



GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

# STATE ENTERPRISES INVESTMENT PROGRAMME

# 2020

STABILITY | STRENGTH | GROWTH



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## Foreword

Trinidad and Tobago's economy has displayed considerable improvement since 2016. Over the short term, Trinidad and Tobago is expected to benefit from higher energy sector production on account of new capacity from the Angelin field, which was brought online in February 2019. The rationalisation of Petroleum Company of Trinidad and Tobago Limited (Petrotrin) under the Trinidad Petroleum Holding Company Limited (TPHL) has set this country on a more sustainable path as it relates to the production of crude oil. Crude oil output is projected to stabilise during 2019 as Lease Operators, Farm-outs and Incremental Production Sharing Contracts are expected to maintain production levels in 2019 similar to their 2018 rates. Natural gas output is expected to improve in 2019 with a positive impact on the downstream industries.

Inflationary conditions continue to remain subdued over the first half of 2019 and headline inflation remains contained at 1.2 percent in August 2019, year-on-year, slightly above the annual average rate of 0.9 percent in 2018. Core inflation also measured 1.0 percent in August 2019. A low level inflationary environment is expected to continue although adverse weather conditions could hamper output of domestic food crops and lead to price increases of agricultural produce. Domestic demand is not anticipated to increase over the short term although international food prices have risen towards the end of 2018 and further increases are expected to be recorded during 2019.

The average unemployment rate increased from 4.0 percent in 2016 to 4.8 percent in 2017. The most recent data reports that the unemployment rate stood at 3.8 percent in the second quarter of 2018, a marked decrease from 5.3 percent in the previous corresponding quarter of 2017.

The economy is projected to experience positive growth in the medium-term with the gradual recovery of the non-energy sector anticipated to contribute to growth, due to spillovers from the energy sector. The energy-led recovery in the medium-term will be supported by a low and stable inflationary environment, an adequate level of liquidity in the financial system and some evidence of an expanded labour force supported by migrant workers from Venezuela.

Ongoing government reforms are expected to provide the much needed fiscal space for the Government of the Republic of Trinidad and Tobago (GORTT) to be the driver of a sustained economic expansion. The start-up of new projects as well as the continuation of ongoing capital projects under the Public Sector Investment Programme (PSIP) will enhance GORTT's role in stimulating economic activity.

The 2020 State Enterprises Investment Programme (SEIP) outlines the capital projects by wholly-owned and majority-owned state enterprises in fiscal 2020 inclusive of those projects undertaken by Statutory Authorities through retained earnings or by financing raised and serviced by the entity or GORTT.

The 2020 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 42 are wholly owned, eight are majority owned and five 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 2018, GORTT's equity holding in the State Enterprises Sector totalled \$14,169.9 million with a Return on Capital Employed (ROCE) of (11.0) percent. This Sector 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 2018 \$ million
Energy and Energy Based	(14,065.4)
Financial Services	1,434.1
Manufacturing and Agro-Based	69.4
Services	80.0
Transport and Communication	( 30.5)
<b>TOTAL</b>	<b>(12,512.4)</b>

The status of Petrotrin impacted negatively on the overall outturn of the major State Enterprises as outlined, hereunder. Albeit, this entity contributed positively to GORTT's earnings of foreign exchange. The Enterprises that contributed to Government's revenue in 2018 are outlined hereunder:-

Enterprises	Profit/(Loss) Before Tax \$ million	Corporation Tax \$ million	Foreign Exchange \$ million
PETROTRIN	(15,623.1)	864.8	18,685.6
NGC	3,911.8	1,584.6	9,943.2
NEL	212.7	17.9	0.0
NPMC	13.4	19.9	178.4

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

As at March 31, 2019, the State Enterprises Sector expended \$1,535.0 million on various projects and has projected an estimated amount of \$3,254.2 million to be utilised for the remainder of fiscal 2019. The projected expenditure for fiscal 2020 is \$3,776.3 million. The energy sector will continue to be the major driver of the SEIP. Details of these projects are outlined in Appendix II.

### **Credit Ratings**

In fiscal 2015, GORTT facilitated independent credit ratings of selected State Enterprises, for a period of two years, 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.

Over the period, Caribbean Information and Credit Rating Services Limited (CariCRIS) conducted credit rating exercises on the following eight companies:

- National Flour Mills Limited;
- Point Lisas Industrial Port Development Corporation Limited;
- National Quarries Company Limited;
- Lake Asphalt of Trinidad and Tobago (1978) Limited;
- Agricultural Development Bank of Trinidad and Tobago;
- Home Mortgage Bank;
- The Vehicle Management Corporation of Trinidad and Tobago Limited; and
- National Helicopter Services Limited.

### **Sale of Assets Programme**

The sale of assets programme which commenced in fiscal 2017 continued in fiscal 2019. Below is a status of State Enterprises divestments initiatives:

- (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 is ongoing.
- (ii) The sale of the Rice Mills Operations of National Flour Mills Limited located at Carlsen Field is ongoing.
- (iii) The partial divestment of 49 percent of the shareholding of Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) to an international strategic partner is ongoing.
- (iv) The divestment (wholly or partially) of The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) is ongoing.

## **Dissolution of Companies**

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

- Caroni GREEN Limited (100% State-owned) – a liquidator was appointed;
- Community Improvement Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- Government Information Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- 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) – undergoing pre-liquidation activities;
- Tourism Development Company Limited (100% State-owned) – undergoing pre-liquidation activities; and
- Union Estate Electricity Generation Company Limited (100% State-owned) – undergoing pre-liquidation activities.

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 Office of Procurement Regulation is a body corporate established pursuant to an Act of Parliament, namely the Public Procurement and Disposal of Public Property Act, 2015. The Act aims to provide for public procurement, and for the retention and disposal of public property in accordance with the principles of good governance, namely accountability, integrity, transparency, and value for money and to promote local industry development, sustainable procurement and sustainable development.

The Act established the Office of Procurement Regulation, the repeal of the Central Tenders Board Act, Chap. 71:91 and related matters. The Act was partially proclaimed by way of Legal Notice 150 of 2015 to allow for the establishment of the Office of the Procurement Regulation (OPR), the appointment of the Members of the Board, the performance of certain key functions of the OPR, and the drafting of Regulations. When the Legislation is fully proclaimed there would be changes in the “manner of doing business” for public bodies.

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.

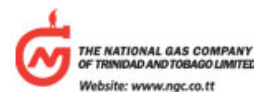


## OVERVIEW OF THE STATE ENTERPRISES INVESTMENT PROGRAMME – 2020

The 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.

**NGC's 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. CSR initiatives are delivered in alignment with Trinidad and Tobago's National Development Strategy as well as guided by the United Nation's Sustainable Development Goals.

**Health, Safety, Security and Environment (HSSE)**

With its 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 its operating assets. NGC continued work on several projects aimed at improving the infrastructure to support the expansion of the natural gas industry and its transformation into LNG, 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 local and international service providers:

- ***Construction of a Liquid Fuel Pipeline Project (LFPP) on behalf of GORTT:*** This project was completed at a cost of \$1,307.7 million. Final commissioning and handover are on hold until commissioning fuel is made available.
- ***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 on hold, however, it has restarted and engineering design works are in progress. The estimated cost of the project is \$36.7 million and the projected expenditure for fiscal 2020 is \$8.0 million.
- ***Charlieville 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.

The estimated cost of the project is \$91.2 million. Construction works commenced in 2018 and is scheduled to be completed in 2020. The estimated expenditure for the period April to September 2019 is \$14.5 million and \$43.6 million for fiscal 2020.

- ***Odourization Facilities Installation Project:*** This project includes the installation of four odourization facilities on the 16" diameter mains to Port of Spain and Penal and retrofitting of existing metering facilities with zero-emissions regulators. Construction has been completed on two of the four proposed odourization stations, at Couva and Gasparillo. Construction of the remaining two odourizer stations will commence during the second quarter of fiscal 2020.

The estimated cost of the project is \$42.1 million and the projected expenditure for fiscal 2020 is \$10.0 million.

- ***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. 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 estimated \$4.4 million to supply gas to the undermentioned consumers.
  - i. NPMC Cyrus Road, El Socorro Gas Station – This project was completed at a cost of \$2.4 million; 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.

In addition, NGC has identified four new potential natural gas consumers and estimates \$25.0 million to supply gas to the undermentioned consumers for fiscal 2020:

- i. Tai Pan Industries – The supply of gas to Tai Pan Industries is expected to cost \$3.0 million;
  - ii. Micro Milling Ltd – The supply of gas to Micro Milling Ltd is expected to cost \$3.0 million;
  - iii. Jusamco (Forres Park) – The supply of gas to Jusamco is expected to cost \$4.0 million; and
  - iv. PPVS Eco-Park – The supply of gas to eTeck's Industrial Park is expected to cost \$15.0 million
- ***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. Installation of the fibre optic cable is scheduled to be undertaken in 2019. The estimated cost of the project is \$20.0 million. Projected expenditure for the period April to September 2019 is \$1.9 million and \$0.5 million for fiscal 2020.
  - ***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 conducted 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 revised estimated cost of the project is \$236.2 million. The project is contingent on the execution of the Gas Supply Agreement (GSA).
  - ***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. Construction is scheduled to commence in 2019. The project is now scheduled to be completed in fiscal 2020 at an estimated cost of \$14.0 million. Projected expenditure for the period April to September 2019 is \$4.3 million and \$4.0 million for fiscal 2020.
  - ***PPVS Main Bypass:*** This project involves the implementation of a new by-pass to facilitate improvement in system reliability to downstream customers during adverse emergency scenarios. The estimated cost for the project is \$65.0 million. Construction is due to commence in the second quarter of 2020. The estimated expenditure for fiscal 2020 is \$19.0 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 confirmed leaks due to corrosion and cracks along the pipeline.

The estimated cost for the project is \$6.9 million. Projected expenditure for the period April to September 2019 is \$2.5 million and \$3.7 million for fiscal 2020. The project is scheduled to be completed in 2020.

- **Pipeline from Grenada to Point Lisas:** 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. This project is dependent on a successful outcome of the appraisal drilling programme.
- **Pipeline from DeNovo to PPVS:** The project comprised of the construction of a 20" diameter pipeline from the outlet of the DeNovo Gas Processing Unit, Point Lisas to the inlet of NGC's PPVS. This project is no longer being considered due to non-commercial viability.
- **Pipeline from DeNovo GPU to MHTL:** This project was completed by MHTL.
- **Union Estate Gas Receiving Facility (UEGRF): Blast Resistant Control Building:** This project is designed to improve the safety and reliability of NGC's Union Gas Receiving Facilities by relocating, designing and constructing a new blast resistant control building. The estimated cost of the project is \$13.0 million. Projected expenditure for the period April to September 2019 is \$2.5 million and \$10.5 million for fiscal 2020.

### 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.

- **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 \$2.07 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 is \$271.0 million.

The specific goals of NGC CNG include:

- Increasing the acceptability of CNG as an alternative fuel in Trinidad and Tobago.
- Increasing the availability of CNG nationally via new to industry, upgraded and retrofitted CNG fuel stations.
- Entering into arrangements with existing refuellers and selecting the most appropriate sites.
- Developing and owning CNG stations if and as required.
- Owning and operating a mobile CNG refueling system to improve reach of coverage.
- Providing a reliable CNG service nationally.
- Providing the public with an alternative low priced fuel.
- Partnering with public transportation sector to allow conversion of existing fleets of vehicles.
- Facilitating the process of CNG conversion nationally - fleet owners, licensed and qualified converters, private vehicles.
- Minimising Trinidad and Tobago's carbon footprint.
- 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).

The projected expenditure for the period April to September 2019 is \$46.9 million and \$43.7 million for fiscal 2020. 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).

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:
  - *NGC Beachfield CNG* – The project commenced in 2013 at an estimated cost is \$5.4 million. This project is on hold.
  - The upgrade of the following Stations was completed:
    - Chaguanas Main Road
    - Beetham
    - Rushworth Street, San Fernando
    - Harkness (McBean)
    - Mt. Lambert
    - Barataria





- The following Stations are scheduled for an upgrade or new gas supply works during the period April to September 2019:
  - NGC CNG Preysal Interchange
  - Munroe Road
  - Cyrus Road, El Socorro

The upgrade of the Santa Flora Station is on hold.

The projected expenditure for the period April September 2019 is \$5.1 million.

### Modification Works

- ***Upgrade of the Phoenix Park Valve Station Upgrade:*** The project was completed at a cost of \$464.7 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 estimated cost of the project is \$50.0 million.
- ***Upgrade of the Union Gas Receiving Facility (UGRF):*** The project involves the upgrade of the UGRF to increase capacity to 400mmscfd. The estimated cost of the project is \$36.6 million. The estimated expenditure for the period April to September 2019 is \$9.4 million and \$10.0 million in fiscal 2020.
- ***Beachfield Control System Replacement:*** The project was completed at a cost of \$1.7 million.

### 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 2019 is \$24.5 million and \$45.8 million for fiscal 2020.

## Other Projects

- **Corporate Building:** The initial concept of a Corporate Complex was revised to a Corporate Building. This project has been deferred.
- **Refurbishment of Warehouse Facility:** The project involved the refurbishing of approximately 13,500sq.ft. of building space in the Fleet Services Building. The estimated cost of the project was revised from \$18.0 million to \$15.0 million. The estimated expenditure for the period April to September 2019 is \$6.6 million. The project is scheduled to be completed in fiscal 2019.
- **Beetham Waste Water Recycling Plant Project (BWRP):** The project entailed the construction of a Water Recycling Plant with a capacity to produce 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. This project is no longer part of the national or company's strategy.
- **Carbon Dioxide Pipeline Project (Provisional):** NGC had 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 was to be used in the lifting of oil for processing to enhanced oil recovery and to reduce the nation's carbon foot-print. This project is on hold.
- **Implementation of Pipeline Simulation software:** The project is being 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 and the estimated expenditure for fiscal 2020 is \$2.7 million. Additional changes are in progress to improve free liquid detection on the network.

- **UIE Control and Safety System Upgrade:** The project involves the replacement of obsolete control infrastructure used to monitor and control the operations at the UIE Gas Receiving Facility to ensure continuous safe and reliable operations as well as cater for additional infrastructural upgrade. The estimated cost of the project is \$2.5 million and the estimated expenditure for fiscal 2020 is \$2.5 million.
- **Implementation of EFM for Custody Transfer:** The project involves the replacement of infrastructure as the Supervisory Control and Data Acquisition (SCADA) equipment that monitors operating conditions and determines the volume of gas passing through the pipeline is obsolete. The estimated cost of the project is \$5.2 million and the estimated expenditure for fiscal 2020 is \$4.8 million.

**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 and 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 as well as the promotion and facilitation of associated downstream industries.

National Energy expended \$13.2 million for the period October 2018 to March 2019 on its ongoing projects. The projected expenditure for the period April to September 2019 is \$12.1 million to be utilised on 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 \$79.2 million for fiscal 2020. The projects are as follows:

- ***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 includes 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 2019 is \$5.0 million and \$49.0 million for fiscal 2020.

- ***Acquisition of Furniture and Computers:*** This project was completed at a cost of \$6.3 million.
- ***Acquisition of Machinery and Equipment:*** This project was completed at a cost of \$9.7 million.
- ***Acquisition of Navigational Aids – Channel Marker:*** This project was completed at a cost of \$0.6 million.
- ***Refurbishment of Vessels:*** 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 cost of this project was revised from \$54.1 million to \$79.6 million. The estimated expenditure for the period April to September 2019 is \$7.1 million and \$19.0 million for fiscal 2020.
- ***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 project was completed at a cost of \$1.3 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 revised cost of \$35.0 million was 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 was to assess the sustainability of the major marine assets at Point Lisas and to determine any risks and mitigation strategies. This project is now included in the upgrade of the Savonetta Piers project.
- ***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 is no longer being considered.
- ***Geographic Information System (GIS) Study:*** This study was to improve the storage and retrieval of data related to land-utilisation at the Industrial Estates at an estimated cost of \$1.6 million. This project is no longer being considered.
- ***Upgrade of Security for National Energy's Infrastructure:*** The project involved improvements to the security control systems at an estimated cost of \$9.0 million. This project is no longer being considered.
- ***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 is no longer being considered.
- ***Union Industrial Estate Water Reticulation and Firewater System:*** This project entails the completion of existing infrastructure on the estate and servicing existing tenants that require potable and fire water. The estimated cost of this project is \$11.2 million and is scheduled to be completed in 2020. The estimated expenditure for fiscal 2020 is \$11.2 million.

**La Brea Industrial Development Company Limited (LABIDCO)**

La Brea Industrial Development Company Limited (LABIDCO) 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. The company is 83 percent owned by NGC and 17 percent by Petrotrin. LABIDCO continues to implement projects to upgrade the infrastructure facilities at the La Brea Industrial Estate. Its capital expenditure programme includes:

- ***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 of the project was revised from \$4.9 million to \$6.1 million due to the construction of inter-lot drains. The estimated expenditure for fiscal 2020 is \$2.3 million.
- ***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 is \$10.0 million and is now scheduled to commence in fiscal 2020.
- ***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 is no longer being considered.
- ***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 is no longer being considered.
- ***Upgrade of Secondary Access Roads:*** This project involves the maintenance of the road infrastructure on the LABIDCO Estate at an estimated cost of \$11.0 million and is scheduled to recommence in fiscal 2020.
- ***Infrastructure Design Services for La Brea Industrial Estate:*** This project involves a comprehensive design for the La Brea Industrial Estate inclusive of roads, drains, water and fire water and is estimated to cost \$2.0 million. The estimated expenditure for April to September 2019 is \$1.2 million. The project is scheduled to be completed in fiscal 2019.
- ***Installation of Fire Water System at Port of Brighton:*** This project involves the procurement and installation of a fire water system at Berth 2, La Brea and is estimated to cost \$1.5 million. The project is scheduled to be undertaken in fiscal 2020.



**Trinidad Petroleum Holdings Limited (TPHL)**

Trinidad Petroleum Holdings Limited (TPHL) is a wholly owned integrated oil and gas holding company. TPHL is the parent company of Petrotrin, Heritage Petroleum Company Limited, Paria Fuel Trading Company Limited and The Guaracara Refining Company Limited.

**Heritage Petroleum Company Limited (HPCL)**

Heritage Petroleum Company Limited (HPCL) operates both on land and offshore with principal activities in the exploration, development, production, purchase and sale of crude oil. HPCL is a wholly owned subsidiary of TPHL. HPCL operations include operated assets onshore and offshore fields primarily located within southern Trinidad. The non-operated or joint venture assets are located onshore in the south-western portion of the island and off the north, east and west coasts of the island.

The main source of revenue for HPCL is the sale of Crude oil and Gas. Sources of crude include:

- (a) Equity crude - produced from various fields including HPCL's share in the joint ventures.
- (b) Local Purchased Crude - indigenous crude purchased from Lease operators, incremental production service contracts, farmouts, non-equity share from all joint ventures (excluding Teak, Samaan, Pou) and other third-party companies.

HSSE performance is of key importance and priority and HPCL has a focus on compliance with applicable regulatory standards and legislation and ensuring a safe working environment.

The company's operations are managed by the four main business units, namely:

- Offshore
- Land
- Mid-Stream
- Joint Ventures

**Offshore's** main oil-winning activities include drilling, reactivation of wells, workovers, and conversion of well to Progressive Cavity Pump (PCP). Major investment is to be made in upgrading the marine infrastructure, both to maintain base crude production as well as to support new oil from the oil winning projects.

**On Land**, the main trust is to ramp up the daily production initially through increased work-over and expense type activity and expansion of the reserves through drilling activities.

The **Mid-Stream** operations key focus will be on the improvement of the accuracy of the fiscalisation of the crude and condensate process as well as the maintenance of tank farm facilities and supporting infrastructure.

HPCL has been vested with the **Joint Venture (JV)** contracts previously held by Petrotrin. This programme is viewed as another mechanism to increase reserves and expand its participation in



new upstream business opportunities. Planned initiatives include Lease Operatorships (LO), Farmout (FO), Incremental Production Services Contracts (IPSC) programmes as well as drilling and work-over activities in some blocks. As operations continue to increase work in these blocks, increased production is expected.

HPCL has focused its initiatives to include fostering an economically sound model expected to deliver oil winning activities which will positively impact on reserves. This will be carried out by operating in an environment which is more efficient and safer. HPCL intends to explore new and innovative methodologies which will result in cost savings and will strategically move the company into the preferred industry quartiles.

Some of the major projects earmarked for implementation to achieve these plans are as follows:

## OFFSHORE

- ***Installation of Subsea Electrical Cables:*** This project involves the installation of 13.8kV Subsea Electrical Cables between offshore locations to facilitate the distribution of electrical power. The estimated cost of the project is \$16.0 million and the estimated expenditure for fiscal 2020 is \$4.0 million.
- ***Infrastructural Work:*** This project involves the installation of pipelines and a small riser platform for the proposed Southwest work programme. The estimated cost of the project is \$245.0 million. The estimated expenditure for the period April to September 2019 is \$60.0 million and \$185.0 million for fiscal 2020.
- ***South West Workovers 2020:*** This project involves undertaking fourteen workovers outlined in the 2019 work programme as well as allowances for wells which may need servicing. The estimated cost of the project is \$71.0 million and the estimated expenditure for fiscal 2020 is \$71.0 million.
- ***South West Workovers - New Reserve Type (NRT) 2020:*** This project involves undertaking three workovers outlined in the 2019 work programme as well as allowances for wells which may need servicing. The estimated cost of the project is \$20.0 million and the estimated expenditure for fiscal 2020 is \$20.0 million.
- ***Non-rig Work/Surveys:*** This project involves general well maintenance and diagnostic analyses. The estimated cost of the project is \$21.0 million and the estimated expenditure for fiscal 2020 is \$21.0 million.
- ***Mobile Offshore Production Unit (MOPU) Operations:*** This project involves the installation of a temporary production and compression facility, via a two-year lease arrangement, for the restoration of gas-lifting capability to South West Soldado field. The estimated cost of the project is \$226.7 million. The estimated expenditure for the period April to September 2019 is \$25.5 million and \$108.2 million for fiscal 2020.

- **SCADA Implementation:** This project involves the implementation of SCADA system. The project is scheduled to commence in February 2020 at an estimated cost of \$9.0 million. The estimated expenditure for fiscal 2020 is \$9.0 million.
- **Asset Integrity Management System (PL 14 & 21):** This project is to conduct Engineering Assessments, Integrity Plan Development and develop scope of works for repairs. The estimated cost of the project is \$40.0 million and the estimated expenditure for fiscal 2020 is \$8.0 million.
- **Repair of Offshore Slops Systems:** This project involves the repair of slop systems for six (6) offshore locations to eliminate leaking slop systems and address HSE issues. The estimated cost of the project is \$90.0 million and the estimated expenditure for fiscal 2020 is \$15.0 million.
- **Offshore Central Workovers - Expense Type Workovers (ETWs) 2020:** This project involves 20 Progressive Cavity Pump (PCP) revamps and 10 gas lift revamps to optimise production. The estimated cost of the project is \$12.8 million and the estimated expenditure for fiscal 2020 is \$12.8 million.
- **Strengthening, Modification and Repair to Platforms:** This project involves the structural modelling of PL2, PL14, BS16, PL15 & BS15, PL13, BS238 and development of designs for required repairs. The estimated cost of the project is \$122.9 million and the estimated expenditure for fiscal 2020 is \$4.3 million.

## LAND

- **Development Drilling - Land:** This project is to drill and complete eight to ten Primary wells over a ten-month period beginning June 2019 to February 2020. The estimated cost of the project is \$82.4 million. The estimated expenditure for the period April to September 2019 is \$41.2 million and \$41.2 million for fiscal 2020.
- **Heavy Workovers – Land:** This project involves the execution of a 22 well heavy workover programme including at least five new reserve type workovers from July 2019 - March 2020 utilising two heavy rigs. The estimated cost of the project is \$23.5 million. The estimated expenditure for the period April to September 2019 is \$7.5 million and \$16.0 million for fiscal 2020.
- **Routine Workovers – Land:** This project involves routine workover activities including coil tubing, swabbing and other well servicing activities to maintain well production. The estimated cost of the project is \$102.1 million. The estimated expenditure for the period April to September 2019 is \$54.7 million and \$41.6 million for fiscal 2020.
- **Development Drilling – Land:** This project is to drill and complete eight primary wells from April to September 2020. The estimated cost of the project is \$72.0 million and the estimated expenditure for fiscal 2020 is \$72.0 million.



- **Heavy Workovers - NRT – Land:** This project involves the execution of nine New Reserve Type Workovers from April to September 2020. The estimated cost of the project is \$10.0 million and the estimated expenditure for fiscal 2020 is \$10.0 million.
- **Heavy Workovers - ETWs – Land:** This project involves the execution of nine Expense Type Workovers from April to September 2020. The estimated cost of the project is \$10.8 million and the estimated expenditure for fiscal 2020 is \$10.8 million.
- **Enhanced Oil Recovery (EOR) Pilot Projects – Land:** This project involves the pilot testing of reservoirs for improved oil recovery (IOR) implementation. The estimated cost of the project is \$10.0 million and the estimated expenditure for fiscal 2020 is \$10.0 million.
- **Technical Studies – Land:** This project is to conduct technical studies to appraise prospective field development blocks. The estimated cost of the project is \$10.0 million and the estimated expenditure for fiscal 2020 is \$10.0 million.
- **Production Optimisation – Land:** This is a field revitalisation project which includes provision of eight Dynamometer and Echometer crews over a nine-month period; steam rate and quality monitoring; sand consolidation; acidising and plunger lift. The estimated cost of the project is \$9.6 million and the estimated expenditure for fiscal 2020 is \$9.6 million.
- **Land Maintenance Programme:** This project is to improve the standard, as set by the regulators, of the following:
  - (i) 250 Wellsites - Upgrade wellheads, flowlines and other fixtures in addition to proper standards for landscape; and
  - (ii) 20 Gathering Stations - Blast and coat existing tanks, treat and coat piping, repairs to mechanical equipment, improve outlook of location 3. Improvement to signage, electrical outlay, asset integrity related issues.

The estimated cost of the project is \$14.0 million. The estimated expenditure for the period April to September 2019 is \$8.0 million and \$6.0 million for fiscal 2020.

- **Deep Drilling – Land:** This project is to conduct preliminary work towards establishing a deep drilling programme. The estimated cost of the project is \$5.0 million and the estimated expenditure for fiscal 2020 is \$5.0 million.
- **Technical Services – Land:** This project is to upgrade data handling capabilities with the Land Division including log and well file digitisation; upgraded data storage facility and new software acquisition. The estimated cost of the project is \$5.0 million and the estimated expenditure for fiscal 2020 is \$5.0 million.

- **Steam Generator Upgrade:** This project involves the refurbishment of steam generators 18, 12, 7 & 9 to facilitate optimisation of land production. The estimated cost of the project is \$7.3 million and the estimated expenditure for fiscal 2020 is \$7.3 million.

## MID-STREAM

- **New Tank Farm and Terminal Hub:** This project involves the upgrade of tanks, piping, pumps, water treatment and terminal facilities at the Point Fortin Adventure Tank Farm and Terminal site. Phase 1 of this project is earmarked for completion in fiscal 2020.

The estimated cost of the project is \$75.0 million. The estimated expenditure for the period April to September 2019 is \$1.0 million and \$40.0 million for fiscal 2020.

- **Upgrade of Metering Systems:** This project involves the installation of mass flow meters at strategic locations throughout the Midstream network in order to improve the accuracy of the crude and condensate fiscalisation process. Phases 1 and 2 are expected to be completed in fiscal 2020.

The estimated cost of the project is \$60.0 million. The estimated expenditure for the period April to September 2019 is \$1.0 million and \$30.0 million for fiscal 2020.

- **Improved Vapor Recovery Systems:** This project involves the installation of vapor recovery systems on midstream assets to recover valuable vapors for re-use as saleable gas, as well as reduction in Green House Gas (GHG) emissions. The estimated cost of the project is \$30.0 million and the estimated expenditure for fiscal 2020 is \$15.0 million.

## JOINT VENTURES AND BUSINESS DEVELOPMENT

- **Teak, Samaan and Poui (TSP) Joint Venture:** This is a joint venture agreement between HPCL, Perenco Trinidad & Tobago Limited and NGC. Works include rig purchase, heavy workover programme, Teak delta reopening, Poui gas lift compressors and green fields development appraisal.

The estimated cost of the project is \$147.4 million. The estimated expenditure for the period April to September 2019 is \$31.3 million and \$112.2 million for fiscal 2020.

- **Central Block Joint Venture:** This is a joint venture between HPCL and Shell Trinidad Central Block Limited. For fiscal 2019, the estimated expenditure is based on operations and facilities maintenance expenditure.

The estimated cost of the project is \$14.4 million. The estimated expenditure for the period April to September 2019 is \$5.1 million and \$7.4 million for fiscal 2020.

- **North Coast Marine Acreage (NCMA) Joint Venture, Block 9:** This is a joint venture between HPCL and Shell Trinidad and Tobago Limited. Expenditure is for operational and asset integrity works at the facility.





The estimated cost of the project is \$18.9 million. The estimated expenditure for the period April to September 2019 is \$5.5 million and \$11.9 million for fiscal 2020.

- ***Galeota Joint Venture:*** This is a joint venture between HPCL and Trinity Exploration and Production (Galeota) Limited. This is for licence obligations.

The estimated cost of the project is \$2.7 million. The estimated expenditure for the period April to September 2019 is \$1.3 million and \$1.3 million for fiscal 2020.

- ***Block 22:*** This is a joint venture between HPCL and BG International Limited and involves the continuing development of the block with first gas expected in fiscal 2022. The estimated cost of the project is \$13.9 million and the estimated expenditure for the period April to September 2019 is \$11.9 million.
- ***NCMA 4:*** This is a joint venture between HPCL and BG International Limited and involves the continuing development of the block with first gas expected in fiscal 2022. The estimated cost of the project is \$22.0 million and the estimated expenditure for the period April to September 2019 is \$18.1 million.
- ***Rio Claro Block (RCB):*** This is a joint venture between HPCL and Lease Operators Limited. The estimated cost of the project is \$9.0 million. The estimated expenditure for the period April to September 2019 is \$3.8 million and \$5.0 million for fiscal 2020.
- ***Southeast Coast Consortium (SECC) Joint Venture:*** This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The work programme for fiscal 2019 includes platform modifications and geological and geophysical expenditure.

The estimated cost of the project is \$148.7 million. The estimated expenditure for the period April to September 2019 is \$12.3 million and \$134.7 million for fiscal 2020.

- ***Block 3A:*** This is a joint venture between HPCL, BHP Billiton (Trinidad 3-A) Limited, Chaoyang Petroleum (Trinidad) Block 3A Limited and NGC E&P Netherlands Cooperatief U.A. The work programme for fiscal 2019 is continuation of works for market development phase for monetising oil and gas resources.

The estimated cost of the project is \$9.9 million and the estimated expenditure for the period April to September 2019 is \$2.2 million.

### Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC)



People Serving People

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 2020, NPMC will continue on its asset maintenance and renewal programme as follows:

- ***Service Station Upgrades:*** This project was revised to include the full upgrade of five sites over the next two years, namely – NPMC - O'Meara, Guppy - El Socorro, Latchu - Cunupia, Wayne Mitchell - Maraval and P. Mohan - Cunupia. The estimated cost was revised from \$42.3 million to \$32.3 million. The estimated expenditure for the period April to September 2019 is \$2.8 million and \$2.8 million in fiscal 2020. The upgrade of NPMC Cross Crossing station is on hold.
- ***Construction of Eight New to Industry (NTI) Service Stations (formerly the Construction of Seven 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, NPMC Preysal 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. The project was further revised from \$72.9 million to \$89.0 million. The estimated expenditure for the period April to September 2019 is \$7.9 million and \$7.9 million in fiscal 2020. El Socorro South was completed and is to be commissioned, construction agreement completed for Cashew Gardens, Longdenville and the other stations are at various stages in the process.
- ***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 \$9.4 million to \$12.3 million. The estimated expenditure for the period April to September 2019 is \$0.46 million and \$0.46 million for fiscal 2020.
- ***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 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. The commissioning date is on hold due to the closure of the Pointe-a-Pierre refinery.
- ***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 \$7.3 million to \$16.8 million. The projected expenditure for the period April to September 2019 is \$3.5 million and \$3.5 million for fiscal 2020.



- ***Installation of Three Automated Filling Lines for the Lube Oil Blending Plant (LOBP):*** This project was completed at a cost of \$20.4 million.
- ***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 \$19.7 million to \$45.2 million. The projected expenditure for the period April to September 2019 is \$7.3 million and \$7.3 million in fiscal 2020.
- ***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 and minor roofing works and improvements were completed in fiscal 2019.
- ***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 at an estimated cost of \$10.0 million. The projected expenditure for the period April to September 2019 is \$3.0 million and \$3.0 million in fiscal 2020.
- ***Fuel Upgrades at Dealer Sites:*** This project involves the upgrade of fuel storage and equipment and the scope has been reduced from five to three dealer sites. These sites are Radica Persad - Princes Town, Iris Moonan - Rio Claro and NPMC - Mucurapo Road. The estimated cost of the project was revised from \$14.3 million to \$9.9 million. The estimated expenditure for the period April to September 2019 is \$2.0 million and \$2.0 million in fiscal 2020.
- ***Upgrade of the Emergency Notification System:*** This project involves the upgrade of the alarm systems at NP – Piarco, NP – Tobago, Sea Lots and Natpet. The project is estimated to cost \$1.5 million. The estimated expenditure for the period April to September 2019 is \$0.1 million and \$0.1 million in fiscal 2020.
- ***Refurbishing of Tobago Terminal Perimeter Fence:*** This project involves the refurbishment of the perimeter fence for the Tobago terminal at an estimated cost of \$2.0 million. The project was completed and is awaiting submission of final invoices.
- ***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 revised estimated cost of the project is \$13.0 million. The projected expenditure for the period April to September 2019 of \$1.5 million and \$1.5 million in fiscal 2020.
- ***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, works are scheduled to commence in August,

2019. The projected expenditure for the period April to September 2019 is \$0.5 million and \$0.5 million in fiscal 2020.

- ***Automated Data Capture at Airports*** – This project was completed at a cost of \$1.4 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 2020 at a cost of \$1.1 million. The projected expenditure for fiscal 2020 is \$0.3 million.



### 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 2020:

- ***Upgrade of Wash Plants #3 and #4:*** The scope of the project has been reduced from upgrade to repairs of the Wash Plants. The revised estimated cost of the project is \$6.0 million. The repairs are scheduled to be completed in September 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 percent 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). In 2018, UEEGCL transferred 100 percent of the shares of TGU to the National Investment Fund Holding Company Limited. In January 2019, GORTT agreed to wind-up this company and pre-liquidation activities are ongoing.

### **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 computer equipment, inclusive of a security camera system, to improve operational efficiency and productivity as well as data integrity. The estimated cost of the project is \$7.3 million. The projected expenditure for the period April to September 2019 is \$0.3 million and \$0.6 million for fiscal 2020.



- ***Upgrade to Existing Facilities:*** This project involves the upgrade of its existing facilities including the storage yard, loading facilities, warehouse, buildings and drumming, emulsion plants and parking lot. The estimated cost of the project has been revised from \$62.8 million to \$66.1 million due to increases in market prices of materials. The projected expenditure for the period April to September 2019 is \$9.8 million and \$31.9 million for fiscal 2020.
- ***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 cost of the project is \$88.0 million and to date an estimated \$11.7 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 2019 is \$13.7 million and \$64.1 million for fiscal 2020.

- ***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 2019 is \$1.4 million and \$3.4 million for fiscal 2020.
- ***Development of onsite Bitumen storage facilities:*** This project involves the development of onsite storage facilities for Bitumen to meet the demands of customers. The estimated cost of the project is \$20.0 million. The projected expenditure for the period April to September 2019 is \$11.0 million and \$9.0 million for fiscal 2020.

The following projects are no longer being considered:

- ***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 (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 and technology support for Good Agricultural Practises, integrated Pest management techniques and plant doctor clinics. Additional support is provided to the agricultural sector through the provision of market access locally, regionally and internationally for final produce as well as packing house facilities.

NAMDEVCO has embarked on the following projects:

- **Woodford Lodge Central Farmers Wholesale Market:** This project involves the refurbishment of the existing rice bond and its conversion into a wholesale farmers' market. The remedial works have been included in the overall cost of the project which has an estimated cost \$12.4 million and is ongoing. The projected expenditure for fiscal 2020 is \$0.5 million.
- **Northern Wholesale Market:** the construction of the new Car Park was completed in fiscal 2019 at a cost of \$4.8 million.

- ***Southern Wholesale Market:*** This project involved:
  - (i) the construction of a new Car Park which was completed in fiscal 2019 at a cost of \$8.6 million; and
  - (ii) a new Fish and Meat Block at an estimated cost of \$1.6 million. The project has been deferred pending the determination of a new location.
- ***Orange Valley Fish Market:*** the refurbishment of buildings and yard was completed in fiscal 2018 at a cost of \$2.0 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 and Trintopec.

### **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.

<b>Business Facilitation</b>
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### **ExporTT Limited**



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 TecKnologies and Enterprise Development Company Limited (eTecK)**



Evolving TecKnologies 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 2020, 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 ballroom have been completed. Works to repair major structural joint are ongoing. The estimated cost of the project was revised from \$10.0 million to \$13.3 million. The estimated expenditure for the period April to September 2019 is \$0.2 million.
  - 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 2020.
- ***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 2020 is \$2.2 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 South Block roof, North Block Roof

trellis and repairs to roof. The estimated cost was revised from \$9.4 million to \$7.7 million. The estimated expenditure for the period April to September 2019 is \$4.9 million.

- ***Upgrade of Preventative Maintenance and Ongoing Repairs to Existing Industrial Parks:*** The scope of the project includes 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 of Frederick Settlement Industrial Park. The estimated cost was revised from \$11.9 million to \$11.0 million. The estimated expenditure for the period April to September 2019 is \$2.1 million and \$3.9 million for fiscal 2020.
- ***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 2019 is \$1.5 million.

### InvesTT Limited



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
- Tenanting 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 and is 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



TTT 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 from Caribbean New Media Group Limited 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 outside broadcast units for live event production, two major television studios, one minor television studio, two television control rooms and three radio studios.

### National Information and Communication Technology Company Limited (iGovTT)

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 and upgrade or change out of circuit breakers or switch board to meet the increased demand of electricity at the respective load centres. The estimated cost of this project was revised from \$176.0 million to \$167.8 million. The projected expenditure for April to September 2019 is \$27.7 million and \$80.4 million for fiscal 2020.
- **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 \$35.8 million to \$72.9 million. The projected expenditure for April to September 2019 is \$27.5 million and \$19.4 million for fiscal 2020.



- **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 to facilitate change out of aging infrastructure or bring additional capacity on the national grid. The estimated cost of the project was revised from \$30.6 million to \$86.2 million. The projected expenditure for April to September 2019 is \$23.8 million and \$26.7 million for fiscal 2020.
- **Upgrade of IT, Communication, Metering, Protection and Security Infrastructure:** This project involves the purchase of new supporting equipment for SCADA backup upgrade to OSI Master Station and further upgrades to the Call Centre. Construction of Point Fortin communication tower and video surveillance installations at various locations. The estimated cost was revised from \$19.2 million to \$20.1 million. The projected expenditure for April to September 2019 is \$4.8 million and \$11.4 million for fiscal 2020.
- **Upgrade of Office Buildings, Equipment and Facilities:** 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 \$121.1 million to \$270.1 million. The projected expenditure for April to September 2018 is \$28.9 million and \$65.6 million for fiscal 2020.
- **Other Projects:** The project scope includes the replacement of Oil RMUs, acquisition of the Fyzabad/Otaheite Right of Way and LED street lighting project (not funded by PSIP). The estimated cost was revised from \$8.5 million to \$19.1 million. The projected expenditure for April to September 2019 is \$5.3 million and \$7.9 million for fiscal 2020.

## 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. NIF has oversight of the portfolio of assets within the company which comprise power, finance and manufacturing assets. NIF's portfolio comprise shares in the following companies:

- Republic Finance Holding Limited;
- One Caribbean Media Limited;
- Angostura Holding Limited;
- West Indian Tobacco Company Limited; and
- Trinidad Generation Unlimited.

**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 holds 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).

**Cllico 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.

**Golden Grove- Buccoo Limited**

Golden Grove- Buccoo Limited was incorporated on December 2, 2016 and was 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 Limited (TTL) (formerly known as Tourism Trinidad Destination Marketing Management Company Limited)**

Tourism Trinidad Limited (TTL) (formerly known as Tourism Trinidad Destination Marketing Management Company Limited) was incorporated on June 29, 2017 and is a wholly owned State Enterprise. On January 30, 2019, the company's name was changed to Tourism Trinidad Limited.

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 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 1000 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; and*
- *Acquisition and refurbishment of the adjacent NGC Hanger 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 has been subsumed under the heading "Construction of Warehousing (Phase1)".
- **Acquisition of Equipment on a Phased Replacement Programme:** This project is geared to continuously improve the efficiency of Port's operations. As at March, 2019 the acquisition of three reach stackers, 12 forklifts and 10 container trailers was completed. For fiscal 2020, the company proposes to acquire one empty container handler and one manlift at an estimated cost of \$5.7 million. The projected expenditure for April to September 2019 is \$1.1 million to complete the acquisition of 10 containers trailers and complete a street lighting project which commenced in 2018. The projected expenditure for fiscal 2020 is \$5.7 million.
- **Berth Rehabilitation:** This project was completed at a cost of \$45.7 million.
- **RTG Bay Rehabilitation:** This project involves the rehabilitation, the undulating surfaces of the RTG bays, as well as an extension of the Export bay and repairs to Berth 5. The estimated cost of this project is \$69.5 million and commenced in fiscal 2019. The projected expenditure for April to September 2019 is \$15.0 million and \$54.5 million in fiscal 2020.



- **Construction of Warehousing (Phase 1):** The scope of this project was expanded to include a Records Management Facility to store and archive the records of the Corporation. The estimated cost of the project is \$40.0 million. The concept design was completed and construction has been re-scheduled for fiscal 2020.

### Telecommunications Services of Trinidad and Tobago Limited (TSTT)



Telecommunications Services of Trinidad and Tobago Limited (TSTT) is jointly owned by National Enterprises Limited (NEL) and Cable and Wireless West Indies Limited (CWC). NEL owns 51 percent of its issued share capital, while CWC holds 49 percent. TSTT is the leading telecommunications company in Trinidad and Tobago and the only “Quintuple-Play” provider, offering mobile, fixed-line, broadband, entertainment, security and other related services on a nationwide basis.

TSTT continues with its strategic plan to specifically address global, regional and organisational challenges. The primary mandate is to transform TSTT from a legacy telecommunications company to an agile broadband communications company.

TSTT has created a new operating business model, one which is process driven and is designed around customer centricity. The new Lines of Business (LOB) include Wireless Solutions; Enterprise Solutions; Traditional Services and Amplia Communications. Each LOB is designed to operate autonomously, structured around sales, service and support and focuses on end to end customer service.

TSTT will continue to implement the following projects for 2020:

- **Wireless Line of Business:** *This Division comprises of all wireless services and includes Mobile, Fixed Wireless Services (WTTx) and Digital Video Broadcasting - Terrestrial (DVBT) services:*
  - Mobile – responsible for Voice (prepaid, postpaid, Roaming, SMS) and all mobile data;
  - Fixed Wireless Service – responsible for broadband, entertainment and voice services over WTTx; and
  - DVBT service – responsible for Wireless TV services.
- **Mobile:** Mobile data is now driven by Over The Top (OTT) services, with voice becoming applications such as WhatsApp, Skype, Viber etc. TSTT expanded its Mobile 4G Frequency Division Duplexing (FDD) LTE network from 94 sites to 192 sites providing ubiquitous 4G coverage in T&T with more customers having access to 4G services such as real-time internet experience, live streaming, on line gaming and faster data rates (above 10MB). Additionally, TSTT upgraded its Mobile Network from a Voice Centric (2G) to Data Centric (3G/4G) Network. Customers can now move to higher end feature rich handsets that can take advantage 4G speeds and applications to suit their life styles.

- **Broadband:** TSTT has shifted its broadband strategy, using a two prong approach, broadband services were previously delivered using a wired approach over copper or fiber. In the new broadband strategy, TSTT is delivering broadband using a combination of wired fiber (FTTx) and Wireless (WTTx). TSTT has therefore made significant capital investment in Wireless and Fiber infrastructure and the organisation has begun the process of monetising these assets through the Wireless and Amplia lines of business.

The estimated cost of this merged project which now includes both Mobile and Broadband services is \$2,348.3 million. The projected expenditure for April to September 2019 is \$166.9 million and \$166.8 million for the fiscal 2020.

- **Enterprise Line of Business (formerly 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 such as Data Center and Hosted Solutions. The company continued with the expansion of its Data Center build out and deployment of its Public Cloud Network, allowing the company the ability to offer a number of attractive Hosted Solutions such as Private, Public Cloud, IP PABX and data storage for business continuity applications in the business sector. The company has launched its internally developed E-tender (SaaS) Software as a service to other corporate, national and regional entities. The revised estimated cost is \$575.7 million. The projected expenditure for April to September 2019 is \$42.6 million and \$42.5 million for the fiscal 2020.
- **Support Services (formerly BAU Maintenance and Administration):** The Support Services function is a business partner eco-System model, supporting the LOBs by enabling them to focus on the execution of their corporate priorities and the specific initiatives that drive the strategic imperatives of the company. The Shared Service group comprises of the Financial, Technology, Marketing & Communication, Legal & Regulatory, and HR/ IR support services. The Technology Division is responsible for the efficient deployment of new technology and network wide services, as well as, maintaining the existing IT infrastructure and network elements. In light of the new operating business model the support function includes:
  - Upgrade of the core network to support both FTTx and WTTx technology rollout;
  - Expanded Mobile 4G FDD LTE network from 94 sites to 192 sites providing ubiquitous 4G LTE coverage;
  - Expanded 237 cell sites to support the WTTx providing 95% coverage, facilitating the Migration of customers from legacy copper to WTTx;
  - Increased wet-side redundancy by upgrading wet-side fiber routes from a single fiber route to multiple geographical redundant routes and alternate network sites, thereby minimising the possibility of service outages to customers;
  - Retiring of the disparate legacy networks, while building out a single integrated network which includes enhanced features such as Software Defined Networking (SDN) and Network Functional Virtualisation (NFV); and





- Deployed OSS/BSS delivery solution to improve service assurance and fulfillment for Residential Fiber, security services and copper to WTTx customers.

The estimated cost of the project is \$1,147.0 million. The projected expenditure for April to September 2019 is \$107.4 million and \$107.4 million for the fiscal 2020.

- **Traditional Services:** This is the migration of customers from aged legacy copper plant to Fixed Wireless Access (FWA) network infrastructure referred to as WTTx. In order to provide ubiquitous broadband coverage, TSTT has expanded its WTTx 2.5GHz TDD LTE coverage by expanding services on 237 existing cells sites and has migrated over 13,250 customers. The estimated cost of the project is \$549.1 million. The projected expenditure for April to September 2019 is \$12.1 million and \$12.1 million for the fiscal 2020.
- **Amplia Communications:** Amplia is the residential fiber arm of TSTT offering High-Speed Internet, TV, Voice & Security, delivered over a 100 percent Fiber Optic network. The company continues to invest in the deployment of fiber infrastructure and to date, Amplia has passed 125,000 homes and connected 34,325 customer with Fiber services. It is to be noted that these services were previously provided under “Residential and Service Delivery”. The estimated cost of the project is \$255.7 million. The projected expenditure for April to September 2019 is \$2.4 million and \$2.4 million for the fiscal 2020.

## 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.

**MIC Institute of Technology Limited (MIC-IT)**

MIC Institute of Technology Limited (MIC-IT) 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.

The main objectives of the Programme are:

- To provide approximately one-quarter and one-third of the Recommended Dietary Allowance (RDAs) of nutrients for the child through breakfast and lunch respectively as weekly averages.
- To contribute to the improvement of the nutritional status of the child and to enhance learning ability.
- To further stimulate the agricultural sector by utilising local produce wherever possible in the meal plan.

**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 Stated 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 2020:

- **Diego Martin Sporting Complex:** Phase I was completed and handed over in March, 2019.
- **Diego Martin Sporting Complex:** Phase II involves the development of a new community playing field, hard courts and washroom facilities inclusive of the necessary landscaping and external works.

The estimated cost of Phase II is \$13.3 million and the projected expenditure for April to September 2019 is \$6.4 million and \$6.2 million for fiscal 2020.

### The CEPEP Company Limited (CEPEP)



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 (MS) on matters relating to Sport and Physical Recreation;
- Collaborate with MS, 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 programmes 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, parks 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 \$495.9Mn. 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 2019 is \$50.4 million and \$42.2 million for fiscal 2020.



### 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.

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 the 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**

The Ministry of Health developed a Hospital Physical Infrastructure Development Strategy to be implemented over a ten-year period in order to address hospital infrastructure issues. Based on an integrated hospital sector delivery model, basic primary and secondary healthcare services would be brought within reach of communities across Trinidad and Tobago. The proposed strategy provides an opportunity to increase the efficacy and efficiency of the health services by:

- Maximising the use of specialist services, both clinical and support between hospitals to increase efficiency;
- Treating with chronic over-crowding at public hospitals;
- Providing capacity both in terms of infrastructure and organisational development at all public hospitals with a view to having them accredited to operate as Teaching Hospitals; and
- Developing alternative solutions to inpatient hospitalisation, such as increase same day surgery, home care services and introduction of new technology for diagnostics.

**Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)**

UDeCOTT has been tasked with the responsibility of ensuring the availability of the best medical care to the citizens of Trinidad and Tobago through the construction and upgrade of a number of health care facilities across the twin isle Republic. These projects will enhance the public's access to health care and advance the Government's overall goal of achieving the highest standards in medical care.

UDeCOTT will undertake the following projects in fiscal 2020:

- ***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 ft<sup>2</sup>, 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 85 percent complete and is scheduled for completion in fiscal 2020.

The estimated cost of the project is \$1,601.3 million and the projected expenditure for April to September 2019 is \$476.9 million and \$191.8 million for fiscal 2020.



- ***Construction of the Point Fortin Hospital:*** This project involves the design and construction of a 100-bed hospital with a building area of approximately 175,000 sq. ft. The site is located at Point Fortin Main Road, Point Fortin, consisting of three levels, and comprising primarily of 20 Internal Medicine Beds, 20 general surgery beds, 10 gynecology beds, 15 obstetrics beds, six psychiatric beds and four high dependency beds. The project is being funded through a Government to Government arrangement and a loan facility.

The estimated cost of the project is \$1,262.4 million. The projected expenditure for April to September 2019 is \$484.5 million and \$120.6 million for the fiscal 2020. Construction is 72% complete with a projected completion date of December 2019.

- ***Re-development of Central Block at the Port of Spain General Hospital:*** This project is being executed in four Phases:
  - Phase I – Enabling Works – Construction of new structure/s to house the central Stores, Engineering and Biomedical Departments as well as demolition of the existing building currently utilised by the said Departments.
  - Phase II – The Design, Build and Equipping of the new Central Block procured through a Build, Own, Lease, Transfer (BOLT) arrangement.
  - Phase III – The Design, Build Services for the Relocation of Medical Wards to COSTATT Building.
  - Phase IV – The Design, Build Services for the Relocation of Surgical Wards and Operating Theatre to First Floor of A&E at the St James Medical Complex.

The estimated cost of the project is \$1,269.5 million. The projected expenditure for April to September 2019 is \$252.0 million and \$693.9 million for fiscal 2020.

- ***Construction of the Sangre Grande Hospital:*** This project involves the design and construction of a 106 Bed Hospital including Surgical Services, Imaging Services, Outpatient Services and Emergency Services inclusive of all major medical equipment. The estimated cost of the project is \$1,059.9 million. The project expenditure for April to September 2019 is \$181.5 million and \$235.5 million for the fiscal 2020. The project was scheduled to commence in August 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 was 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. GORTT has agreed that the company be dissolved.

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

The Couva Medical and Multi-Training Facility (CMMF) Limited was incorporated on July 3, 2018 to facilitate the operationalisation of the Couva Medical and Multi-Training Facility. The company is jointly owned by GORTT and the University of the West Indies.

**Administration****Public Order and Safety****Airport 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 (ANRRIA). 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:

- ***ANR. Robinson International Airport Expansion and Modification:*** This project was completed at a cost of \$45.0 million.
- ***The Construction of a Sewer Treatment Plant:*** The project was completed at a cost of \$17.5 million and the provision of maintenance services by the contractor ended in August, 2018.
- ***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 project is on hold.
- ***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 by the end of fiscal 2019.
- ***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 is \$12.0 million. The estimated expenditure for the period April to September 2019 is \$2.0 million and the project is scheduled for completion in fiscal 2019.



- **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 ANRRIA to meet International Civil Aviation Organisation (ICAO) standards and Trinidad & Tobago Civil Aviation requirements. The estimated cost of the project is \$20.0 million and the estimated expenditure for fiscal 2020 is \$14.7 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. The estimated cost of the project was revised from \$12.0 million to \$15.0 million. The estimated expenditure for the period April to September 2019 is \$13.5 million and \$1.5 million for fiscal 2020.
- **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 2019 is \$0.8 million and the project is scheduled for completion in fiscal 2019.
- **The Upgrade of Oracle E-business Suite Application:** This project includes the upgrade of the existing Oracle E-Business software hardware systems and is scheduled for completion in fiscal 2019. The estimated cost of the project was revised from \$6.1 million to \$6.2 million. The estimated expenditure for the period April to September 2019 is \$2.5 million and \$1.3 million for fiscal 2020.

### 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)



UDeCOTT will undertake the following projects in fiscal 2020:

- **Government Plaza Fit Out:** This project was completed.

- **Parliamentary Complex:** This project involves the customisation of the Cabildo Building for the Office of the Parliament. The estimated cost of the project was revised from \$303.0 million to \$98.8 million. The projected expenditure for April to September 2019 is \$63.1 million and \$4.5 million for fiscal 2020.
- **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 2019 is \$58.9 million and \$10.2 million for fiscal 2020.

### 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 August 2017, GORTT approved the continuation of the construction of the SHHEPF under four work packages:

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

During 2018, works on the widening of 2.5 km of South Trunk Road between Mosquito Creek Bridge and Godineau River Bridge commenced. Further, in 2019 works on the following packages commenced:

- Completion of the Delhi Road Overpass Bridge and Grants Road Interchange Bridge;
- Completion of the St. Mary's Interchange;
- Completion of 4.0 km of highway between Eccles Trace and La Brea Interchange as well as construction of the 2.0 km La Brea Connector Road;





- d) Construction of Southern Main Road Overpass and La Brea I/C Bridge; and
- e) Completion of 2.6 km of highway between the La Brea Interchange to the Southern Main Road and Fyzabad Road to the Mon Desir Interchange.

The estimated cost of the project is \$7,500.0 million and the projected expenditure for the period April to September 2019 is \$380.0 million. For fiscal 2020, the projected expenditure of \$957.8 million will be funded through the Infrastructure Development Fund.

### 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. The Authority is responsible 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, eight are in progress and three 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 2019 is \$21.0 million.

- ***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 includes the implementation of 99 projects of which 70 were completed, one was suspended, one is being funded under PSIP-IDF, 25 projects have been deferred whilst two are being funded under the IDB programme. The programme is financed by a bond issue in the amount of \$1,335.9 million. The projected expenditure for the period April to September 2019 is \$56.0 million and is 81percent complete.
- ***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 now scheduled for completion in fiscal 2020. The access road and bridge were completed and works are ongoing and is 69.9 percent completed. Works for the Malabar catchment area commenced in fiscal 2015 and is 98.5 percent completed. The project is in Defects Liability phase.

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 2019 is \$178.6 million and for fiscal 2020 is \$228.3 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 2019 is \$52.0 million and for fiscal 2020 is \$44.8 million.

## APPENDIX 1

## MINISTRY OF FINANCE, INVESTMENTS DIVISION

## COMPANIES SHAREHOLDING LIST

## WHOLLY OWNED

Company Name	Ownership
<b>Energy and Energy Based</b>	
1. Lake Asphalt of Trinidad and Tobago (1978) Limited	100% GORTT
2. National Quarries Company Limited	100% GORTT
3. The National Gas Company of Trinidad and Tobago Limited	100% GORTT
4. Trinidad and Tobago National Petroleum Marketing Company Limited	100% GORTT
5. Trinidad and Tobago Upstream Downstream Energy Operations Company Limited	100% GORTT
6. Trinidad Petroleum Holdings Limited	100% GORTT
7. Union Estate Electricity Generation Company Limited	100% GORTT
<b>Financial Services</b>	
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
<b>Manufacturing and Agro-Based</b>	
1. Cocoa Development Company of Trinidad and Tobago Limited	100% GORTT
2. Palo Seco Agricultural Enterprises Limited	100% GORTT
<b>Service</b>	
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 TecKnologies 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
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 Sports Company of Trinidad and Tobago Limited	100% GORTT
17.	The Trinidad and Tobago Solid Waste Management Company Limited	100% GORTT
18.	The Vehicle Management Corporation of Trinidad and Tobago Limited	100% GORTT
19.	Tourism Trinidad Limited	100% GORTT
20.	Trinidad and Tobago Creative Industries Company Limited	100% GORTT
21.	Trinidad and Tobago Free Zones Company Limited	100% GORTT
22.	Trinidad and Tobago Tourism Business Development Limited	100% GORTT
23.	Urban Development Corporation of Trinidad and Tobago Limited	100% GORTT
24.	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: 42**

#### MAJORITY OWNED

##### Company Name

##### Ownership

#### Energy and Energy Based

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

#### 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 percent OWNERSHIP****Company Name****Ownership****Financial Services**

- |  |  |
|--|--|
| 1. Development Finance Limited                             | 49.75% GORTT, Maritime 49.75%,<br>DFL Caribbean 0.5% |
| 2. Trinidad and Tobago Mortgage Finance<br>Company Limited | 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**

- |                        |   |
|------------------------|---|
| 2. LIAT (1974) Limited | 0.2% GORTT, 1.7% BWIA,<br>95.8% Reg. Gov't 2.3% Other |
|------------------------|---|

**Service**

- |  |                    |
|--|--------------------|
| 1. The Couva Medical and Multi-Training<br>Facility (CMMF) Limited | 51% UWI, 49% GORTT |
|--|--------------------|

**Total: 5****INDIRECTLY OWNED****Company Name****Ownership****Energy and Energy Based**

- |  |   |
|--|---|
| 1. Atlantic 1 Holdings LLC (A1HLLC)                              | 10.0% NGC TT LNG Ltd 90% Others                 |
| 2. Atlantic LNG 4 Holdings Limited (ALNG4HL)                     | 11.11% T&T LNG Company<br>Limited 88.89% Others |
| 3. Block 1 (a) (T&T)   | 25% NGC E&P Investments Ltd 75% Others          |
| 4. Caribbean Gas Chemical Limited                                | 20% NGC Petrochemicals Ltd 80% Others           |
| 5. Downstream Petrochemicals Research and<br>Development Limited | 100% NGC Petrochemicals Ltd                     |
| 6. Eastern Caribbean Gas Pipeline Company Limited                | 10% NGC 90% Others                              |
| 7. Heritage Petroleum Company Limited                            | 100% TPHL                                       |
| 8. La Brea Industrial Development Company Limited                | 81% NGC & 19% Petrotrin                         |
| 9. Liquid Fuels Company of Trinidad and<br>Tobago Limited        | 100% NPMC                                       |



10. National Energy Corporation of Trinidad and Tobago Limited	100% NGC
11. NATPET Investments Company Limited	100% NPMC
12. NEL Power Holdings Limited	100% NEL
13. NGC CNG Company Limited	100% NGC
14. NGC E&P (Barbados) Limited	100% NGC
15. NGC E&P Investments (Barbados) Limited	100% NGC
16. NGC E&P Investments Limited	100% NGC
17. NGC E&P Netherlands Cooperatief U.A	99.99% NGC E&P Investments (Barbados) Limited 0.01% NGC E&P (Barbados) Limited
18. NGC E&P Investments (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
19. NGC E&P (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
20. NGC Group Captive Insurance (Barbados) Limited	100% NGC
21. NGC NGL Company Limited	80% NGC & 20% NEL
22. NGC Petrochemicals Limited	100% NGC
23. NGC Pipeline Company Limited (NPL)	100% NGC
24. NGC Trinidad and Tobago LNG Limited (formerly NGC LNG (Train 4) Ltd.)	62.16% NGC, 37.84% NEL
25. Paria Fuel Trading Company Limited	100% TPHL
26. Petroleum Company of Trinidad and Tobago Limited	100% TPHL
27. Petrotrin Panama Incorporated	100% Petrotrin
28. Phoenix Park Gas Processors Limited	51% NGC NGL 39% TTNGL 10% Others
29. South East Coast Consortium	4% NGC 96% Others
30. The Guaracara Refining Company Limited	100% TPHL
31. TSP Assets (Teak, Samaan, Poui)	15% NGC 85% Others
32. Trinidad and Tobago LNG Limited	100% NGC
33. Trinidad and Tobago Marine Petroleum Company Limited	80% HPCL, 20% NGC
34. Trinidad Nitrogen Company Limited	51% NEL & 49% YARA
35. Trinidad Northern Areas Limited	100% HPCL
36. Trinmar Limited	100% Petrotrin
37. Trintoc Services Limited	100% Petrotrin
38. Trinidad and Tobago NGL Limited	25% NGC & 75% Others
39. Trinidad Generation Unlimited	100% NIF
40. Point Fortin LNG Exports Limited (PFLE)	19.5% HPCL 80.5% Others
41. World GTL Trinidad 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 Depository Services Limited (formerly 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.	Trinidad and Tobago Fashion Company Limited	100% CreativeTT
11.	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
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**Total: 62****CORP-STATUTORY****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
AMC	Approved Mortgage Company
ANRRIA	A.N.R. Robinson International Airport
APFI	Annual Potential Foreign Income
ATS	Automatic Transfer Switch
bbl	Barrels
Bcfd	Billion cubic feet per day
BMS	Building Management System
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
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
EOR	Enhanced Oil Recovery
EVDO	Evolution-Data Optimised
EPOS	East Post of Spain Development Company Limited
eTecK	Evolving TecKnologies and Enterprise Development Company Limited
ETWs	Expense Type Workovers
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
FDD	Frequency Division Duplexing
FEC	Field Electrical Cabinet
FilmTT	Trinidad & Tobago Film Company Limited
FO	Farmout
FTTx	Fiber To The X
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
HCDFCL	Human Capital Development Facilitation Company Limited
HDC	Trinidad and Tobago Housing Development Corporation
HMB	Home Mortgage Bank
HPCL	Heritage Petroleum Company Limited
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
igovTT	National Information and Communication Technology Company Limited





IMF	International Monetary Fund
IPTV	Internet Protocol Television
IT	Information Technology
IFC	International Financial Centre
IPSC	Incremental Production Services Contract
ISPS	International Ship and Port Facility Security Codes
JCC	Joint Coordinating Committee
KDR	Knock Down and Rebuild
Km	Kilometre
kV	Kilovolt
LABIDCO	La Brea Industrial Development Company Limited
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
MEEI	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
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
NFV	Network Functional Virtualisation
NHSL	National Helicopters Services Limited
NHSCl	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
NHSL	National Helicopter Services Limited
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
NRT	New Reserve Type
NSDC	National School Dietary Services Limited
NTA	National Training Agency
NTI	New to Industry
OEM	Original Equipment Manufactured
OTT	Over The Top
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 Company 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
RCB	Rio Claro Block
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
SDN	Software Defined Networking
SECC	Southeast Coast Consortium
SEIP	State Enterprises Investment Programme
SO	Subsidy Offset
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
TTTBDL	Trinidad and Tobago Tourism Business Development Limited
TGU	Trinidad Generation Unlimited
THA	Tobago House of Assembly
TPHL	Trinidad Petroleum Holdings Limited
TSP	Teak, Samaan & Poui
TSTT	Telecommunication Services of Trinidad and Tobago Limited
TTPost	Trinidad and Tobago Postal Corporation

TV	Television
UEEGCL	Union Estate Electricity Generation Company Limited
UEGRF	Union Estate Gas Receiving Facility
UDeCOTT	Urban Development Corporation of Trinidad and Tobago Limited
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



## Appendix II: Details of Expenditure

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
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	1,260.48	29.43	17.09	0.00	0.00	This project was completed at a cost of \$1307.71 million. Final commissioning and hand over activities are on hold until commissioning fuel is made available.
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 in the design phase and construction works are due to commence in fiscal 2020.
Diversion of the Charlieville Pipeline	91.17	3.95	13.43	0.01	14.50	43.64	This project is scheduled for completion in fiscal 2020.
Installation of Odourisation Facilities	42.10	5.68	14.54	5.63	0.00	10.00	Two of the four proposed odourisation stations have been completed and construction of the remaining two odouriser stations will commence during the second quarter of fiscal 2020.
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	0.09	0.02	2.30	0.00	0.00	This project is complete.
UTT, Tamana	1.54	0.14	0.33	1.23	0.04	0.00	This 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 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Tai Pan Industries	3.00	0.00	0.00	0.00	1.00	2.00	This project is scheduled for completion in fiscal 2020.
Micro Milling Ltd	3.00	0.00	0.00	0.00	1.00	2.00	This project is scheduled for completion in fiscal 2020.
Jusamco (Forres Park)	4.00	0.00	0.00	0.00	1.00	3.00	This project is scheduled for completion in fiscal 2020.
PPVS Eco-Park	15.00	0.00	0.00	0.00	1.00	10.00	This project is scheduled for completion in fiscal 2021.
Caribbean Gas Chemical Limited	20.00	1.97	9.96	2.87	1.90	0.45	The project is scheduled for completion in 2019.
Dragon Field via NCMA pipeline	236.18	0.00	0.00	0.00	0.00	0.00	The project is contingent on the execution of the Gas Supply Agreement (GSA).
Alternative Gas Supply	14.00	0.00	4.85	0.38	4.30	4.00	The project is now scheduled to be completed in fiscal 2020.
PPVS Main Bypass	65.00	0.00	0.00	0.00	0.00	19.00	Construction is due to commence in the second quarter of 2020.
Low Pressure Switchover	6.92	0.00	0.00	0.00	2.50	3.70	This project is scheduled for completion in fiscal 2020.
Pipeline from Grenada to Point Lisas	3,385.00	0.00	0.00	0.00	0.00	0.00	This project is dependent on a successful outcome of the appraisal drilling programme.
Pipeline from DeNovo to PPVS	196.33	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Pipeline from DeNovo GPU to MHTL	28.81	0.00	0.00	0.00	0.00	0.00	The pipeline was completed by MHTL.
UEGRF: Blast Resistant Control Building	13.00	0.00	0.00	0.00	2.50	10.50	This project is scheduled for completion in fiscal 2020.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Natural Gas to Compressed Natural Gas (CNG) Stations - The CNG Initiative							
Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations:	36.00	4.54	0.37	0.35	5.08	0.00	Two stations are scheduled to be upgraded during April to September 2019.
Implementation of the CNG Initiative, Phase I	271.00	74.77	0.00	5.36	46.90	43.74	Costs include procurement of Fixed Station CNG equipment, installation and commissioning; mobile refueling units & trailers; grants & incentives; sales & marketing activities to drive CNG demand and procurement and implementation of the CNG Vehicle Management System.
Modification Works							
Upgrade of the Phoenix Park Valve Station	449.00	461.66	2.90	0.10	0.00	0.00	The project was completed at a cost of \$464.66 million.
Upgrade of the Liquid Contingency Handling at PPVS	50.00	24.98	3.33	5.83	0.00	0.00	Detailed engineering is ongoing.
Upgrade of the Union Gas Receiving Facility	36.62	0.00	1.14	2.91	9.39	9.98	Upon completion of the upgrade, the throughput of the facility will be increased to 400 mmscfd.
Beachfield Control System Replacement	4.70	0.00	0.11	0.59	0.97	0.00	This project was completed.
Beachfield Facilities							
Upgrade of the Beachfield Condensate Storage and Compressor Facility	650.00	138.64	163.92	89.90	24.46	45.80	This project is ongoing.
Other Projects							
Construction of a Corporate Building	75.00	0.00	0.00	0.00	0.00	0.00	The project is deferred.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Refurbishment of Warehouse Facility	15.00	0.00	0.00	6.90	6.60	0.00	The estimated cost of the project was revised from \$18.00 million to \$15.00 million. The project is scheduled to be completed in fiscal 2019.
Beetham Waste Water Recycling Plant	1,427.30	958.81	3.63	1.96	0.00	0.00	This project is no longer part of the national or company's strategy.
Construction of Pipeline for a Carbon Dioxide Project	8.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
Implementation of Pipeline Simulation Software	6.20	0.00	2.18	0.21	0.00	2.70	Additional changes are being made to improve free liquid detection on the network. The project is scheduled for completion in fiscal 2020.
UIE Control and Safety System Upgrade	2.50	0.00	0.00	0.00	0.00	2.50	This project is scheduled for completion in fiscal 2020.
Implementation of EFM for Custody Transfer	5.20	0.00	0.14	0.03	0.00	4.76	This project is scheduled for completion in fiscal 2020.
<b>GORTT Funding</b>	<b>1,317.71</b>	<b>1,260.48</b>	<b>29.43</b>	<b>17.09</b>	<b>0.00</b>	<b>0.00</b>	
<b>Retained Earnings</b>	<b>7,519.79</b>	<b>1,681.64</b>	<b>220.85</b>	<b>126.56</b>	<b>123.14</b>	<b>225.77</b>	
<b>Total - NGC</b>	<b>8,837.50</b>	<b>2,942.12</b>	<b>250.28</b>	<b>143.65</b>	<b>123.14</b>	<b>225.77</b>	
<b>NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (National Energy)</b>							
<b>Funded by Retained Earnings</b>							
Upgrade of Savonetta Piers (1, 2, 3 & 4)	79.25	23.37	1.49	0.36	5.00	49.03	This project includes the upgrade to equipment and infrastructure at SP1, SP2, SP3 & SP4.
Acquisition of Furniture and Computers	7.10	5.36	0.26	0.66	0.00	0.00	This project was completed at a cost of \$6.28 million.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Acquisition of Machinery and Equipment	11.90	8.42	0.78	0.47	0.00	0.00	This project was completed at a cost of \$9.67 million.
Acquisition of Navigational Aids – Channel Marker	0.60	0.50	0.10	0.00	0.00	0.00	This project was completed at a cost of \$0.60 million.
Refurbishment of vessels	79.57	31.69	10.07	11.73	7.10	18.98	The majority of works in this project is the overhaul of engines and transmissions to maintain asset integrity and National Energy Lloyd's classification. The estimated cost was revised from \$54.13 million to \$79.57 million.
Acquisition of additional vessels	117.62	117.62	0.00	0.00	0.00	0.00	Future acquisitions will be assessed using lease or buy options.
Installation of Closed Circuit Television	1.29	1.04	0.25	0.00	0.00	0.00	This project was completed at a cost of \$1.29 million.
Relocation of Residents at Union Industrial Estate	34.99	34.99	0.00	0.00	0.00	0.00	The project entails the relocation of residents currently located in the buffer zone Union Industrial Estate.
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	0.45	0.00	0.00	0.00	0.00	This project is now included in the upgrade of the Savonnetta Piers project.
Regional Market Marine Intelligence Study	2.50	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Geographic Information System (GIS) Study	1.60	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Upgrade of Security for National Energy's Infrastructure	9.00	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Risk Analysis/Market Study for Haiti (Port of Migroane)	1.60	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Union Industrial Estate Water Reticulation and Firewater System	11.20	0.00	0.00	0.00	0.00	11.20	This project is scheduled to be completed in fiscal 2020.
Retained Earnings	360.67	223.44	12.95	13.22	12.10	79.21	
Total - NEC	360.67	223.44	12.95	13.22	12.10	79.21	
LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)							
Funded by Retained Earnings							
Upgrade of the Drain Corridors	6.07	1.87	0.60	1.31	0.00	2.29	The estimated cost of the project was revised from \$4.94 million to \$6.07 million. This work is necessary to facilitate proper water run off on LABIDCO's Estate.
Well Re-abandonment	10.00	0.00	0.00	0.00	0.00	10.00	This project is scheduled to commence in fiscal 2020.
Installation of Solar Lighting for La Brea Estate	9.98	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Upgrade of the New Port and Security Building	4.50	0.00	0.00	0.00	0.00	0.00	This project is no longer being considered.
Upgrade of Secondary Access Roads	11.00	0.00	4.20	0.00	0.00	6.80	This project is scheduled to recommence in fiscal 2020.
Infrastructure Design Services for La Brea Industrial Estate	2.03	0.00	0.00	0.85	1.18	0.00	This project is estimated to cost \$2.03 million and is expected to be completed in fiscal 2019.
Installation of Fire Water System at Port of Brighton	1.50	0.00	0.00	0.00	0.00	1.50	This project is estimated to cost \$1.50 million and is expected to be completed in fiscal 2020.
Retained Earnings	45.08	1.87	4.80	2.16	1.18	20.59	
Total - LABIDCO	45.08	1.87	4.80	2.16	1.18	20.59	





PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million				PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020		
HERITAGE PETROLEUM COMPANY LIMITED (HPCL)								
Offshore								
Installation of Subsea Electrical Cables	16.00	0.00	0.00	0.00	0.00	0.00	4.00	Installation of 13.8 kv Subsea Electrical Cables between offshore locations to facilitate the distribution of electrical power.
Infrastructural work	245.00	0.00	0.00	0.00	0.00	60.00	185.00	To conduct pipelines and small riser platform works for proposed 2019/2020 Southwest Work Programme.
South West Workovers 2020	71.00	0.00	0.00	0.00	0.00	0.00	71.00	To undertake 14 workovers for 2019 work programme as well as allowances for wells which may need servicing.
South West Workovers -New Reserve Type (NRT) 2020	20.00	0.00	0.00	0.00	0.00	0.00	20.00	To undertake three workovers for 2019 work programme and allowances for wells which may need servicing.
Non-rig work/surveys	21.00	0.00	0.00	0.00	0.00	0.00	21.00	To conduct general well maintenance and diagnostic analyses.
MOPU Operations	226.65	0.00	0.00	0.00	0.00	25.48	108.15	Installation of a temporary production and compression facility, via a two-year lease arrangement, for the restoration of gas-lifting capability to South West Soldado field.
SCADA Implementation	9.00	0.00	0.00	0.00	0.00	0.00	9.00	Implementation of SCADA Proposal. The Request for Proposal is to be developed.
Asset Integrity Management System (PL 14 & 21)	40.00	0.00	0.00	0.00	0.00	0.00	8.00	To conduct the Engineering Assessments; Integrity Plan Development and develop scope of works for repairs.
Repair of Offshore Slops Systems	90.00	0.00	0.00	0.00	0.00	0.00	15.00	To execute repair of slop systems for six offshore locations to eliminate leaking slop systems on locations and address HSE issues.
Offshore Central Workovers - Expense Type Workovers 2020	12.84	0.00	0.00	0.00	0.00	0.00	12.84	To execute 20 Progressive Cavity Pump revamps and 10 gas lift revamps to optimise production.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Strengthening, Modification and Repair to Platforms	122.85	0.00	0.00	0.00	0.00	4.30	Structural Modelling of PL2, PL14, BS16, PL15 & BS15, PL13, BS238 and development of designs for required repairs.
<b>Land</b>							
Development Drilling - Land	82.40	0.00	0.00	0.00	41.20	41.20	To drill and complete 8-10 Primary wells over a ten-month period beginning June 2019 to February 2020.
Heavy Workovers - Land	23.50	0.00	0.00	0.00	7.48	16.02	To execute a 22 well heavy workover programme including at least five new reserve type workovers from July 2019 - March 2020 utilising two heavy rigs.
Routine Workovers - Land	102.10	0.00	0.00	5.80	54.70	41.60	Routine workover activities include Coil Tubing, Swabbing and other well servicing activities to maintain well production.
Development Drilling - Land	72.00	0.00	0.00	0.00	0.00	72.00	To drill and complete eight primary wells from April - September 2020.
Heavy Workovers - New Reserve Type (NRT) - Land	10.00	0.00	0.00	0.00	0.00	10.00	To execute nine New Reserve Type Workovers from April - September 2020.
Heavy Workovers - Expense Type Workovers (ETWs) - Land	10.80	0.00	0.00	0.00	0.00	10.80	To execute nine Expense Type Workovers from April - September 2020.
Enhanced Oil Recovery (EOR) Pilot Projects - Land	10.00	0.00	0.00	0.00	0.00	10.00	Pilot testing of reservoirs for Improved Oil Recovery implementation.
Technical Studies - Land	10.00	0.00	0.00	0.00	0.00	10.00	To conduct technical studies to appraise prospective field development blocks.
Production Optimisation - Land	9.60	0.00	0.00	0.00	0.00	9.60	Field Revitalisation Project - including provision of eight Dynamometer and Echometer crews over a nine month period; steam rate and quality monitoring; sand consolidation; acidising and plunger lift.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Land Maintenance Programme	14.00	0.00	0.00	0.00	8.00	6.00	To improve the standard, as set by the regulators, of 250 Wellsites, 20 Gathering Stations and improvement to signage, electrical outlay, asset integrity related issues.
Deep Drilling - Land	5.00	0.00	0.00	0.00	0.00	5.00	To conduct preliminary work towards establishing a deep drilling program.
Technical Services - Land	5.00	0.00	0.00	0.00	0.00	5.00	Project to upgrade data handling capabilities with the Land Division including log and well file digitisation; upgraded data storage facility and new software acquisition.
Steam Generator Upgrade	7.30	0.00	0.00	0.00	0.00	7.30	Refurbishment of steam generators 18,12, 7 & 9 to facilitate optimisation of Land production.
Mid-Stream							
New Tank Farm and Terminal Hub	75.00	0.00	0.00	0.00	1.00	40.00	Upgrade of tanks, piping, pumps, water treatment and terminal facilities at the Point Fortin Adventure Tank Farm and Terminal site. Phase 1 of this project is earmarked for completion in fiscal 2020, with the other phases to follow.
Upgrade of Metering Systems	60.00	0.00	0.00	0.00	1.00	30.00	Installation of Mass Flow Meters at strategic locations throughout the Midstream network in order to improve the accuracy of the crude and condensate fiscalisation process. Phases 1 and 2 are expected to be completed in fiscal 2020. Tendering process expected to begin in 2019.
Improved Vapour Recovery Systems	30.00	0.00	0.00	0.00	0.00	15.00	Installation of Vapour Recovery Systems on Midstream Assets to recover valuable vapours for re-use as saleable gas as well as reduction in Green House Gas (GHG) emissions.
Joint Ventures							
Teak, Samaan and Poui (TSP) Joint Venture	147.74	0.00	0.00	4.21	31.34	112.20	This is a joint venture agreement between HPCL, Perenco Trinidad & Tobago Limited and NGC. Works include rig purchase, heavy workover programme, Teak delta reopening, Poui gas lift compressors and green fields development appraisal.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Central Block Joint Venture	14.46	0.00	0.00	2.00	5.06	7.40	This is a joint venture between HPCL and Shell Trinidad Central Block Limited. For fiscal 2019, the estimated expenditure is based on operations and facilities maintenance capital expenditure.
North Coast Marine Acreage (NCMA) Joint Venture, Block 9	18.93	0.00	0.00	1.52	5.51	11.90	This is a joint venture between HPCL and Shell Trinidad and Tobago Limited. Expenditure is for operational and asset integrity works at the facility.
Galeota Joint Venture	2.67	0.00	0.00	0.08	1.25	1.34	This is a joint venture between HPCL and Trinity Exploration and Production (Galeota) Limited. This is for licence obligations.
Block 22	13.90	0.00	0.00	1.97	11.93	0.00	This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project).
NCMA 4	22.00	0.00	0.00	3.92	18.08	0.00	This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project).
Rio Claro Block (RCB)	8.99	0.00	0.00	0.22	3.77	5.00	This is a joint venture between HPCL and Lease Operators Limited.
Southeast Coast Consortium (SECC) Joint Venture	148.66	0.00	0.00	1.61	12.34	134.70	This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The work programme for fiscal 2019 includes platform modifications and geological and geophysical expenditure.
Block 3A	9.91	0.00	0.00	7.69	2.22	0.00	This is a joint venture between HPCL, BHP Billiton (Trinidad 3-A) Limited, Chaoyang Petroleum (Trinidad) Block 3A Limited and NGC E&P Netherlands Cooperatief U.A. The work programme for fiscal 2019 is continuation of works for market development phase for monetising oil and gas resources.
<b>Retained Earnings</b>	<b>1,788.30</b>	<b>0.00</b>	<b>0.00</b>	<b>29.02</b>	<b>290.35</b>	<b>1,060.35</b>	
<b>Total - HPCL</b>	<b>1,788.30</b>	<b>0.00</b>	<b>0.00</b>	<b>29.02</b>	<b>290.35</b>	<b>1,060.35</b>	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
TRINIDAD & TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NPMC)							
Funded by Retained Earnings							
Service Station Upgrades (formerly Complete Upgrade (Knock Down and Rebuild – KDR)	32.27	16.43	0.00	0.13	2.83	2.83	The estimated cost of the project was further revised from \$42.27 million to \$32.27 million. It includes the full upgrade of five sites over the next two years.
Construction of Eight New to Industry (NTI) Service Stations (formerly the Construction of Seven New to Industry (NTI) Service Stations)	89.00	16.60	4.98	3.52	7.91	7.91	The estimated cost of the project was revised from \$72.89 million to \$89.00 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	1.27	0.04	0.00	0.00	0.00	This project is on hold.
Upgrade of the Fire Water Pumps and Fire Suppression System	12.34	4.57	2.87	0.17	0.46	0.46	The estimated cost of this project was revised from \$9.39 million to \$12.34 million. This project involves the installation of two fire water pumps and a fire suppression system at Tobago.
Construction of a Multi-Fuelling Facility at Caroni	5.51	4.61	0.00	0.00	0.00	0.00	The project was completed at an estimated cost of \$4.6 million. The commissioning date is on hold due to the closure of the Pointe-a-Pierre refinery.
Acquisition of LPG Cylinders and Valves	16.80	83.08	7.94	7.36	3.50	3.50	The estimated cost of the project was revised from \$7.34 million to \$16.80 million. Annual addition/replacement of rejected cylinders.
Installation of three Automated Filling Lines for the Lube Oil Blending Plant (LOBP)	23.10	4.84	13.78	1.75	0.00	0.00	This project was completed at a cost of \$20.37 million.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Upgrade of Retail Sales Company and Dealer Operated Networks	45.15	19.47	7.99	3.03	7.33	7.33	The estimated cost was revised from \$19.72 million to \$45.15 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	0.78	0.00	0.11	0.00	0.00	The project has been deferred. Minor roofing works and improvements were completed in fiscal 2019.
Refurbishment and Expansion of Delivery Sub-Sea Line	10.00	0.00	0.00	1.00	3.00	3.00	Engineering works are in progress.
Fuel Upgrades at Dealer Sites	9.93	1.71	0.00	0.00	1.95	1.95	The estimated cost of the project was revised from \$14.31 million to \$9.93 million. Radica Persad - Princes Town is awaiting statutory approval while NPMC, Mucurapo Road is on hold.
Upgrade of the Emergency Notification System	1.47	0.00	0.06	0.00	0.08	0.08	The estimated cost of the project was revised from \$1.50 million to \$1.47 million and involves the upgrade of the alarm systems at NP Piarco, NP Tobago, NP Sealots and Natpet.
Refurbishing of Tobago Terminal Perimeter fence	2.00	0.42	0.00	0.25	0.05	0.05	The project is complete and is awaiting submission of final invoices.
Sufferance Wharf	13.00	0.00	0.69	0.01	1.50	1.50	The project is at the tendering stage.
Export Loading Bay	2.70	0.00	0.00	0.08	0.50	0.50	Construction is scheduled to commence in August 2019.
Automated Data Capture at Airports	1.40	0.00	0.00	1.40	0.00	0.00	This project was completed at a cost of \$1.40 million.
Upgrade of Security Centre	1.10	0.00	0.08	0.71	0.00	0.31	Construction is scheduled to be completed in fiscal year 2020.
<b>Retained Earnings</b>	<b>283.77</b>	<b>153.78</b>	<b>38.43</b>	<b>19.52</b>	<b>29.11</b>	<b>29.42</b>	
<b>Total NPMC</b>	<b>283.77</b>	<b>153.78</b>	<b>38.43</b>	<b>19.52</b>	<b>29.11</b>	<b>29.42</b>	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
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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	1.80	0.00	The repairs are scheduled to be completed 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	1.80	0.00	
Retained Earnings	31.50	0.00	0.00	0.00	0.00	0.00	
Total NQCL	89.00	0.00	0.00	0.00	1.80	0.00	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
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LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)							
Funded by Company Debt							
Construction of a Cold Mill TLA Plant	60.00	0.00	0.00	0.00	10.00	50.00	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 no longer being considered.
Construction of a New Administration Building	86.52	17.43	0.00	0.00	0.00	0.00	This project is no longer being considered.
Acquisition of Software and Computers	7.26	4.90	1.13	0.30	0.33	0.60	The project involves the acquisition of software and computer equipment, inclusive of a security camera system.
Upgrade to Existing Facilities	66.14	17.51	3.30	3.72	9.75	31.86	The estimated cost of the project was revised from \$62.84 million to \$66.14 million and involves the upgrade of its existing facilities.
Construction of a Cold Mill TLA Plant	28.00	1.60	5.80	2.80	3.70	14.10	This project involves the construction of a new plant.
Acquisition of Laboratory Testing Equipment	9.20	0.00	4.50	0.00	1.35	3.35	This project involves the acquisition of laboratory testing equipment.
Development of onsite Bitumen storage facilities	20.00	0.00	0.00	0.00	11.00	9.00	This project will ensure adequate storage of Bitumen.
Company Debt	60.00	0.00	0.00	0.00	10.00	50.00	
Retained Earnings	300.86	54.27	14.73	6.82	26.13	58.91	
Total LATT	360.86	54.27	14.73	6.82	36.13	108.91	
Total - Business & Trade Expansion Energy Sector	11,765.18	3,375.48	321.19	214.39	493.81	1,524.25	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
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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)	12.40	11.90	0.00	0.00	0.00	0.50	Remedial works are ongoing and expenditure of \$0.5 million is projected for fiscal 2020.
Northern Wholesale Market	5.00	0.09	4.61	0.10	0.00	0.00	This project was completed at a cost of \$4.80 million.
Southern Wholesale Market:- Car Park	9.00	0.01	5.70	2.30	0.50	0.00	This project was completed at a cost of \$8.60 million.
- Fish and Meat Block	1.60	0.04	0.16	0.10	0.00	0.00	The project has been deferred.
Orange Valley Fish Market	2.00	1.60	0.30	0.10	0.00	0.00	This project was completed in fiscal 2018.
Retained Earnings	30.00	13.64	10.77	2.60	0.50	0.50	
Total NAMDEVCO	30.00	13.64	10.77	2.60	0.50	0.50	
Total - Agriculture	30.00	13.64	10.77	2.60	0.50	0.50	

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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	13.25	1.78	10.67	0.63	0.17	0.00	The estimated cost of the project was revised from \$10.00 million to \$13.25 million. 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	0.36	0.22	0.02	0.00	2.24	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	7.72	0.50	1.50	0.84	4.88	0.00	The estimated cost was revised from \$9.35 million to \$7.72 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	11.02	2.94	1.69	0.34	2.13	3.92	The estimated cost was revised from \$11.92 million to \$11.02 million and involves the upgrade and maintenance of the existing Industrial Parks.





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Repairs to the Vanguard Hotel	50.00	51.77	15.20	4.11	1.52	0.00	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.
<b>Retained Earnings</b>	<b>88.54</b>	<b>57.35</b>	<b>29.28</b>	<b>5.94</b>	<b>8.70</b>	<b>9.50</b>	
<b>Total eTeCK</b>	<b>88.54</b>	<b>57.35</b>	<b>29.28</b>	<b>5.94</b>	<b>8.70</b>	<b>9.50</b>	
<b>Total - Business Facilitation</b>	<b>88.54</b>	<b>57.35</b>	<b>29.28</b>	<b>5.94</b>	<b>8.70</b>	<b>9.50</b>	
<b>ELECTRICITY</b>							
<b>TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&amp;TEC)</b>							
<b>Funded by Retained Earnings</b>							
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	167.83	43.69	7.20	13.13	27.70	80.44	The estimated cost of this project was revised from \$176.0 million to \$167.83 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	72.86	8.76	13.10	4.50	27.46	19.35	The estimated cost of the project was revised from \$35.79 million to \$72.86 million. This project involves the construction of overhead lines, underground circuits to supply electricity to new developments.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
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Rehabilitation and Upgrade of existing Overhead Lines and Underground Cables	86.23	16.49	14.95	11.01	23.78	26.65	The estimated cost of the project was revised from \$30.61 million to \$86.23 million. This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables.
Upgrade of IT, Communication, Metering, Protection and Security Infrastructure	20.10	0.00	0.00	5.43	4.78	11.42	The estimated cost was revised from \$19.25 million to \$20.10 million. This project involves the purchase of new supporting equipment for the upgrade of its IT infrastructure.
Upgrade of Office Buildings, Equipment and Facilities	270.13	4.05	6.47	8.03	28.92	65.58	The estimated cost was revised from \$121.11 million to \$270.13 million. This project involves upgrade of office buildings, procurement of equipment to support administrative, operations and project activities.
Other Projects	19.11	0.08	3.94	0.00	5.29	7.90	The estimated cost was revised from \$8.48 million to \$19.11 million. The project scope includes the replacement of Oil RMUs, acquisition of the Fyzabad/Otaheite Right of Way and installation of LEDs in place of high pressure sodium bulbs which will reduce energy consumption.
<b>Retained Earnings</b>	<b>827.87</b>	<b>130.89</b>	<b>76.72</b>	<b>50.86</b>	<b>117.93</b>	<b>211.34</b>	
<b>Total - T&amp;TEC</b>	<b>827.87</b>	<b>130.89</b>	<b>76.72</b>	<b>50.86</b>	<b>117.93</b>	<b>211.34</b>	
<b>Total - Electricity</b>	<b>827.87</b>	<b>130.89</b>	<b>76.72</b>	<b>50.86</b>	<b>117.93</b>	<b>211.34</b>	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
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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 Hangar 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	22.59	16.14	7.00	0.00	0.00	This project was completed at a cost of \$45.73 million.
Upgrade of RTG Bays	69.50	0.00	0.00	0.00	15.00	54.50	The project commenced in fiscal 2019.
Construction of Warehousing (Phase 1)	40.00	0.00	0.00	0.00	0.00	40.00	The project is now scheduled to commence in fiscal 2020 and includes the Records Management Facility.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
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Funded by Retained Earnings							
Acquisition of Equipment on a Phased Replacement Programme:							
Three Reach Stackers	7.36	0.00	10.00	0.00	0.00	0.00	The project was completed.
Ten Container Trailers	3.00	0.00	0.00	2.30	0.70	0.00	The project was completed.
Twelve Forklifts	6.27	0.00	6.30	0.00	0.00	0.00	The project was completed.
One Empty Container Handler	2.50	0.00	0.00	0.00	0.00	2.50	In progress.
One Manlift	3.20	0.00	0.00	0.00	0.00	3.20	In progress.
Sheet Lighting Project	1.00	0.00	0.00	0.00	0.40	0.00	
Upgrade of the Estate's Drainage	1.75	0.00	0.00	0.00	0.00	0.00	This project was suspended.
Company Debt	155.23	22.59	16.14	7.00	15.00	94.50	
Retained Earnings	25.08	0.00	16.30	2.30	1.10	5.70	
Total - PLIPDECO	180.31	22.59	32.44	9.30	16.10	100.20	



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COMMUNICATION							
TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TSTT)							
Funded by Retained Earnings							
Wireless Line of Business	2,348.28	1,038.18	225.56	235.90	166.90	166.80	The project involves the upgrade of all wireless services and includes international capacity upgrade, mobile network expansion, converged billing retail stores transformation, wireless TV development and customer security systems.
Enterprise Line of Business (formerly Strategic Alliance, Enterprise & Tobago Operations)	575.72	411.29	15.13	5.30	42.60	42.50	The estimated cost was revised from \$429.40 million to \$575.72 million and involves the expansion of its Data Center build out and deployment of its Public Cloud Network, allowing the company the ability to offer a number of attractive Hosted Solutions such as Private, Public Cloud, IP PABX and data storage for business continuity applications in the business sector.
Support Services (formerly BAU Maintenance and Administration)	1,147.00	556.70	180.45	71.55	107.40	107.40	Technology is included under this Line of Business which is responsible for the execution of the specific initiatives that drive the strategic imperatives of the company and the efficient deployment of new technology and network wide services, as well as, maintaining the existing IT infrastructure and network elements.
Traditional Services	549.12	370.58	52.88	7.60	12.10	12.10	This project allows for the migration of customers from aged legacy copper plant to Fixed Wireless Access (FWA) network infrastructure.



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Amplia Communications (services previously provided under "Residential and Service Delivery")	255.71	93.95	101.78	11.70	2.40	2.40	This is the residential fibre arm of TSTT offering High-Speed Internet, TV, Voice & Security, delivered over a 100% Fibre Optic network. The company continues to invest in the deployment of fiber infrastructure.
<b>Retained Earnings</b>	<b>4,875.83</b>	<b>2,470.70</b>	<b>575.80</b>	<b>332.05</b>	<b>331.40</b>	<b>331.20</b>	
<b>Total - TSTT</b>	<b>4,875.83</b>	<b>2,470.70</b>	<b>575.80</b>	<b>332.05</b>	<b>331.40</b>	<b>331.20</b>	
<b>Total - Transport &amp; Communication</b>	<b>5,069.08</b>	<b>2,495.83</b>	<b>608.24</b>	<b>341.35</b>	<b>347.50</b>	<b>431.40</b>	
<b>COMMUNITY</b>							
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Diego Martin Sporting Complex: Phase I	135.80	46.38	58.61	13.01	5.67	3.93	The project was completed and handed over in March, 2019. The final 50% release of retention on the contract will become due in fiscal 2020.
Diego Martin Sporting Complex: Phase II	13.25	0.00	0.00	0.00	6.43	6.22	This project was scheduled to commence in August 2019.
<b>GORTT Serviced Loan</b>	<b>149.05</b>	<b>46.38</b>	<b>58.61</b>	<b>13.01</b>	<b>12.10</b>	<b>10.15</b>	
<b>Total - UDeCOTT</b>	<b>149.05</b>	<b>46.38</b>	<b>58.61</b>	<b>13.01</b>	<b>12.10</b>	<b>10.15</b>	



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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	300.95	81.03	21.32	50.42	42.21	Two regional grounds have been completed and two grounds to Phase I completion.
GORTT Serviced Loan	495.94	300.95	81.03	21.32	50.42	42.21	
Total - SPORTT	495.94	300.95	81.03	21.32	50.42	42.21	
Total - Community	644.99	347.33	139.64	34.33	62.52	52.36	

<b>HEALTH</b>							
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
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	168.01	135.30	431.80	476.88	191.81	The project is 85% complete and is scheduled for completion in fiscal 2020.
Construction of the Point Fortin Hospital	1,262.35	203.36	182.34	28.24	484.51	120.57	This project involves the design and construction of a 100-bed hospital with a building area of approximately 175,000 sq. ft. Construction is 72% complete with a projected completion date of December 2019.

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		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Re-development of Central Block at the Port of Spain General Hospital	1,269.49	1.38	0.38	2.91	251.99	693.94	This project is being executed in four Phases. Construction activities includes sub-structure, exterior walls and cladding.
Construction of the Sangre Grande Hospital	1,059.88	0.00	0.00	0.00	181.51	235.45	The project was scheduled to commence in August 2019.
<b>GORTT Serviced Loan</b>	<b>5,278.08</b>	<b>372.75</b>	<b>318.02</b>	<b>462.95</b>	<b>1,394.89</b>	<b>1,241.77</b>	
<b>Total - UDeCOTT</b>	<b>5,278.08</b>	<b>372.75</b>	<b>318.02</b>	<b>462.95</b>	<b>1,394.89</b>	<b>1,241.77</b>	
<b>Total - Health</b>	<b>5,278.08</b>	<b>372.75</b>	<b>318.02</b>	<b>462.95</b>	<b>1,394.89</b>	<b>1,241.77</b>	
<b>PUBLIC ORDER &amp; SAFETY</b>							
<b>AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
A.N.R. Robinson International Airport Expansion and Modification	45.00	43.50	1.50	0.00	0.00	0.00	The project was completed at a cost of \$45.00 million.
Construction of a Sewer Treatment Plant	17.50	15.60	1.50	0.40	0.00	0.00	The project was completed at a cost of \$17.50 million. The operations of the plant by the contractor ended in August, 2018.
<b>Funded by Retained Earnings</b>							
AATT Point of Sale System	7.00	0.00	0.00	0.00	0.00	0.00	The project is on hold.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
Airport Planning Consultancy Services	3.00	2.50	0.50	0.00	0.00	0.00	Final report is to be sent by the end of fiscal 2019.
Upgrade of Building Management System (BMS)	12.00	1.20	6.60	2.20	2.00	0.00	The project is scheduled to be completed in fiscal 2019.
Replacement of Security Screening Equipment-Carry on/ Walk Through Metal Detectors	20.00	0.00	5.20	5.30	0.00	14.70	This involves the replacement of the X Ray and full body scanners at both PIA and ANRRRA.
Repairs to Perimeter Fencing at PIA	15.00	0.00	0.00	0.00	13.50	1.50	The estimated cost of the project was revised from \$12.00 million to \$15.00 million.
Replacement of one 500 ton Magnetic Chiller at North Terminal, Piarco International Airport	3.80	0.00	1.50	1.50	0.80	0.00	This project is scheduled to be completed in fiscal 2019.
The Upgrade of Oracle E-business Suite Application	6.20	0.00	2.40	0.00	2.50	1.30	The estimated cost of the project was revised from \$6.10 million to \$6.20 million. The project is scheduled to be completed in fiscal 2019.
<b>GORTT Serviced Loan</b>	<b>62.50</b>	<b>59.10</b>	<b>3.00</b>	<b>0.40</b>	<b>0.00</b>	<b>0.00</b>	
<b>Retained Earnings</b>	<b>67.00</b>	<b>3.70</b>	<b>16.20</b>	<b>9.00</b>	<b>18.80</b>	<b>17.50</b>	
<b>Total - Airports Authority</b>	<b>129.50</b>	<b>62.80</b>	<b>19.20</b>	<b>9.40</b>	<b>18.80</b>	<b>17.50</b>	
<b>Total - Public Order &amp; Safety</b>	<b>129.50</b>	<b>62.80</b>	<b>19.20</b>	<b>9.40</b>	<b>18.80</b>	<b>17.50</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
PUBLIC ADMINISTRATION							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
PROJECTS (Gov't Accommodation)							
Funded by GORTT Serviced Loan							
Government Plaza Fit Out	955.72	360.01	53.78	17.41	0.00	0.00	The project was completed.
Parliamentary Complex	98.82	0.00	0.00	0.00	63.09	4.49	The cost of the project was revised from \$303.00 million to \$98.82 million. The project is scheduled for completion in September 2019.
Restoration of President's House	100.00	30.38	15.51	14.02	58.90	10.17	The project is 55% complete. The scheduled date of completion is September 2019.
GORTT Serviced Loan	1,154.54	390.39	69.29	31.43	121.99	14.66	
Total - UDeCOTT	1,154.54	390.39	69.29	31.43	121.99	14.66	
NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)							
Funded by GORTT Serviced Loan							
Construction of the San Fernando to Point Fortin Highway Project (SHHEPF – Project)	7,500.00	5,384.90	269.78	206.49	380.00	0.00	The main objective of the project is to provide highway network improvements to the South and West of San Fernando.
GORTT Serviced Loan	7,500.00	5,384.90	269.78	206.49	380.00	0.00	
Total NIDCO	7,500.00	5,384.90	269.78	206.49	380.00	0.00	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
WATER AND SEWERAGE AUTHORITY (WASA)							
Funded by GORTT Serviced Loan							
National Social Development Programme - Water Component	304.00	230.40	0.05	0.04	20.98	0.00	The programme involves the implementation of 513 projects of which 502 were completed, eight are in progress and three are no longer required because of system reconfiguration. The projected expenditure for April to September, 2019 represents the balance due on contracts issued to contractors. The programme is 98% completed.
Water and Wastewater Construction/ Refurbishment Programme	1,335.90	927.50	0.10	0.00	56.02	0.00	The programme involves the implementation of 99 projects of which 70 were completed, 25 have been deferred, one was suspended, one is being funded under PSIP-IDF whilst two are being funded under the IDB programme. The programme is 81% completed.
Multi-phase Wastewater Rehabilitation	1,577.60	748.74	263.45	145.41	178.57	228.26	The San Fernando and Malabar catchment areas are 69.8% and 98.5% complete respectively.
Modernisation and Wastewater Infrastructure Rehabilitation Programme	320.00	138.74	36.68	29.77	51.97	44.78	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	2,045.38	300.28	175.22	307.54	273.04	
Total WASA	3,537.50	2,045.38	300.28	175.22	307.54	273.04	
Total - Public Administration	12,192.04	7,820.67	639.35	413.14	809.53	287.70	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2020
		From Start of Programme to Sept. 2017	Oct. 2017 to Sept. 2018	Oct. 2018 to March 2019	April 2019 to Sept. 2019	Oct. 2019 to Sept. 2020	
TOTAL - GORTT DEBT SERVICED	19,495.32	9,860.33	1,129.44	927.91	2,266.94	1,581.83	
TOTAL - RETAINED EARNINGS/EQUITY	16,257.23	4,793.82	1,016.83	600.05	960.44	2,049.99	
TOTAL - COMPANY DEBT SERVICED	272.73	22.59	16.14	7.00	26.80	144.50	
TOTAL SEIP	36,025.28	14,676.74	2,162.41	1,534.96	3,254.18	3,776.32	

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