data Centers. This certification places TSTT among the top data centers worldwide.

In addition, in March 2018 TSTT and iGovTT signed an e-tender Memorandum of Understanding (MOU) which provides the governing framework to jointly market and implement TSTT's e-Tender Software as a Service to 22 Ministries, 119 Companies and 135 Statutory Bodies.

TSTT will continue to implement the following projects for 2019:

- **Residential and Service Delivery** – This Division comprises Fixed Line, Broadband, Entertainment [Internet Protocol Television (IPTV), Digital Video Broadcasting - Terrestrial [DVBT (wireless TV)] service and Residential Alarm Monitoring:
 - **Fixed Line** – TSTT continues to invest in the outside plant infrastructure, deploying fibre facilities as a replacement for aged copper plant in Trinidad and Tobago.
 - **Broadband** – TSTT invested in wireless broadband network (WTTx) as a solution to replace the aged copper plant. In this regard with the upgrade of 242 sites, TSTT can offer Triple play service over Wireless on its 2.5GHz TDD LTE network providing Voice, Broadband and Entertainment at very competitive prices.

This brings the total WTTx sites on its Wireless network to 357 with 90% population coverage. Additionally, TSTT continued on its strategic investment programme in upgrading its international offshore capacity to meet growing public demand for higher speed internet services.

The estimated cost was revised from \$1,159.5 million to \$1,619.1 million. The projected expenditure for April to September 2018 is \$225.9 million and \$301.4 million for the fiscal 2019.

- **Mobile Services** – TSTT continues to invest in both the expansion in the number of cell sites, as well as, capacity improvements to existing sites leading to improvements in its mobile voice and data coverage throughout Trinidad and Tobago. Apart from improved coverage this program resulted in the reduction in the levels of congestion for customers on TSTT's network.

The estimated cost was revised from \$849.1 million to \$1,255.1 million. The projected expenditure for April to September 2018 is \$55.7 million and \$65.7 million for the fiscal 2019.

- **Strategic Alliance, Enterprise & Tobago Operations** – This Division is responsible for meeting the demands of TSTT's major corporate customers as well as GORTT and the Tobago House of Assembly (THA). Funds were utilised to support TSTT's Digital and Cloud strategies, these include Public and Private Cloud hosted solutions as well as IP & Hosted PBX systems along with (SaaS) Software as a Service Solutions.

The estimated cost was revised from \$482.2 million to \$429.4 million. The projected expenditure for fiscal 2019 is \$6.4 million.

- **Technology** – The Technology Division is responsible for the efficient deployment of new products and services as well as maintaining existing networks



such as IT, Transport Core, Mobile or Access Network. The company completed Phases 1 and 2 of its Mobile Long Term Strategy (MLTS) project which involved the expansion of the Universal Mobile Telecommunications System (UMTS) 1900 Network and the launch of UMTS 850 Network. Phase 3 is in progress.

The estimated cost was revised from \$871.5 million to \$899.8 million. The projected expenditure for April to September 2018 is \$31.1 million and \$21.3 million for the fiscal 2019.

- **Other BAU Maintenance and Administration (formerly Support Services)** – These Divisions include; Corporate Marketing, Finance, Human Resource & Corporate Services and Legal & Regulatory which provide administrative and other necessary support to the business. The estimated cost was revised from \$527.4 million to \$502.8 million. The projected expenditure for April to September 2018 is \$11.7 million.

Social Infrastructure

Education and Training

Education Facilities Company Limited (EFCL)



Education Facilities Company Limited (EFCL) was incorporated on March 11, 2005 as a wholly owned State Enterprise to manage projects assigned by the Ministry of Education (MOE). This includes the design, construction, maintenance, equipping and outfitting of Early Childhood Care and Education Centres (ECCECs), Primary Schools, Secondary Schools and Education District Offices.

The school construction programme is primarily funded under PSIP/IDF and the proceeds of a Bond issued by GORTT in 2009. The proceeds from the Bond were initially earmarked for the construction of ECCECs, however, in 2011, the bondholders agreed to apply the funding to other schools under construction.

Export Centres Company Limited (ECCL)



Export Centres Company Limited (ECCL) was incorporated on July 3, 1996 as a wholly owned State Enterprise. The company is responsible for the training

of persons to become micro-entrepreneurs, capable of producing and selling high quality artisan craft.

Government Human Resource Services Company Limited (GHRIS)



Government Human Resource Services Company Limited (GHRIS) was incorporated on October 20, 2006 as a wholly owned State Enterprise to facilitate the enhancement of the Human Resource capacity in the Public Service of Trinidad and Tobago. The company was responsible for:

- Recruiting professionals – nationals and non-nationals from abroad to fill skills gap;
- Providing technical assistance and advice to Ministries and Departments in implementing HRM policies, strategies and agenda;

- Developing guidelines for overseas recruitment, change management strategies, resettlement from overseas;
- Establishing head hunting database of T&T, CARICOM and other overseas nationals; and
- Disseminating information to enable overseas recruitment.

In April 2017, GORTT agreed to wind-up this company. A liquidator was appointed on June 20, 2018.



Human Capital Development Facilitation Company Limited (HCDFCL)

Human Capital Development Facilitation Company Limited (HCDFCL) was incorporated on December 4, 2013 as a wholly owned State Enterprise. It was mandated to facilitate the acquisition of land and other resources for the establishment of HCDFCL and other projects necessary for the implementation of the PSIP for

the Ministry of Tobago Development. The company was also responsible for the management of the operations of the HCDFCL and other PSIP projects. In June 2016, GORTT agreed to wind-up this company. A liquidator was appointed on February 6, 2018.

MIC Institute of Technology Limited (formerly Metal Industries Company Limited) (MIC-TT)



MIC Institute of Technology Limited (formerly Metal Industries Company Limited) (MIC) was incorporated on December 11, 1974 and 46.8 percent is owned by GORTT. Its principal activities are the training of personnel in the

manufacturing of tools, dies, moulds, precision parts, and the provision of product design, manufacturing and industrial engineering services.

National Commission for Self Help Limited (NCSHL)



National Commission for Self Help Limited (NCSHL) was incorporated on April 14, 1997 as a wholly owned State Enterprise. The Commission is a non-profit organisation

engaged in mobilising physical, financial and human resources to facilitate self-help activities in communities.

National Schools Dietary Services Limited (NSDSL)



National Schools Dietary Services Limited (NSDSL) was incorporated on July 3, 2002 as a wholly owned State Enterprise. The primary responsibility is managing

the School Nutrition Programme which includes the establishment of criteria for the selection of caterers and the development of quality control mechanisms.

National Maintenance Training and Security Company Limited (MTS)



National Maintenance Training and Security Company Limited (MTS) is a wholly owned State Enterprise incorporated on November 27, 1979 to provide security and maintenance services to schools and learning institutions in Trinidad and Tobago. The company's

mandate was expanded to include grounds maintenance, technical maintenance, horticultural and landscaping services and project management to the wider public.

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



Youth Training and Employment Partnership Programme (YTEPP) Limited (YTEPP) is a wholly owned State Enterprise incorporated on October 10, 1990 to provide skills training and retraining opportunities to young

persons to support business development. The main objective of the company is to promote skills-based training at different levels in order to enhance the employability of individuals.



Community

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) was established in 1995 as a wholly owned State Enterprise to oversee rural and urban development throughout Trinidad and Tobago. The company has a diverse portfolio developing projects in areas of commercial office buildings, hotel and conference centres, culture and art, historical restoration, sporting facilities, car parks and road rehabilitation.

UDeCOTT will continue to implement the following projects in fiscal 2019:

- **Diego Martin Sporting Complex** - The new Diego Martin Sporting Complex is being developed on the site located at the corner of The Diego Martin Road and Savannah Terrace, adjacent to the Northern Recreation Ground. It comprises two floors with a total of approx. 967 m². The complex would include a pavilion with 1,000 seating capacity, team & official change room, administration, V.I.P. & media rooms, water tanks and sewer lift station. Construction

commenced in March 2016. The estimated cost of the project was revised from \$124.4 million to \$135.8 million. The projected expenditure for April to September 2018 is \$13.0 million and \$7.5 million for fiscal 2019.

- **National Academy for the Performing Arts, Port of Spain - Repair and Additional Works** – The National Academy for the Performing Arts was completed and opened in 2009 under a Government to Government concession between the Republic of Trinidad and Tobago and the People’s Republic of China. In July 2016, on the recommendation of the Ministry of Works and Transport, the entire facility was closed for repairs. GORTT has decided to reopen the facility and remedial works commenced in December 2016. The estimated cost of the project is \$36.3 million and from fiscal 2019 is being funded through PSIP.

Community Improvement Services Limited (CISL)



Community Improvement Services Limited (CISL) was incorporated on September 5, 2002 as a wholly owned State Enterprise. The company was responsible for designing, implementing and managing projects

geared towards improving the infrastructure and quality of life of communities throughout Trinidad. In March 2017, GORTT agreed to wind-up this company and pre-liquidation activities are ongoing.

The CEPEP Company Limited



The CEPEP Company Limited was incorporated on April 02, 2008 as a wholly owned State Enterprise with responsibility to manage and execute the Community-

Based Environmental Protection and Enhancement Programme in Trinidad and Tobago.

East Port of Spain Development Company Limited (EPOS)



East Post of Spain Development Company Limited (EPOS) was incorporated on September 28, 2005 as a wholly owned State Enterprise. Its principal activity is to develop and redevelop a zone in East Port of Spain, bounded by Charlotte Street, Lady Young Road and

the Eastern Main Road including Morvant, Never Dirty, Caledonia, Beetham Estates, Sea Lots and Katanga. This development aims to transform East Port of Spain through economic, social and physical regeneration.

Rural Development Company of Trinidad and Tobago Limited (RDC)



Rural Development Company of Trinidad and Tobago Limited (RDC) was incorporated on May 2, 2005 as a wholly owned State Enterprise responsible for identifying and implementing developmental projects in rural communities in Trinidad. The company also provides project management services for the procuring

of contractors for the implementation of approved development projects on behalf of GORTT.

The project for the construction and Outfitting of the Princes Town Regional Corporation Administration Complex is on hold.



The Sports Company of Trinidad and Tobago Limited (SPORTT)



The Sports Company of Trinidad and Tobago Limited (SPORTT) was incorporated on September 27, 2004 as a wholly owned State Enterprise with the responsibility to:

- Provide advice and make recommendations to the Ministry of Sport and Youth Affairs (MSYA) on matters relating to Sport and Physical Recreation;
- Collaborate with MSYA, MOE, the University of the West Indies (UWI) and other relevant agencies for the establishment of an Institute of Sport at UWI, St. Augustine, University of Trinidad and Tobago (UTT) and other designated agencies;
- Implement suitable programs for total participation in high performance sport;
- Administer sports as agreed to by the Ministry responsible for sport;

- Manage and maintain sport facilities; and
- Design and set standards for National Coaching Programmes and for coaching certification.

SPORTT continues the development and upgrade of grounds, park and spaces. This project consists of six regional grounds and three sub-regional grounds throughout Trinidad and is funded through a bond facility in the sum of \$495.9 million. The construction of each of these grounds includes: grassing, outfield works, cricket pitch, football field, basketball court, multipurpose hard court, pavilion, bleachers, fencing, gates, gymnastics hall, lighting, electrical works, play park and practice nets. The estimated expenditure for the period April to September 2018 is \$67.0 million and \$76.2 million for fiscal 2019.

The Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL)



Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) was incorporated on November 12, 1980 as a wholly owned State Enterprise to provide technical, managerial and supervisory assistance to public and private institutions in the collection, handling, treatment and disposal of solid waste in Trinidad and Tobago. In 1989, the mandate was expanded to include the actual collection and disposal of solid waste. The company is also involved in composting and recycling recoverable waste, mainly glass, paper, metal and plastic.

SWMCOL has undertaken several strategic initiatives to reposition itself and its commercial lines of business in the waste industry. The services offered include:

- General solid waste collection and disposal;
- Special waste management;
- Liquid waste management;
- Waste paper recovery; and
- Portable sanitation rentals.

Housing and Settlements

Estate Management and Business Development Company Limited (EMBD)



Estate Management and Business Development Company Limited (EMBD) was incorporated on August 8, 2002 as a wholly owned State Enterprise to manage the lands previously owned by Caroni (1975) Limited (Caroni) and to stimulate and facilitate new business activities through the establishment of light industrial, agricultural and housing estates and commercial complexes. EMBD was also given the responsibility to provide security services on the lands belonging to Caroni.

Under the Caroni (1975) Limited and Orange Grove National Company Limited (Divestment) Act, Chapter 64:08, EMBD is responsible for the development of 22 residential estates sites with appropriate infrastructure to meet GORTT's commitment to former employees of Caroni.

Trinidad and Tobago Housing Development Corporation (HDC)



Trinidad and Tobago Housing Development Corporation (HDC) was established by Act No. 24 of 2005. The principal activities of the Corporation include:

- Provision of secured and unsecured housing loans;
- Development of low cost housing both for sale and rental; and
- Maintenance of low cost housing retained for rental.



Health

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



UDeCOTT will undertake the following project in fiscal 2019:

- **San Fernando General Hospital Car Park** – This project originally involved the construction of a 750 space multi-storey car park adjacent to the San Fernando General Hospital. This has since been expanded to 1000 space multi-storey car park. The estimated cost of the project has been revised from \$57.7 million to \$85.1 million.
- **Construction of the Arima Hospital** – This project involves the design and construction of a 275,000 ft², 150 bed hospital located south of the

existing Arima District Health Facility. The Arima General Hospital will offer services in the areas of General Medicine, General Surgery, Gynaecology, Obstetrics, Psychiatry, Burns, High Dependency (ICU) and Accident and Emergency. This project was previously funded through PSIP however, from fiscal 2018 it is being funded through GORTT serviced loan. The project is 43.5 percent complete and is scheduled for completion in fiscal 2019.

The estimated cost of the project is \$1,601.3 million and the projected expenditure for April to September 2018 is \$464.4 million and \$609.4 million for fiscal 2019.

National Health Services Company Limited (NHSCL)

National Health Services Company Limited (NHSCL) was incorporated on July 25, 2014 as a wholly owned State Enterprise. The company is mandated to facilitate the development and construction of health facilities, the

procurement and maintenance of medical equipment and supplies, recruitment of staff and related project management consistent with the strategic objectives of the Ministry of Health.

The Couva Medical and Multi-Training Facility (CMMF) Limited

The Couva Medical and Multi-Training Facility (CMMF) Limited was incorporated on July 3, 2018 as a wholly owned State Enterprise to facilitate the operationalisation

of the Couva Medical and Multi-Training Facility. The company is to be jointly owned by GORTT and the University of the West Indies.

Administration

Public Order and Safety

Airports Authority of Trinidad and Tobago (AATT)



Airports Authority of Trinidad and Tobago (AATT) was established by Act No. 49 of 1979 to develop and manage the business of the Piarco International Airport (PIA) and ANR Robinson International Airport (ANRRRIA). The Authority is mandated to provide safe, secure and efficient aviation services at the country's airports and continues to focus on the delivery of high quality services and facilities. In this context, the upgrade of existing systems and infrastructure to meet international standards, is ongoing and the projects are summarised as follows:

- **A.N.R. Robinson International Airport Expansion and Modification** – This project entails the rehabilitation/replacement of deteriorated portions of the terminal building's roof, renovation of the check-in area and arrivals hall, construction of a new VIP lounge for passengers and extended departure hall. The project is estimated to cost \$45.0 million. The estimated expenditure for the period April to September 2018 of \$1.5 million. The project is scheduled to be completed by the end of fiscal 2018.
- **The Construction of a Sewer Treatment Plant** – This Plant replaced the old sewer treatment plant located at ANRRRIA and was completed at a cost of \$17.5 million. The construction contract included the provision of maintenance services by the contractor which will terminate in fiscal 2019.
- **AATT Point of Sale System** – The installation of a Point of Sale System estimated at \$7.0 million was initiated to monitor duty free sales. The projected expenditure for fiscal 2019 is \$1.0 million.
- **Airport Planning Consultancy Services** – This consultancy seeks to advise on the maximisation of the present foot print of PIA into a more usable space for passengers, employees and the general public. It will provide architectural design, furniture fixtures and equipment design, engineering and quantity surveying services to modify and utilise the current space to accommodate future needs. The AATT expects to receive the final report shortly.
- **Upgrade of Building Management System (BMS)** – The scope of works include the supply and installation of hardware devices and software package to upgrade the existing BMS for the air conditioning system and to interface the lighting and electrical systems at both north and south terminals, airfield lighting system, elevators, escalators and fire alarm system. The estimated cost of the project was reduced slightly from \$12.4 million to \$12.0 million. The estimated expenditure for the period April to September 2018 is \$9.8 million and the project is scheduled for completion in fiscal 2018.
- **Replacement of Security Screening Equipment Carry-on/Walk-Thru Metal Detectors** – This project involves the replacement of the X-Ray scanners for carry-on luggage and full body scanners at both PIA and ANRRRIA to meet International Civil Aviation Organisation (ICAO) standards and Trinidad & Tobago Civil Aviation requirements. The estimated cost of the project is \$20.0 million. The estimated expenditure for the period April to September 2018 is \$5.3 million and \$9.5 million for fiscal 2019.
- **Replacement of Domestic Conveyor at A.N.R. Robinson International Airport** – The project was completed at a cost of \$1.8 million.
- **Repairs to Perimeter Fencing at Piarco International Airport** – This project entailed removing the existing perimeter chain link fence and supply, fabricate and install new mesh galvanised steel fabric at PIA at an estimated cost of \$12.0 million. The estimated



expenditure for the period April to September 2018 is \$3.0 million and \$9.0 million for fiscal 2019.

- **Replacement of one 500 ton Magnetic Chiller at North Terminal, Piarco International Airport** – This project entails the replacement of one 500 ton magnetic Chiller for the air conditioning system at North Terminal, PIA at a cost of \$3.8 million. The estimated expenditure for the period April to September 2018 is \$3.8 million and the project is scheduled for completion in fiscal 2018.

- **The Upgrade of Oracle E-business Suite Application** – This project includes the upgrade of the existing Oracle E-Business software hardware systems at a cost of \$6.1 million and is scheduled for completion in fiscal 2019. The estimated expenditure for the period April to September 2018 is \$2.9 million and \$3.2 million for fiscal 2019.

The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT)



The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) was incorporated on August 4, 2000 as a wholly owned State Enterprise. In April 2005, the mandate was changed from being a Fleet Maintenance Company to a Fleet Management

Company. The company provides a wide range of fleet (vehicle) management functions including vehicle maintenance, vehicle telematics (tracking and diagnostics), driver management, fuel management and health & safety management.

PUBLIC ADMINISTRATION

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



- **Government Campus Plaza** – UDeCOTT spearheaded the construction of the Government Campus Plaza which is geared towards realising GORTT's goal of efficient and convenient public access to the services of five of its Government Ministries and Agencies. The project was completed and fit out works are ongoing.
Of the five (5) buildings within the Campus, four (4) were completed by fiscal 2017. They were:
 - **Customs and Excise Building**
 - **Board of Inland Revenue Building**
 - **Ministry of the Attorney General and Legal Affairs Tower**
 - **Ministry of National Security, Immigration Division Building**

The fifth facility, the **Government Campus Plaza Multi-Storey Car Park** consists of an eight storey building, including a ground floor, mezzanine floor and rooftop. The refitting of the commercial spaces are ongoing.
- **Outfitting of the Ministry of Education Tower** – The building was handed over in May 2016 and the outfitting was completed at a cost of \$6.5 million. It comprises a 16 storey office tower and an adjacent five storey building for additional office space. The building's estimated cost at completion is \$585.3 million which is less than the estimated cost of \$749.5 million.
- **Government Plaza Fit Out** – This project involves modification works to improve operational efficiency of the Plaza, including the dining and conference facility. The estimated cost of the project is \$955.7 million. The projected expenditure for April to September 2018 is \$223.2 million and \$75.0 million for fiscal 2019.
- **Parliamentary Complex** – This project involves the customisation of the Cabildo building for the Office of the Parliament. The estimated cost of the project is \$303.0 million. The projected expenditure for April to September 2018 is \$31.4 million and \$117.8 million for fiscal 2019.
- **Restoration of President's House** – This project involves the restoration of President's House to accommodate the expanded functions of the Office of the President. Construction works commenced and the project is scheduled for completion in fiscal 2019. The estimated cost of the project is \$100.0 million. The projected expenditure for April to September 2018 is \$42.2 million and \$48.8 million for fiscal 2019.



National Infrastructure Development Company Limited (NIDCO)



National Infrastructure Development Company Limited (NIDCO) was incorporated on January 11, 2005 as a wholly owned State Enterprise to execute infrastructure and transportation projects on behalf of the Ministry of Works and Transport. NIDCO is providing project management services for the San Fernando to Point Fortin Highway Extension Project.

- **Construction of the Sir Solomon Hochoy Highway – from San Fernando to Point Fortin (SHHEPF – Project)** – The main objectives of the project are to provide highway network improvements to the South and West of San Fernando and to improve the road accessibility to Debe, Penal, Fyzabad, La Brea, Point Fortin and Siparia.

In June 2018, the following three (3) work packages were completed:

- a) Mosquito Creek Bridge and Godineau River Bridge;
- b) Dumfries Road to Mosquito Creek Bridge; and
- c) Godineau River Bridge to St. Mary’s Junction.

In August 2017, GORTT approved the continuation of the construction of the SHHEPF under four (4) work packages:

- a) Completion of Mon Desir Interchange Bridge and Oropouche River Bridge;
- b) Completion of No. 8 Road Overpass and Guapo River Bridge;
- c) Completion of Mon Desir to Eccles Trace and St. Mary’s Junction to Mon Desir; and
- d) Completion of the highway segment between Southern Main Road and Dunlop Roundabout.

The estimated cost of the project is \$7,500.0 million. The projected expenditure for the period April to September 2018 is \$120.0 million and for fiscal 2019 is \$1,200.0 million.

National Lotteries Control Board (NLCB)



The National Lotteries Control Board (NLCB) was established on August 12, 1968 in accordance with Act No. 22 of 1968 to promote, organise and conduct national lotteries in the Republic of Trinidad and Tobago. The Instant Money Game was launched in accordance with Act No. 32 of 1998, the surplus from which is paid into the Sports and Culture Fund. In March 1994, the National Lotteries Regulations were amended to include

the operation of On-line games. In July 1994, the On-line games Lotto Plus and Play Whe were launched. These were followed by Pick 2 and Donsai, which were launched in June 1996 and August 1997 respectively. CashPot was launched in October 1999 and Pick 4 was launched in November 2012. The surplus from the On-line games is paid into the Consolidated Fund.

Trinidad and Tobago Postal Corporation (TTPost)



Trinidad and Tobago Postal Corporation (TTPost) was established in accordance with Act No. 1 of 1999 as amended by Act No 13 of 2004 to provide postal,

financial, electronic and telecommunication services both locally and internationally.

Water and Sewerage Authority (WASA)



Water and Sewerage Authority (WASA) was established under the Water and Sewerage Act, Chapter 54:40 with responsibility for the provision of an adequate and reliable water supply and the treatment and disposal of wastewater. WASA is also responsible for the development and control of water supply, sewerage facilities and the conservation and proper use of water resources throughout Trinidad and Tobago. WASA is continuing the following:

- **National Social Development Programme (Water Component)** – The programme which commenced in 2002 is aimed at improving water supply to the population where the water supply was less than 84 hours per week and in areas which were without a water supply. The programme involves the implementation of 513 projects of which 502 have been completed, 8 are in progress and 3 are no longer required because of system reconfigurations. The programme is financed by a bond issue in the sum of \$304.0 million. The projected expenditure for the period April to September 2018 is \$2.2 million and \$21.0 million for fiscal 2019.
- **Water and Wastewater Construction/Refurbishment Programme** – The programme involves the construction/refurbishment of water storage facilities, new booster stations, the implementation of a network management system, a pressure management system, the replacement

of leaking mains and the expansion of the Trinity Reservoir. This involves the implementation of 99 projects of which 8 are on hold and 69 were completed, 20 projects have been deferred whilst 2 are being funded under the IDB programme. The programme is financed by a bond issue in the amount of \$1,335.9 million.

- **Multi-Phase Wastewater Rehabilitation Programme** – The programme comprises two components:
 - Construction of the two wastewater treatment plants and collection systems for the San Fernando and Malabar catchment areas; and
 - Institutional strengthening of the corporate governance structure within the Authority.

Works for the San Fernando catchment area commenced in fiscal 2015 and is scheduled for completion in fiscal 2019. Works for the Malabar catchment area commenced in fiscal 2015 and is now scheduled for completion in fiscal 2018.

The institutional strengthening component involves the engagement of a consultant for the provision of corporate governance services. The financial system and Geographic Information System database are being used to update the customer billing system, which is 90 percent complete. The estimated cost of the programme is \$1,577.6 million. The projected



expenditure for the period April to September 2018 is \$227.1 million and for fiscal 2019 is \$225.4 million.

- **Modernisation and Wastewater Infrastructure Rehabilitation Programme** – The programme involves improvement works in the areas of environmental conditions within the country, personnel/staff efficiency and wastewater management operations and maintenance performance. The programme comprises three components:
 - Improvement of Trinidad and Tobago wastewater system which involves the refurbishment, upgrade and integration or decommissioning of malfunctioning wastewater treatment plants;

- Restructure of the organisation structure to improve efficiency within the Authority; and
- Institutional strengthening of the wastewater management operations and maintenance performance which includes training activities for the new standard operating procedures for the improved wastewater systems.

The estimated cost of the programme is \$320.0 million and is funded by a US\$50.0 million bond issue. The projected expenditure for the period April to September 2018 is \$76.5 million and for fiscal 2019 is \$55.0 million.

Appendix I: Details of Expenditure

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Economic Infrastructure BUSINESS AND TRADE EXPANSION – ENERGY SECTOR							
THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED (NGC)							
Funded by GORTT							
Construction of Liquid Fuel Pipeline	1,317.71	1,234.52	25.96	14.41	42.82	0.00	The estimated cost of the project was revised from \$1,284.00 million to \$1,317.71 million. This project is scheduled for completion in fiscal 2018.
Funded by Retained Earnings							
Distribution Pipelines and Related Facilities							
Replacement of Pipeline to Longdenville	36.70	6.41	0.00	0.00	0.00	8.00	This project is on hold and is expected to resume in 2019.
Diversion of the Charlieville Pipeline	91.17	3.95	0.00	0.00	16.00	35.00	Construction works commenced in 2018.
Installation of Odourisation Facilities	42.10	2.09	3.59	1.89	8.00	12.00	Construction commenced on two of the four proposed odourisation stations, at Couva and Gasparillo respectively. Focus will be placed on their commissioning before moving on to EPC for the remaining two stations.
Replacement of 16" Pipeline from PPVS to POS	318.70	0.00	0.00	0.00	0.00	0.00	This project is on hold.
Other Potential LIC Sector Customers:							
NPMC Cyrus Road, El Socorro Gas Station	2.82	0.00	0.09	0.02	2.10	0.00	Project is currently out for tender and should be completed in fiscal 2019.
UTT, Tamana	1.54	0.12	0.02	0.00	1.00	0.54	Project is ongoing and is expected to be completed by fiscal 2019.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Caribbean Gas Chemical Limited	20.00	1.89	0.08	0.24	17.79	0.00	The estimated cost of the project was revised from \$32.00 million to \$20.00 million. The project is 84% complete with a delivery date at the end of fiscal 2018.
Dragon Field via NCMA pipeline	236.18	0.00	0.00	0.00	0.00	5.03	The estimated cost of the project has been revised from \$662.00 million to \$236.18 million. The project is contingent on the execution of the Gas Supply Agreement (GSA).
Alternative Gas Supply	14.00	0.00	0.00	0.00	2.50	11.43	The project is now scheduled to be completed in fiscal 2019 at an estimated cost of \$14.00 million.
PPVS Main Bypass	65.00	0.00	0.00	0.00	0.50	0.00	The project is in feasibility stage and engineering works would be performed in fiscal 2018.
Low Pressure Switchover	6.92	0.00	0.00	0.00	0.00	0.00	This project is in the initial stages.
Pipeline from Grenada to Point Lisas	3,385.00	0.00	0.00	0.00	0.00	406.20	This project is in the initial stages and NGC is in the process of conducting a technical feasibility study.
Pipeline from DeNovo to PPVS	196.33	0.00	0.00	0.00	0.00	81.24	NGC has initiated a desktop study to identify conceptual design and routing for the proposed pipeline.
Pipeline from DeNovo GPU to MHTL	28.81	0.00	0.00	0.00	28.81	0.00	This pipeline is expected to be commissioned by the end of fiscal 2018.
Natural Gas to Compressed Natural Gas (CNG) Stations - The CNG Initiative							
Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations	36.00	1.96	2.61	0.45	3.05	2.00	Ten stations are scheduled to be upgraded during April to September 2018.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Implementation of the CNG Initiative, Phase I	271.00	52.70	22.07	5.36	50.49	63.80	The estimated cost of the project was revised from \$321.00 million to \$271.00 million. Costs include procurement of Fixed Station CNG equipment, installation and commissioning; mobile refueling units & trailers; grants & incentives; sales & marketing activities to drive CNG demand. Procurement and implementation of the CNG Vehicle Management System (CVMS).
Modification Works							
Upgrade of the Phoenix Park Valve Station	449.00	558.74	0.00	0.00	2.00	0.00	The estimated cost of the project was revised from \$596.20 million to \$449.00 million. The project is 99.5% complete and will be completed in fiscal 2018.
Upgrade of the Liquid Contingency Handling at PPVS	50.00	16.94	8.04	1.38	0.30	20.00	The project is 80% complete and is scheduled to be completed by the end of fiscal 2019.
Upgrade of the Union Gas Receiving Facility	36.62	0.00	0.00	0.00	7.45	29.16	The estimated cost of the project is \$36.62 million. This project is being initiated to increase throughput greater than 200mmsfd, in order to meet CGCL's natural gas demand in a safe, reliable and continuous manner. The project is 47% complete.
Beachfield Control System Replacement	4.70	0.00	0.00	0.00	2.50	0.50	The project is scheduled to be completed in fiscal 2019.
Beachfield Facilities							
Upgrade of the Beachfield Condensate Storage and Compressor Facility	650.00	77.92	60.72	101.04	196.08	211.64	The estimated cost of the project was revised from \$536.97 million to \$650.00 million. With the coming on stream of bpTT's TROC project and the performance of same to date, the need for the gas compression aspects of the BCS&CF project are now under review.
Other Projects							
Construction of a Corporate Building (formerly known as Corporate Complex)	75.00	0.00	0.00	0.00	0.00	40.00	The estimated cost of the project was revised from \$1,498.00 million to \$75.00 million. The initial concept of a Corporate Complex was revised to a Corporate Building.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million				PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019		
Refurbishment of Warehouse Facility (formerly known as Relocation of Warehouse Facility)	18.00	0.00	0.00	0.00	0.00	0.00	0.00	Approval is pending for the commencement of construction works for this project.
Beetham Waste Water Recycling Plant	1,427.30	948.58	10.23	3.89	0.00	0.00	0.00	NGC is currently reassessing the future of this project.
Construction of Pipeline for a Carbon Dioxide Project	8.00	0.00	0.00	0.00	0.00	0.00	0.00	This estimated cost of the project was revised from \$903.23 million to \$8.00 million due to a reduction in the scope of works. Discussions are ongoing.
Implementation of Pipeline Simulation Software	6.20	0.00	0.00	0.00	0.00	3.00	0.50	The project is scheduled to be completed in fiscal 2018.
GORTT Funding	1,317.71	1,234.52	25.96	14.41	42.82	0.00	0.00	
Retained Earnings	7,477.09	1,671.30	107.45	114.27	341.57	927.04	927.04	
Total - NGC	8,794.80	2,905.82	133.41	128.68	384.39	927.04	927.04	
NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (National Energy)								
Funded by Retained Earnings								
Upgrade of Berth II – LABIDCO	337.24	286.67	50.57	0.00	0.00	0.00	0.00	The project was completed in fiscal 2017 at a cost of \$337.24 million.
Upgrade of Savonetta Piers (1, 2, 3 & 4)	79.25	21.63	1.74	0.36	15.00	40.52	1.04	This project includes the upgrade to equipment and infrastructure at SP1, SP2, SP3 & SP4.
Acquisition of Furniture and Computers	7.10	4.70	0.66	0.06	0.64	1.04	1.04	This project consists of the acquisition of furniture, office equipment, computer hardware and software.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Acquisition of Machinery and Equipment	11.90	4.04	4.38	0.08	0.00	3.40	The estimated cost of the project was further revised from \$11.59 million to \$11.90 million and includes the purchase of 3 standby generators for Savonetta Piers and 1 at Galeota Port.
Acquisition of Navigational Aids – Channel Marker	0.90	0.50	0.00	0.10	0.00	0.30	The estimated cost of the project was revised from \$1.70 million to \$0.90 million. These works are necessary to ensure safety of navigation by vessels calling in the Point Lisas Harbour and to maintain compliance with the Harbour Act of Trinidad and Tobago.
Refurbishment of vessels	54.13	15.97	15.72	6.04	3.00	13.40	The majority of works in this project is the overhaul of engines and transmissions to maintain asset integrity and National Energy Lloyd's classification.
Acquisition of Additional vessels	117.62	117.62	0.00	0.00	0.00	0.00	The estimated cost of this project was revised from \$200.76 million to \$117.62 million. Future acquisitions will be assessed using lease or buy options.
Installation of Closed Circuit Television	2.84	1.04	0.00	0.00	0.60	1.20	This project involves the upgrade of its surveillance capabilities at the administration building and installation of new security infrastructure at its Port of Galeota facilities.
Acquisition of Equity Investment in Chemtech	1,290.00	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Surveying/Dredging of Point Lisas Channel and Turning Basin	36.00	0.00	24.00	12.00	0.00	0.00	This project was completed in fiscal 2018 at a cost of \$36.00 million.
Relocation of Residents at Union Industrial Estate	34.99	34.99	0.00	0.00	0.00	0.00	The cost of the project was revised from \$60.00 million to \$34.99 million as a result of the re-establishment of buffer zone that re-defined the area of relocation activity.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
A Strategic Study for New LABIDCO Growth Model	2.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Asset Integrity Study	0.45	0.00	0.45	0.00	0.00	0.00	The estimated cost of this project was revised from \$15.00 million to \$0.45 million.
Regional Market Marine Intelligence Study	2.50	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Geographic Information System (GIS) Study	1.60	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Upgrade of Security for National Energy's Infrastructure	9.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Risk Analysis/Market Study for Haiti (Port of Migoane)	1.60	0.00	0.00	0.00	0.00	0.00	This is for participation in a project in Haiti with NPMC and Petrotrin. The project was deferred.
Retained Earnings	1,989.12	487.16	97.52	18.64	19.24	59.86	
Total - NEC	1,989.12	487.16	97.52	18.64	19.24	59.86	
LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)							
Funded by Retained Earnings							
Upgrade of Access Roads	49.55	19.22	26.54	3.79	0.00	0.00	This project was completed in fiscal 2018 at a cost of \$49.55 million.
Upgrade of the Drain Corridors	4.94	1.87	0.00	0.60	0.00	2.47	This project is scheduled to recommence in fiscal 2019. This work is necessary to facilitate proper water run off on LABIDCO's Estate.
Dredging of La Brea Harbour	28.03	0.00	28.03	0.00	0.00	0.00	This project was completed in fiscal 2017 at a cost of \$28.03 million.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Well Re-abandonment	10.00	0.00	0.00	0.00	0.00	10.00	The estimated cost of the project was revised from \$8.00 million to \$10.00 million. This project is scheduled to commence in fiscal 2019.
Installation of Solar Lighting for La Brea Estate	9.98	0.00	0.00	0.00	0.00	0.00	This project has been deferred.
Upgrade of the New Port and Security Building	4.50	0.00	0.00	0.00	0.00	0.00	This project has been deferred.
Upgrade of Secondary Access Roads	11.00	0.00	0.00	0.83	1.69	8.48	This project includes the maintenance of the road infrastructure on the LABIDCO Estate.
Retained Earnings	118.00	21.09	54.57	5.22	1.69	20.95	
Total - LABIDCO	118.00	21.09	54.57	5.22	1.69	20.95	
TRINIDAD & TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NPMC)							
Funded by Retained Earnings							
Service Station Upgrades (formerly Complete Upgrade (Knock Down and Rebuild – KDR)	42.27	26.79	0.89	0.27	3.05	2.13	The estimated cost of the project was further revised from \$50.11 million to \$42.27 million. It includes the full upgrade of three sites over the next two years.
Construction of Seven New to Industry (NTI) Service Stations (formerly the Construction of Five New to Industry (NTI) Service Stations)	72.89	9.36	4.06	4.98	3.04	2.83	The estimated cost of the project was revised from \$38.44 million to \$72.89 million. Preliminary work to begin at the following sites: NPMC Frederick Settlement, NPMC Grand Bazaar and NPMC St. Joseph. It also includes the PTSC site which is designed to be a dedicated CNG site.
Construction of On-Shore Fuel Tanks	10.00	0.73	0.54	0.04	0.00	0.00	This project is on hold.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Upgrade of the Fire Water Pumps and Fire Suppression System	9.39	5.48	4.19	2.87	0.70	1.15	The estimated cost of this project was revised from \$14.84 million to \$9.38 million. This project involves the installation of two fire water pumps and a fire suppression system.
Construction of a Multi-Fuelling Facility at Caroni	5.51	4.61	0.00	0.00	0.45	0.45	This project was completed and NPMC is awaiting a commissioning date from NGC. NPMC is providing technical support on this project.
Acquisition of LPG Cylinders and Valves	7.34	73.33	9.75	7.82	3.67	3.67	The estimated cost of the project was revised from \$13.48 million to \$7.34 million. Annual addition/replacement of rejected cylinders.
Installation of three Automated Filling Lines for the Lube Oil Blending Plant (LOBP)	23.10	4.84	0.00	13.78	2.67	0.00	The estimated cost of the project was revised from \$20.50 million to \$23.10 million. This project is geared towards asset modernisation and improved efficiency to reduce the unit cost of production.
Upgrade of Retail Sales Company and Dealer Operated Networks	19.72	16.60	2.86	11.38	11.50	8.22	The estimated cost was revised from \$9.54 million to \$19.72 million. This project involves the outfitting and rebranding of service stations which is undertaken based on a needs basis.
Upgrade of Tobago's Terminal	8.00	0.69	0.09	0.40	0.07	0.07	The project has been deferred. However, minor roofing works and improvements are ongoing.
Upgrade of Storage Tanks	4.01	2.29	1.14	0.57	0.00	0.00	This project was completed in fiscal 2018 at a cost of \$4.01 million.
Refurbishment and Expansion of Delivery Sub-Sea Line	10.00	0.00	0.00	0.00	2.70	2.70	The estimated cost of the project was revised from \$3.00 million to \$10.00 million and is at the tendering stage.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
Fuel Upgrades at Dealer Sites	14.31	0.00	2.24	0.00	5.08	4.69	The estimated cost of the project was revised from \$11.03 million to \$14.31 million. This project involves the upgrade of fuel storage and equipment. Iris Moonan, Rio Claro and Radica Persad, Princes Town are scheduled to be completed in fiscal 2019.
Upgrade of the Emergency Notification System	1.50	0.00	0.00	0.06	0.23	0.23	This project involves the upgrade of the alarm systems at outstations as well as at the Sea Lots Complex.
Refurbishing of Tobago Terminal Perimeter Fence	2.00	0.41	0.01	0.00	0.34	0.34	This project involves the refurbishment of the perimeter fence for the Tobago terminal and is scheduled to be completed in fiscal 2019.
Sufferance Wharf	10.00	0.00	0.00	0.69	3.38	1.13	The project is at the tendering stage.
Export Loading Bay	2.70	0.00	0.00	0.00	2.03	0.68	This project is scheduled to be completed in fiscal year 2019.
Automated Data Capture at Airports	1.40	0.00	0.00	0.00	0.70	0.70	This project involves the automation of manual processes for refuelling and data capture for invoicing and reporting.
Upgrade of the Sea Lots Compound Perimeter Fence	1.87	0.00	0.00	1.12	0.75	0.00	This project involved the refurbishment of the perimeter fence for the Sea Lots Compound. Construction was completed in fiscal year 2018 at a cost of \$1.87 million.
Upgrade of Security Centre	1.10	0.00	0.00	0.00	0.56	0.56	Construction is scheduled to be completed in fiscal year 2019 at a cost of \$1.1 million.
Retained Earnings	247.11	145.13	25.77	43.98	40.92	29.55	
Total - NPMC	247.11	145.13	25.77	43.98	40.92	29.55	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
NATIONAL QUARRIES COMPANY LIMITED (NQCL)							
Funded by Company Debt							
New Processing Plant	35.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Process Water Improvement	1.50	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Upgrade of Buildings	15.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Upgrades of Wash Plants #3 and #4	6.00	0.00	0.00	0.00	0.00	6.00	The estimated cost of project has been revised from \$16.00 million to \$6.00 million and the scope of the project has been reduced from upgrade to repairs of the Wash Plants at an estimated cost of \$8.00 million each. The repairs are scheduled to be undertaken in fiscal 2019.
Funded by Retained Earnings							
Acquisition of a New Crushing Plant (Scott's Quarry)	30.00	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Upgrade of Washing Plant # 2	1.50	0.00	0.00	0.00	0.00	0.00	This project was deferred.
Company Debt	57.50	0.00	0.00	0.00	0.00	6.00	
Retained Earnings	31.50	0.00	0.00	0.00	0.00	0.00	
Total NQCL	89.00	0.00	0.00	0.00	0.00	6.00	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
		From Start of Programme to Sept. 2016	Oct. 2016 to Sept. 2017	Oct. 2017 to March 2018	April 2018 to Sept. 2018	Oct. 2018 to Sept. 2019	
LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)							
Funded by Company Debt							
Construction of a Cold Mill TLA Plant	40.00	0.00	0.00	0.00	16.50	25.40	This project involves the construction of a new plant.
Funded by Retained Earnings							
Construction of a New Plant (also known as Construction of a Dried Asphalt Processing Plant)	83.74	12.83	0.00	0.00	0.00	0.00	This project is currently on hold.
Construction of a New Administration Building	86.52	17.43	0.00	0.00	0.00	0.00	This project is currently on hold.
Acquisition of Software and Computers	7.26	3.07	1.89	1.50	0.30	0.50	The estimated cost of the project was revised from \$6.46 million to \$7.26 million. The project involves the acquisition of software and computers.
Upgrade to Existing Facilities	62.84	14.21	3.30	3.72	9.75	31.86	This project involves the upgrade of its existing facilities on its storage yard; boiler; loading facilities; warehouse facilities; buildings and drumming and emulsion plant.
Construction of a Cold Mill TLA Plant	48.00	0.00	5.47	5.00	10.00	30.00	This project involves the construction of a new plant.
Acquisition of Laboratory Testing Equipment	9.20	0.00	0.00	4.50	1.35	3.35	This project involves the acquisition of laboratory testing equipment.
Company Debt	40.00	0.00	0.00	0.00	16.50	25.40	
Retained Earnings	297.56	47.54	10.66	14.72	21.40	65.71	
Total LATT	337.56	47.54	10.66	14.72	37.90	91.11	
Total - Business & Trade Expansion Energy Sector	11,575.59	3,606.74	321.93	211.24	484.14	1,134.51	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
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AGRICULTURE							
NATIONAL AGRICULTURAL MARKETING AND DEVELOPMENT CORPORATION (NAMDEVCO)							
Funded by Retained Earnings							
Woodford Lodge Central Farmer's Wholesale Market (Remedial Works)	3.00	0.00	0.00	0.00	0.00	0.00	Remedial works are ongoing and expenditure of \$3.0 million is projected for fiscal 2019.
Northern Wholesale Market	5.00	0.00	0.09	3.70	0.91	0.30	This project involves the construction of a new Car Park at an estimated cost of \$5.00 million.
Southern Wholesale Market:- Car Park	9.00	0.00	0.05	1.18	7.27	0.50	This project involves the construction of a new Car Park at an estimated cost of \$9.00 million.
- Fish and Meat Block	1.60	0.00	0.04	0.16	0.30	1.10	This project involves the construction of a new Fish and Meat Block at an estimated cost of \$1.60 million.
Orange Valley Fish Market	2.00	0.00	1.50	0.30	0.20	0.00	This project involves major refurbishment of building and yard at an estimated cost of \$2.00 million and is scheduled to be completed in fiscal 2018.
Retained Earnings	20.60	0.00	1.68	5.34	8.68	4.90	
Total NAMDEVCO	20.60	0.00	1.68	5.34	8.68	4.90	
Total - Agriculture	20.60	0.00	1.68	5.34	8.68	4.90	

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BUSINESS FACILITATION							
EVOLVING TECHNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED (eTeck)							
Funded by the Company							
Refurbishment of Hilton Trinidad & Conference Centre: - The upgrade of the pool and deck area	10.00	0.00	1.78	9.63	0.06	0.84	This project involves the refurbishment and upgrade of the hotel and conference centre.
- The construction of a kiosk to protect the electrical switch gear and the remodeling of the Tea Terrace area.	3.71	0.00	0.00	0.00	0.00	3.34	This project involves the construction of a kiosk to protect the electrical switch gear, the remodeling of the Tea Terrace area and repair to slope failure near the tennis court.
Acquisition and Implementation of Information Communication and Technology (ICT)	2.84	0.00	0.36	0.05	0.00	2.40	This project involves the upgrade of eTeck's ICT infrastructure and the implementation of electronic surveillance of the Tamana Park.
Preventative Maintenance and Ongoing Repairs to Flagship Building	9.35	0.00	0.50	1.50	2.24	4.53	The estimated cost was revised from \$5.20 million to \$9.35 million and involves works to enhance the Flagship building and compound.
Upgrade of Existing Industrial Parks and Preventative Maintenance and Ongoing Repairs to Industrial Parks	11.92	0.00	2.94	0.63	2.13	6.09	The estimated cost of the project was revised from \$10.20 million to \$11.92 million and involves the upgrade and maintenance of the existing Industrial Parks.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
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Repairs to the Vanguard Hotel	50.00	36.60	13.17	5.14	0.24	1.53	The project involves the supply and installation of a new boiler plant room, the replacement of the guest room door locking system and HVAC repairs to the chillers and cooling towers.
Retained Earnings	87.82	36.60	18.75	16.95	4.67	18.73	
Total eTeck	87.82	36.60	18.75	16.95	4.67	18.73	
Total - Business Facilitation	87.82	36.60	18.75	16.95	4.67	18.73	
ELECTRICITY							
TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&TEC)							
Funded by Retained Earnings							
Construction/ Establishment of Substations	191.61	57.82	31.06	8.76	0.00	0.00	This project is under review.
Rehabilitation/Upgrade of existing Substations	176.02	101.26	22.46	16.48	8.26	82.06	The estimated cost of this project was revised from \$150.51 million to \$176.02 million. This project involves the installation of new larger transformers to meet the increased demand of electricity at the respective load centres.
Construction of Overhead Lines and Underground Cable Circuits	35.79	4.67	8.03	1.29	3.26	3.53	The estimated cost of the project was revised from \$12.53 million to \$35.79 million. This project involves the construction of overhead lines, underground circuits to supply electricity to new developments.

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Rehabilitation and Upgrade of existing Overhead Lines and Underground Cables	30.61	34.74	3.32	3.59	6.80	3.97	This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables. The estimated cost of the project was revised from \$99.39 million to \$30.61 million.
Upgrade of IT, Communication, Metering, Protection and Security Infrastructure	19.25	26.89	5.46	1.56	3.06	3.28	The estimated cost was revised from \$62.08 million to \$19.25 million. This project involves the purchase of new supporting equipment for the upgrade of its IT infrastructure.
Upgrade of Office Buildings, Equipment and Facilities	121.11	58.25	0.15	1.88	57.98	48.39	The estimated cost was revised from \$147.65 million to \$121.11 million. This project involves upgrade of office buildings, procurement of equipment to support administrative, operations and project activities.
Other Projects	8.48	0.15	0.13	0.25	4.12	5.40	The estimated cost was revised from \$47.03 million to \$8.48 million. The project scope has been modified to include renewable energy, improvements to the System Power Factor, replacement of Oil RMUs and installation of LEDs in place of high pressure sodium bulbs which will reduce energy consumption.
Retained Earnings	582.87	283.78	70.61	33.81	83.48	146.63	
Total - T&TEC	582.87	283.78	70.61	33.81	83.48	146.63	
Total - Electricity	582.87	283.78	70.61	33.81	83.48	146.63	



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TRANSPORT & COMMUNICATION							
NATIONAL HELICOPTER SERVICES LIMITED (NHSL)							
Funded by Retained Earnings							
Expansion of Existing Facilities and Related Infrastructure	5.94	2.54	0.00	0.00	0.00	0.00	This project is on hold.
Acquisition and refurbishment of the adjacent NGC Hanger and Facilities (Camden)	7.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
Retained Earnings	12.94	2.54	0.00	0.00	0.00	0.00	
Total - NHSL	12.94	2.54	0.00	0.00	0.00	0.00	

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)							
Funded by Company Debt							
Upgrade of Berths 3 & 4	45.73	14.16	8.43	16.14	7.00	0.00	The project is 90% complete and is scheduled for completion in fiscal 2018.
Upgrade of RTG Bays	69.50	0.00	0.00	0.00	10.00	59.50	The project is scheduled to commence in fiscal 2018.
Construction of Warehousing (Phase 1)	40.00	0.00	0.00	0.00	0.00	40.00	The project is scheduled to commence in fiscal 2018.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2019
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Funded by Retained Earnings							
Acquisition of Equipment on a Phased Replacement Programme:							
• Three Reach Stackers	7.36	0.00	0.00	4.95	2.41	0.00	The project was completed.
• Ten Container Trailers	3.00	0.00	0.00	0.00	3.00	0.00	Awaiting delivery.
• Twelve Forklifts	6.27	0.00	0.00	1.50	4.77	0.00	Partially delivered.
• One Empty Container Handler	2.50	0.00	0.00	0.00	0.00	2.50	In progress.
Upgrade of the Estate's Drainage	1.75	0.00	0.00	0.00	0.00	0.00	This project was suspended.
Construction of Records Management Building	2.00	0.80	0.00	0.00	0.00	1.20	Construction was delayed and the project is scheduled to be completed in fiscal 2019.
Upgrade of Navis Software	8.50	1.60	6.40	0.50	0.00	0.00	The project was completed in fiscal 2018.
Company Debt	155.23	14.16	8.43	16.14	17.00	99.50	
Retained Earnings	31.38	2.40	6.40	6.95	10.18	3.70	
Total - PLIPDECO	186.61	16.56	14.83	23.09	27.18	103.20	



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COMMUNICATION							
TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TS TT)							
Funded by Company Debt							
Residential & Service Delivery	100.00	0.00	0.00	0.00	13.28	86.72	The project is implemented to strengthen strategic initiatives and for BAU Maintenance.
Funded by Retained Earnings							
Residential & Service Delivery	1,519.10	622.90	209.52	259.44	212.57	214.67	The estimated cost was revised from \$1,159.50 million to \$1,619.10 million to be used for International Capacity Upgrade; Wireless TV development; Outside Plant; Adaptive Bit Rate Commercialisation; Fiber to the Customer; Greenfield Programme; Converged Billing; Zero Copper; and Customer Security Systems.
Mobile Services	1,255.17	796.30	326.37	10.98	55.71	65.71	The estimated cost was revised from \$849.10 million to \$1,255.17 million to be used for Mobile Roaming; Mobile Network Expansion; GSM Coverage Improvement; Mobile Long Term Strategy; WiFi Mesh; Retail Stores Transformation; and Voice Over WiFi solution.
Strategic Alliance Enterprise & Tobago Operations (SET)	429.40	398.70	12.59	11.76	0.00	6.35	The estimated cost was revised from \$482.20 million to \$429.40 million to be used for Inter Island Submarine Fibre Cable; Security Solutions & Systems; Upgrading MINS Cameras; Cloud Services; and Strategic Enterprise Initiatives.
Technology	899.77	590.30	125.16	131.92	31.14	21.25	The estimated cost was revised from \$871.50 million to \$899.77 million to be used for the Upgrade of Fixed Access Network; Implementation of One Network; Expansion of 2.5 GHz Wireless Network; and Implementation of 700MHz Mobile LTE Network.

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Other BAU Maintenance & Administration	502.76	387.80	82.07	21.19	11.70	0.00	The estimated cost was revised from \$527.40 million to \$502.76 million to be used for Fixed Number Portability and Contract Management Solution; Laptops and Desktops; Laventille Warehouse; Routine Outside Plant Orders; PABX and Data Related Equipment; Tools and Test Equipment; and WIMAX Hotspot Modems.
Company Debt	100.00	0.00	0.00	0.00	13.28	86.72	
Retained Earnings	4,606.20	2,796.00	755.71	435.29	311.12	307.98	
Total - TSTT	4,706.20	2,796.00	755.71	435.29	324.40	394.70	
Total - Transport & Communication	4,905.75	2,815.10	770.54	458.38	351.58	497.90	
COMMUNITY							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
Funded by GORTT Serviced Loan							
Diego Martin Sporting Complex	135.80	10.95	35.44	36.10	13.00	7.54	The estimated cost of the project was revised from \$124.44 million to \$135.80 million. The project includes a pavilion, team & official change room, administration, V.I.P. & media rooms, water tanks and sewer lift station.
National Academy for the Performing Arts, Port of Spain- Repair and Additional Works	36.33	0.00	3.44	0.00	0.00	0.00	This project is being funded through PSJP.
GORTT Serviced Loan	172.13	10.95	38.88	36.10	13.00	7.54	
Total - UDeCOTT	172.13	10.95	38.88	36.10	13.00	7.54	



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THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)							
Funded by GORTT Serviced Loan							
Development and upgrade of grounds, park and spaces	495.94	249.05	52.78	50.96	66.96	76.19	Two regional grounds have been completed and two grounds to Phase 1 completion.
GORTT Serviced Loan	495.94	249.05	52.78	50.96	66.96	76.19	
Total - SPORTT	495.94	249.05	52.78	50.96	66.96	76.19	
Total - Community	668.07	260.00	91.66	87.06	79.96	83.73	

HEALTH							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
Funded by Retained Earnings							
San Fernando General Hospital Car Park	85.08	0.00	0.00	0.00	0.00	0.00	The estimated cost of the project has been revised from \$57.65 million to \$85.08 million. The scope of the project was expanded from the construction of a 750 space multi-storey car park to a 1000 space multi-storey car park.
Construction of the Arima Hospital	1,601.28	100.10	67.90	88.26	464.39	609.35	The project is 43.5% complete and is scheduled for completion in fiscal 2019.
Retained Earnings	1,686.36	100.10	67.90	88.26	464.39	609.35	
Total - UDeCOTT	1,686.36	100.10	67.90	88.26	464.39	609.35	
Total - Health	1,686.36	100.10	67.90	88.26	464.39	609.35	

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PUBLIC ORDER & SAFETY							
AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)							
Funded by GORTT Serviced Loan							
A.N.R. Robinson International Airport Expansion and Modification	45.00	40.40	3.10	0.00	1.50	0.00	The project is expected to be completed in fiscal 2018.
Construction of a Sewer Treatment Plant	17.50	14.10	1.50	0.80	1.18	0.00	The project was completed at a cost of \$17.50 million. The operations of the plant by the contractor will terminate in fiscal 2019.
Funded by Retained Earnings							
AATT Point of Sale System	7.00	0.00	0.00	0.00	0.00	1.00	The contract for the first phase of the project has been awarded.
Airport Planning Consultancy Services	3.00	2.50	0.00	0.50	0.00	0.00	Final report is to be sent.
Upgrade of Building Management System (BMS)	12.00	0.00	1.20	1.00	9.80	0.00	The estimated cost of the project was revised from \$12.40 million to \$12.00 million. The project is scheduled to be completed in fiscal 2018.
Replacement of Security Screening Equipment-Carry on/Walk Through Metal Detectors	20.00	0.00	0.00	5.20	5.30	9.50	This involves the replacement of the X Ray and full body scanners at both PIA and ANRRIA.
Replacement of Domestic Conveyor at ANR Robinson International Airport	1.80	0.00	0.50	1.10	0.20	0.00	This project was completed at a cost of \$1.80 million.



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Repairs to Perimeter Fencing at PIA	12.00	0.00	0.00	0.00	3.00	9.00	This project entails removing the existing perimeter chain link fence and supply, fabricate and install new mesh galvanised steel fabric at PIA at an estimated cost of \$12.0 million.	
Replacement of one 500 ton Magnetic Chiller at North Terminal, Piarco International Airport	3.80	0.00	0.00	0.00	3.80	0.00	This project is scheduled to be completed in fiscal 2018.	
The Upgrade of Oracle E-business Suite Application	6.10	0.00	0.00	0.00	2.90	3.20	This project is scheduled to be completed in fiscal 2019.	
GORTT Serviced Loan	62.50	54.50	4.60	0.80	2.68	0.00		
Retained Earnings	65.70	2.50	1.70	7.80	25.00	22.70		
Total - Airports Authority	128.20	57.00	6.30	8.60	27.68	22.70		
Total - Public Order & Safety	128.20	57.00	6.30	8.60	27.68	22.70		

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PUBLIC ADMINISTRATION							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
PROJECTS (Gov't Accommodation)							
Funded by GORTT Serviced Loan							
Government Campus Plaza	2,339.35	1,942.42	321.93	75.00	0.00	0.00	The project was completed.
Outfitting of the Ministry of Education Tower	585.31	573.82	4.99	6.50	0.00	0.00	The project was completed.
Government Plaza Fit Out	955.72	218.02	142.00	24.01	223.16	75.00	This project involves modification works to improve operational efficiency of the Plaza, including the dining and conference facility.
Parliamentary Complex	303.00	0.00	0.00	0.00	31.38	117.76	This project involves the customisation of the Cabildo building for the Office of the Parliament.
Restoration of President's House	100.00	0.03	0.00	0.00	42.15	48.75	This project is scheduled to be completed in fiscal 2019.
GORTT Serviced Loan	4,283.38	2,734.29	468.92	105.51	296.69	241.51	
Total - UDeCOTT	4,283.38	2,734.29	468.92	105.51	296.69	241.51	
NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)							
Funded by GORTT Serviced Loan							
Construction of the San Fernando to Point Fortin Highway Project (SHEEPF - Project)	7,500.00	5,036.38	134.12	109.22	120.00	1,200.00	The main objectives of the project are to provide highway network improvements to the South and West of San Fernando.
GORTT Serviced Loan	7,500.00	5,036.38	134.12	109.22	120.00	1,200.00	
Total NIDCO	7,500.00	5,036.38	134.12	109.22	120.00	1,200.00	



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WATER AND SEWERAGE AUTHORITY (WASA)							
Funded by GORTT Serviced Loan							
National Social Development Programme - Water Component	304.00	228.89	1.66	0.08	2.22	20.98	The programme involves the implementation of 513 projects of which 502 were completed, 8 are in progress and 3 are no longer required because of system reconfiguration.
Water and Wastewater Construction/ Refurbishment Programme	1,335.90	921.70	5.80	0.00	0.00	0.00	The programme involves the implementation of 99 projects of which 69 were completed, 8 are on hold, 20 have been deferred whilst 2 are being funded under the IDB programme.
Multi-phase Wastewater Rehabilitation	1,577.60	348.80	400.96	175.28	227.14	225.44	The San Fernando and Malabar catchment areas are 46% and 95% complete respectively.
Modernisation and Wastewater Infrastructure Rehabilitation Programme	320.00	130.50	8.32	16.03	76.49	55.04	The programme involves improvement works in the areas of environmental conditions within the country, personnel/staff efficiency and wastewater management operations and maintenance performance.
GORTT Serviced Loan	3,537.50	1,629.89	416.74	191.39	305.85	301.46	
Total WASA	3,537.50	1,629.89	416.74	191.39	305.85	301.46	
Total - Public Administration	15,320.88	9,400.56	1,019.78	406.12	722.54	1,742.97	

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TOTAL - GORTT DEBT SERVICED	19,055.52	11,049.68	1,209.90	596.65	1,312.39	2,436.05	
TOTAL - RETAINED EARNINGS/EQUITY	15,567.89	5,496.04	1,150.82	702.97	867.95	1,607.75	
TOTAL - COMPANY DEBT SERVICED	352.73	14.16	8.43	16.14	46.78	217.62	
TOTAL SEIP	34,976.14	16,559.88	2,369.15	1,315.76	2,227.12	4,261.42	



Appendix II

Ministry of Finance
Investments Division

Companies Shareholding List

Wholly-owned

Company Name	Ownership
Energy and Energy Based	
1. Lake Asphalt of Trinidad and Tobago (1978) Limited	100% GORTT
2. National Quarries Company Limited	100% GORTT
3. Petroleum Company of Trinidad and Tobago Limited	100% GORTT
4. The National Gas Company of Trinidad and Tobago Limited	100% GORTT
5. Trinidad and Tobago National Petroleum Marketing Company Limited	100% GORTT
6. Trinidad and Tobago Upstream Downstream Energy Operations Company Limited	100% GORTT
7. Union Estate Electricity Generation Company Limited	100% GORTT
Financial Services	
1. Clico Trust Corporation Limited	100% GORTT
2. Export-Import Bank of Trinidad and Tobago Limited	100% GORTT
3. First Citizens Holdings Limited	100% GORTT
4. InvesTT Limited	100% GORTT
5. National Investment Fund Holding Company Limited	100% GORTT
6. Portfolio Credit Management Limited	100% GORTT
7. Taurus Services Limited	100% GORTT
8. Trinidad and Tobago International Financial Centre Management Company Limited	100% GORTT
Manufacturing and Agro-Based	
1. Cocoa Development Company of Trinidad and Tobago Limited	100% GORTT
2. Palo Seco Agricultural Enterprises Limited	100% GORTT
Service	
1. East Port of Spain Development Company Limited	100% GORTT
2. Education Facilities Company Limited	100% GORTT
3. Estate Management and Business Development Company Limited	100% GORTT
4. Evolving Technologies and Enterprise Development Company Limited	100% GORTT
5. Export Centres Company Limited	100% GORTT
6. Golden Grove – Buccoo Limited	100% GORTT
7. National Commission for Self-Help Limited	100% GORTT
8. National Entrepreneurship Development Company Limited	100% GORTT
9. National Health Services Company Limited	100% GORTT
10. National Information and Communication Technology Company Limited	100% GORTT
11. National Infrastructure Development Company Limited	100% GORTT

LIST OF STATE AGENCIES

12. National Maintenance Training and Security Company Limited	100% GORTT
13. National Schools Dietary Services Limited	100% GORTT
14. Rural Development Company of Trinidad and Tobago Limited	100% GORTT
15. The CEPEP Company Limited	100% GORTT
16. The Couva Medical and Multi-Training Facility (CMMF) Limited	100% GORTT
17. The Sports Company of Trinidad and Tobago Limited	100% GORTT
18. The Trinidad and Tobago Solid Waste Management Company Limited	100% GORTT
19. The Vehicle Management Corporation of Trinidad and Tobago Limited	100% GORTT
20. Tourism Trinidad Destination Management Company Limited	100% GORTT
21. Trinidad and Tobago Creative Industries Company Limited	100% GORTT
22. Trinidad and Tobago Free Zones Company Limited	100% GORTT
23. Trinidad and Tobago Tourism Business Development Limited	100% GORTT
24. Urban Development Corporation of Trinidad and Tobago Limited	100% GORTT
25. Youth Training and Employment Partnership Programme Limited	100% GORTT

Transport and Communication

1. TTT Limited (formerly Caribbean New Media Group Limited)	100% GORTT
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Total: 43

Majority-Owned

Company Name

Ownership

Energy and Energy Based

1. Alutrint Limited	60% GORTT, 40% Sural Barbados Ltd.
2. Alutech Limited	60% GORTT, 40% Sural Barbados Ltd.

Financial Services

1. Agricultural Development Bank of Trinidad and Tobago	97.2% GORTT, 2.8% others
2. ExporTT Limited (Formerly Business Development Company Limited)	64.4% GORTT, 34.3% Financial Institutions, 1.3% Other
3. National Enterprises Limited	66% GORTT, 17% NGC, 17% Individuals

Service

1. Point Lisas Industrial Port Development Corporation Limited	51% GORTT, 49% Individuals
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Transport and Communication

1. Caribbean Airlines Limited	88.1% GORTT; 11.9% GOJ
2. National Helicopter Services Limited	82.3% GORTT, 17.7% NGC

Total: 8



Less than 50% Ownership

Company Name	Ownership
Financial Services	
1. Development Finance Limited	49.75% GORTT, Maritime 49.75%, DFL Caribbean 0.5%
2. Trinidad and Tobago Mortgage Finance Company Ltd.	49% GORTT, 51% NIB
Manufacturing and Agro-Based	
1. MIC Institute of Technology Limited	46.7% GORTT, 14.9% DFL, 38.4% Other
Transport and Communication	
1. LIAT (1974) Limited	2.9% GORTT, 29.2% BWIA, 26.6% Reg. Govt, 41.3% Other
Total:	4

Indirectly Owned

Company Name	Ownership
Energy and Energy Based	
1. Atlantic 1 Holdings LLC (AIHLLC)	10.0% NGC TT LNG Limited
2. Atlantic LNG 4 Holdings Limited (ALNG4HL) Limited	11.11% T&T LNG Company
3. Caribbean Gas Chemical Limited	20% NGC Petrochemicals Ltd
4. Downstream Petrochemicals Research and Development Limited	100% NGC Petrochemicals Ltd
5. Eastern Caribbean Gas Pipeline Company Limited	10% NGC
6. La Brea Industrial Development Company Limited	81% NGC & 19% Petrotrin
7. Liquid Fuels Company of Trinidad and Tobago Limited	100% NPMC
8. National Energy Corporation of Trinidad and Tobago Limited	100% NGC
9. NATPET Investments Company Limited	100% NPMC
10. NGC CNG Company Limited	100% NGC
11. NGC E&P (Barbados) Limited	100% NGC
12. NGC E&P Investments (Barbados) Limited	100% NGC
13. NGC E&P Investments Limited	100% NGC
14. NGC E&P Netherlands Cooperatief U.A	99.99% NGC E&P Investments (Barbados) Limited, 0.01% NGC E&P (Barbados) Limited
15. NGC E&P Investments (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
16. NGC E&P (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
17. NGC NGL Company Limited	80% NGC & 20% NEL
18. NGC Petrochemicals Limited	100% NGC
19. NGC Pipeline Company Limited (NPL)	100% NGC
20. Petrotrin Panama Incorporated	100% Petrotrin
21. Phoenix Park Gas Processors Limited	51% NGC NGL 39% TTNGL. 10% Others

22. NGC Trinidad and Tobago LNG Limited (formerly NGC LNG (Train 4) Ltd.)	62.16% NGC, 37.84% NEL
23. South East Coast Consortium	4% NGC
24. TSP Assets	15% NGC
25. NGC Group Captive Insurance (Barbados) Limited	100% NGC
26. Trinidad and Tobago LNG Limited	100% NGC
27. Trinidad and Tobago Marine Petroleum Company Limited	80% Petrotrin, 20% NGC
28. Trinidad Nitrogen Company Limited	51% NEL & 49% YARA
29. Trinidad Northern Areas Limited	100% Petrotrin
30. Trintoc Services Limited	100% Petrotrin
31. NEL Power Holdings Limited	100% NEL
32. Trinidad and Tobago NGL Limited	25% NGC & 75% Others
33. Trinidad Generation Unlimited	100% NIF
34. Block 1 (a)(T&T)	25% NGC E&P Investments Ltd
35. Point Fortin LNG Exports Limited (PFLE)	19.5% Petrotrin
36. World GTL Trinidad Limited	100% Petrotrin
37. Trinmar Limited	100% Petrotrin

Financial Services

1. Caribbean Leasing Company Limited	100% ExporTT
2. First Citizens Financial Services (St. Lucia) Limited	100% FCB
3. First Citizens Asset Management Limited	100% FCB
4. First Citizens Bank Limited	64.4% FCH & 35.6% Others
5. First Citizens Bank (Barbados) Limited	100% FCB
6. First Citizens Costa Rica SA	100% FCB
7. First Citizens Investment Services Limited	100% FCB
8. First Citizens Portfolio & Investment Management Services Limited (formerly First Citizens Securities Trading Limited)	100% FCB
9. First Citizens Trustee Services Limited	100% FCB
10. First Citizens Brokerage & Advisory Services	100% FCB
11. First Citizens Investment Services (Barbados) Limited	100% FCB

Manufacturing and Agro-Based

1. National Flour Mills Limited	51% NEL & 49% Others
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Service

1. Carib Gardens Management Association Limited	100% UDECOTT
2. Invaders Bay Development Company Limited	100% UDECOTT
3. Oropune Development Limited.	100% UDECOTT
4. Oropune Gardens Management Association Limited	98% UDECOTT & 2% Others
5. Petrotrin EAP Services Limited	100% Petrotrin
6. Point Lisas Terminals Limited	100% PLIPDECO
7. Port of Spain Waterfront Development Limited	100% UDECOTT
8. Rincon Development Limited	100% UDECOTT
9. Trinidad and Tobago Film Company Limited	100% CreativeTT
10. The Trinidad and Tobago Fashion Company Limited	100% CreativeTT



- | | |
|---|-----------------|
| 11. The Trinidad and Tobago Music Company Limited | 100% CreativeTT |
| 12. Urban Development Company of San Fernando Limited | 100% UDECOTT |

Transport and Communication

- | | |
|---|-------------------|
| 1. Telecommunications Services of Trinidad and Tobago Limited | 51% NEL & 49% C&W |
|---|-------------------|

Total: 62

Statutory Corporation

Statutory Authority

1. Airports Authority of Trinidad and Tobago
2. Port Authority of Trinidad and Tobago
3. Public Transport Service Corporation
4. Trinidad and Tobago Electricity Commission
5. Trinidad and Tobago Housing Development Corporation
6. Trinidad and Tobago Postal Corporation
7. Water and Sewerage Authority
8. National Agricultural Marketing and Development Corporation

Total: 8

GLOSSARY

AATT	Airports Authority of Trinidad and Tobago
ADB	Agriculture Development Bank of Trinidad and Tobago
ADP	Airports Development Project
APFI	Annual Potential Foreign Income
AMC	Approved Mortgage Company
ANRRIA	A.N.R. Robinson International Airport
ATS	Automatic Transfer Switch
BAU	Business as usual
bbl	Barrels
Bcfd	Billion cubic feet per day
BED	Basic Engineering Design
BMS	Building Management System
Bopd	Barrels of oil per day
Bpd	Barrels per day
Bpsd	Barrels per stream day
CariCRIS	Caribbean Information and Credit Rating Services Limited
CAL	Caribbean Airlines Limited
CBTT	Central Bank of Trinidad and Tobago
CCTV	Closed Circuit Television
CDCTTL	Cocoa Development Company of Trinidad and Tobago Limited
CEC	Certificate of Environmental Clearance
CEPEP	The CEPEP Company Limited
CGCL	Caribbean Gas Processors Limited
CISL	Community Improvement Services Limited
CIP	Cross Country Pipeline
CMMF	The Couva Medical and Multi-Training Facility (CMMF) Limited
CNG	Compressed Natural Gas
CNMG	Caribbean New Media Group Limited
CreativeTT	Trinidad and Tobago Creative Industries Company Limited
CSO	Central Statistical Office
CSR	Corporate Social Responsibility
CTC	Clico Trust Corporation Limited
CWMS	Computerised Work Management System
C&W	Cable & Wireless (West Indies) Limited
CVMS	CNG Vehicle Management System
DVBT	Digital Video Broadcasting - Terrestrial



ECCEC	Early Childhood Care and Education Centre
ECCL	Export Centres Company Limited
EFCL	Education Facilities Company Limited
EI	Electrical Instrumentation
EIA	Environmental Impact Assessment
EMBD	Estate Management and Business Development Company Limited
EVDO	Evolution-Data Optimised
EPOS	East Post of Spain Development Company Limited
eTecK	Evolving TeckNologies and Enterprise Development Company Limited
EXIMBANK	Export-Import Bank of Trinidad and Tobago Limited
EZ	Economic Zones
FashionTT	Trinidad and Tobago Fashion Company Limited
FCBL	First Citizens Bank Limited
FCHL	First Citizens Holdings Limited
FEC	Field Electrical Cabinet
FilmTT	Trinidad & Tobago Film Company Limited
FO	Farmout
GHRSL	Government Human Resources Services Company Limited
GIS	Geographic Information System
GISL	Government Information Services Limited
GLG	Government Loan Guarantee Programme
GORTT	Government of the Republic of Trinidad and Tobago
GSM	Global System for Mobile Communications
GTL	Gas to Liquids
HCDFCL	Human Capital Development Facilitation Company Limited
HDC	Trinidad and Tobago Housing Development Corporation
HMB	Home Mortgage Bank
HSSE	Health, Safety, Security and Environment
HVAC	Heating, Ventilation and Air Conditioning
IBC	Initial Business Cases
IDF	Infrastructure Development Fund
ICAO	International Civil Aviation Organisation
ICT	Information Communication and Technology
iGOV	National Information and Communication Technology Company Limited
IMF	International Monetary Fund
IPTV	Internet Protocol Television
IT	Information Technology
IFC	International Financial Centre
IPO	Initial Public Offering

IPSC	Incremental Production Services Contract
ISPS	International Ship and Port Facility Security Codes
ITBP	Invitation to Bid Package Preparation
JCC	Joint Coordinating Committee
KDR	Knock Down and Rebuild
Km	Kilometre
kV	Kilovolt
LABIDCO	La Brea Industrial Development Company Limited
LAC	Latin America and the Caribbean
LATT	Lake Asphalt of Trinidad and Tobago (1978) Limited
LED	Light-Emitting Diode
LIC	Light Industrial Customers
LNG	Liquefied Natural Gas
LO	Lease Operatorship
LPG	Liquid Petroleum Gas
LOBP	Lube Oil Blending Plant
M	Metre
Mbpcd	Thousand barrels per calendar day
mcf	million cubic feet
MG	Mega watt
Mscfd	Thousand Standard Cubic feet per day
Mmscfd	Million Standard Cubic feet per day
MEEA	Ministry of Energy and Energy Industries
MEP	Mechanical, Electrical and Plumbing
MIC	MIC Institute of Technology Limited
MLTS	Mobile Long Term Strategy
MTS	National Maintenance, Training and Security Company Limited
MusicTT	Trinidad and Tobago Music Company Limited
NCCL	NGC CNG Company Limited
NCSH	National Commission for Self-Help Limited
NCMA	North Coast Marine Acreage
National Energy	National Energy Corporation of Trinidad and Tobago Limited
NEDCO	National Entrepreneurship Development Company Limited
NEL	National Enterprises Limited
NFM	National Flour Mills Limited
NFPA	National Fire Protection
NHSL	National Helicopters Services Limited
NHSL	National Health Services Company Limited
NIF	National Investment Fund Holding Company Limited



NGC	The National Gas Company of Trinidad and Tobago Limited
NGL	Natural Gas Liquids
NGPL CIP	NGC Pipeline Company Limited Cross Island Pipeline
NIBTT	National Insurance Board of Trinidad and Tobago
NIDCO	National Infrastructure Development Company Limited
NIPDEC	National Insurance Property Development Company Limited
NLCB	National Lotteries Control Board
NPMC	Trinidad and Tobago National Petroleum Marketing Company Limited
NQCL	National Quarries Company Limited
NSDC	National School Dietary Services Limited
NTA	National Training Agency
OEM	Original Equipment Manufactured
OSBL	Outside Battery Limit
PATT	Port Authority of Trinidad and Tobago
PCML	Portfolio Credit Management Limited
PCP	Progressive Cavity Pump
Petrotrin	Petroleum Company of Trinidad and Tobago Limited
PIA	Piarco International Airport
PLIPDECO	Point Lisas Industrial Port Development Corporation Limited
PowerGen	The Power Generation Company of Trinidad and Tobago Limited
PPP	Public-private Partnership
PPGPL	Phoenix Park Gas Processors Limited
PPVS	Phoenix Park Valve Station
PSAEL	Palo Seco Agricultural Enterprises Limited
PSC	Production Sharing Contracts
PSIP	Public Sector Investment Programme
PTSC	Public Transport Service Corporation
RMU	Ring Main Unit
ROCE	Return on Capital Employed
ROW	Rights of Way
RTW	Road Tank Wagon
RDC	Rural Development Company of Trinidad and Tobago Limited
SIDCL	Seafood Industry Development Company Limited
SCADA	Supervisory Control and Data Acquisition
SHHEPF	Sir Solomon Hochoy Highway – from San Fernando to Point Fortin
SEIP	State Enterprises Investment Programme
SPORTT	The Sports Company of Trinidad and Tobago Limited
SWMCOL	The Trinidad and Tobago Solid Waste Management Company Limited
Taurus	Taurus Services Limited

TDC	Tourism Development Company Limited
TDD	Time Division Duplex
TPD	Tonnes Per Day
TRINGEN	Trinidad Nitrogen Company Limited
TTI	Trinidad and Tobago Inter-Island
TTMF	Trinidad and Tobago Mortgage Finance Company Limited
TTSE	Trinidad and Tobago Stock Exchange
TTIFCMCL	Trinidad and Tobago International Financial Centre Management Company Limited
T&TEC	Trinidad and Tobago Electricity Commission
TF	Transformers
TTFZ	Trinidad and Tobago Free Zones Company Limited
TTBDL	Trinidad and Tobago Tourism Business Development Limited
TGU	Trinidad Generation Unlimited
THA	Tobago House of Assembly
TROC	Trinidad Onshore Compression
TSTT	Telecommunication Services of Trinidad and Tobago Limited
TTPost	Trinidad and Tobago Postal Corporation
TV	Television
UEEGCL	Union Estate Electricity Generation Company Limited
UDeCOTT	Urban Development Corporation of Trinidad and Tobago Limited
UMTS	Universal Mobile Telecommunications System
URD	Underground Transmission and Distribution
UTC	Trinidad and Tobago Unit Trust Corporation
UTT	University of Trinidad and Tobago
VDU	Vacuum Distillation Unit
VMCOTT	The Vehicle Management Company of Trinidad and Tobago
VOIP	Voice Over Internet Protocol
WASA	Water and Sewerage Authority
WTTx	Wireless Broadband Network
YTEPP	Youth Training and Employment Partnership Programme Limited



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