



PUBLIC SECTOR INVESTMENT PROGRAMME 2021

Ministry of Planning and Development

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ABBREVIATIONS

AATT	Airports Authority of Trinidad and Tobago
ACP	African, Caribbean and Pacific
ACP	Automated Construction Permitting System
AAQMS	Ambient Air Quality Monitoring Station
ALC	Army Learning Centre
ANRRIA	A.N.R. Robinson International Airport
APCO	Association of Professional Communications
AFCI	Association of Film Commissioners International
ASAPO	Association of Substance Abuse Prevention Organisations
AQI	Air Quality Index
AVL	Automatic Vehicle Location
BAFT	Biosciences, Agriculture and Food Technology
BC	Brechin Castle
BLT	Bridges, Landslip and Traffic Management
BOLT	Building-Own-Lease-Transfer
BIR	Board of Inland Revenue
BPO	Business Process Outsourcing
BRICS	Brazil, Russia, India, China and South Africa
BOQs	Bill of Quantities
BRP	Bridges Reconstruction Programme
CA	Conformity Assessment
CAC	Community-based ICT Access Centres
CATT	Children's Authority of Trinidad and Tobago
CARPHA	Caribbean Public Health Agency
CAD	Computer Aided Dispatch
CADP	Chaguaramas Agricultural Development Project
CAM	Court Annexed Mediation
CAPI	Computer-Assisted Personal Interviewing
CARIRI	Caribbean Industrial Research Institute
CARICOM	Caribbean Community
CBBE	Community-based Business Enterprises
CBFPE	Claxton Bay Fish Processing Establishment
CCI	Council for Competitiveness and Innovation
CCLSC	Cipriani College of Labour and Cooperative Studies
CCST	Caribbean Council of Science and Technology
CCTV	Closed Circuit Television
CDA	Chaguaramas Development Authority
CDF	Community Development Fund
CEC	Certificate of Environmental Clearance
CES	Container Examination Centre
CERT	Community Emergency Response Team

CHINS	Children In Need of Supervision
CF	Consolidated Fund
CGCL	Caribbean Gas Chemical Limited
CISL	Community Improvement Services Limited
CNC	Computer Numerical Controlled
CNG	Compressed Natural Gas
CPDD	Curriculum Planning and Development Division
CPR	Cardiopulmonary Resuscitation
CNCMP	Comprehensive National Coastal Monitoring Programme
COMPASS	Compensatory Programmes and Academic Support Services
COSTAAT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CRH	Churchill Roosevelt Highway
CSO	Central Statistical Office
CSP	Citizen Security Programme
CSDP	Centre for Socially Displaced Persons
CTB	Central Tenders Board
CT	Computed Tomography
CTG	Cardiotocography
DFH	Defence Force Headquarters
DME	Di-Methyl Ether Plant
DNA	Deoxyribonucleic Acid
DRETCHI	Diagnostic Research, Educational and Therapeutic Centre for the Hearing
DMU	Disaster Management Unit
EBC	Elections and Boundaries Commission
ECB	Enabling Competitive Business
ECCE	Early Childhood Care and Education
ECCL	Export Centres Company Limited
ECIAF	Eastern Caribbean Institute for Agriculture and Forestry
ECRC	Eastern Correctional and Rehabilitation Centre
EDAB	Economic Development Advisory Board
EDF	European Development Fund
EFCL	Education Facilities Company Limited
EFPPD	Education Facilities Planning and Procurement Division
EIA	Environmental Impact Assessment
EIT	Engineer-In-Training
EMA	Environmental Management Agency
EMR	Eastern Main Road
EDMS	Electronic Document Management System
EOC	Emergency Operations Centres
EPA	Economic Partnership Agreement
EPOS	East Port of Spain Development Company Limited
EPDP	Environmental Policy and Planning Division
ERRAG	Emergency Repair/Reconstruction Assistance Grant
ERHA	Eastern Regional Health Authority

ESA	Environmental Sensitive Area
ESS	Environment Sensitive Species
EU	European Union
EWMSC	Eric Williams Medical Sciences Complex
EQMS	Environmental Quality Management System
EXIM Bank	Export Import Bank of China
exporTT	Export Company of Trinidad and Tobago
FAA	Federal Aviation Administration
FVCIP	Fashion value chain Investment Programme
FINA	Fédération Internationale de Natation
FMIS	Financial Management Information System
FMS	Faculty of Medical Sciences
FSC	Forensic Science Centre
FSPCA	Food Safety Preventive Controls Alliance
FSSI	Foreign Service Strengthening Initiative
FIB	Financial Investigations Bureau
FIU	Finance Intelligence Unit
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GIS	Geographic Information System
GMDSS	Global Maritime Distress and Safety System
GORTT	Government of the Republic of Trinidad and Tobago
GPS	Global Positioning System
GSS	Government Shipping Service
HACCP	Hazard Analysis and Critical Control Points
HCS	Home Construction Subsidy
HIS	Home Improvement Subsidy
HIS	Health Information System
HDC	Housing Development Corporation
HBS	Household Budget Surveys+
HILOC	Housing Investment and Land Ownership Cooperative
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HO/HT	High Pressure/High Temperature
HPS	High Pressure Sodium
HRM	Human Resource Management
HSSP	Health Services Support Programme
HYPE	Helping You Prepare for Employment
HVAC	Heating ventilation and Air Conditioning
IBIS	Integrated Business Incubation System
ICAO	International Civil Aviation Organisation
ICS	Incident Command System
ICT	Information Communication Technology
ICU	Intensive Care Unit
IDB	Inter-American Development Bank

IDF	Infrastructure Development Fund
IFMIS	Integrated Financial Management Information System
IMA	Institute of Marine Affairs
IMG	Imperial Milligallons
IDCD	International Development Corporation Division
ITF	International Tennis Federation
IG	Imperial Gallons
IP	Intellectual Property
IRAC	Industrial Relations Advisory Committee
ITS	Intelligent Transportation System
IoT	Internet of Things
IUU	Illegal Unreported and Unregulated
LABIDCO	La Brea Industrial Development Company
IXP	Internet Exchange Point
LCHG	Low Cost Housing Grant
LED	Light Emitting Diode
LMD	Live Music District
LGRP	Local Government Reform Programme
LIMS	Laboratory Information Management system
LINAC	Linear Accelerator
LSA	Land Settlements Agency
JCP	Juvenile Court Project
MALF	Ministry of Agriculture, Land and Fisheries
MAC	Management Advisory Committee
MCDCA	Ministry of Community Development, Culture and the Arts
MDG	Millennium Development Goals
MIC	Metal Industries Limited
MICS	Multiple Indicator Cluster Survey
MIS	Management Information System
MIC-IT	MIC Institute of Technology
MSCD	Ministry of Sport and Community Development
MSME	Micro, Small and Medium Enterprises
MPAC	Ministry of Public Administration and Communication
MPADT	Ministry of Public Administration and Digital Transformation
MFCA	Ministry of Foreign and CARICOM Affairs
MEEI	Ministry of Energy and Energy Industries
MOE	Ministry of Education
MOL	Ministry of Labour
MNS	Ministry of National Security
MHUD	Ministry of Housing and Urban Development
MOU	Memorandum of Understanding
MPU	Ministry of Public Utilities
MOLSED	Ministry of Labour and Small Enterprise Development
MSDFS	Ministry of Social Development and Family Services

MOF	Ministry of Finance
MOT	Ministry of Tourism
MOWT	Ministry of Works and Transport
MPD	Ministry of Planning and Development
MOYDNS	Ministry of Youth Development and National Service
MRRG	Minor Repairs and Reconstruction Grant
MORDLG	Ministry of Rural Development and Local Government
MRF	Materials Recovery Facility
MRP	Machine Readable Passport
MTH	Medium Twin-Turbine Helicopters
MTI	Ministry of Trade and Industry
MICS	Multiple Indicator Cluster Survey
MTCA	Ministry of Tourism, Culture and the Arts
MTSC	Maintenance, Training and Security Company Limited
NALIS	National Library and Information System Authority
NAMDEVCO	National Agricultural Marketing and Development Corporation
NAPA	National Academy for the Performing Arts
NTAC	National Tripartite Advisory Council
NCD	Non-Communicable Diseases
NBSAP	National Biodiversity Strategy and Action Plan
NCR	National Children's Registry
NDS	National Development Strategy
NCP	National Child Policy
NCSHL	National Commission for Self Help Limited
NEC	National Energy Corporation
NEDCO	National Entrepreneurship Development Company
NEP	National Environmental Policy
NESC	National Energy Skills Centre
NFP	National Forest Policy
NGC	National Gas Company
NHP	National Highway Programme
NHSL	National Helicopter Services Limited
NIDCO	National Infrastructure Development Company
NMD	National Museum Development
NLBA	Newel Lewis Broad Bridge and Associates Architectural Limited
NIHERST	National Institute of Higher Education, Research, Science and Technology
NIPDEC	National Insurance Property Development Company
NOC	National Oncology Centre
NPV	Net Present Value
NPF	National Performance Framework
NPMC	National Petroleum Marketing Company Limited
NQCL	National Quarries Company Limited
NSDP	National Skills Development Programme
NSMP	National Social Mitigation Plan

NSDS	National Spatial Development Strategy
NSITT	National Statistical Institute of Trinidad and Tobago
NTC	National Tennis Centre
NTMS	National Traffic Management System
NUP	Neighbourhood Upgrading Programme
NWRHA	North West Regional Health Authority
OAS	Organisation of American States
ODL	Online Distance Learning
ODPM	Office of Disaster Preparedness and Management
OPM	Office of the Prime Minister
OSHA	Occupational Safety and Health Act
PASD	Production Assistance and Script Development Programme
PAFD	Planning and Facilitation of Development
PATT	Port Authority of Trinidad and Tobago
PHAC	Population Housing and Agriculture Census
PIA	Piarco International Airport
POSGH	Port-of-Spain General Hospital
PPGIS	Public Participatory Geographic Information System
PRES	Property and Real Estate Services Division
PROPEF	Project Preparation and Execution Facility
PSAEL	Palo Seco Agricultural Enterprises Limited
PSIP	Public Sector Investment Programme
PSB	Public Screening Brief
PSPMS	Public Sector Performance Management Systems
PTA	Police Training Academy
PURE	Programme for Upgrading Roads Efficiency
PTSC	Public Transport Service Corporation
PVT	Pressure Volume Temperature
QMS	Quality Management Systems
RCLRC	Rudranath Capildeo Learning Resource Centre
RE	Renewable Energy
REAP	Residential Electrification Programme
RFP	Request for Proposal
RGD	Registrar General's Department
RHA	Regional Health Authority
RIA	Regulatory Impact Assessment
RO	Reverse Osmosis
R&D	Research and Development
SALIS	State Agriculture Land Information System
SAPA	Southern Academy for the Performing Arts
SAR	Synthetic Aperture Radar
SATD	Scholarships and Advanced Training Division
SCADA	Supervisory Control and Data Acquisition
SDA	Seventh Day Adventist

SDG	Sustainable Development Goals
SES	Seamless Education System
SCD	Service Commission Department
SEW	Single Economic Window
SFGH	San Fernando General Hospital
SHH	Solomon Hochoy Highway
SIP	School Improvement Programme
SIDS	Small Island Development State
SIDC	Seafood Industrial Development Company
SILWC	Sugar Industry Labour Welfare Committee
SOPS	Standard Operating Procedures
SIMS	Spatial Information Management System
SLC	Survey of Living Conditions
SMR	Southern Main Road
SPSEs	Special Purpose State Enterprises
SRC	Salaries Review Commission
SSSD	School Supervision and Management Division
STEM	Science, Technology, Engineering and Maths
STEP	Small Tourism Enterprise Project
SYSP	Specialised Youth Services Programme
SWAT	Soil and Water Assessment Tool
SWMCOL	Solid Waste Management Company
T&TEC	Trinidad and Tobago Electricity Commission
TATT	Telecommunications Authority of Trinidad and Tobago
TBT	Technical Barriers to
TDC	Tourism Development Company
TGU	Trinidad Generation Unlimited
THA	Tobago House of Assembly
THTI	Tobago Hospitality and Tourism Institute
TMB	Traffic Management Branch
TOR	Terms of Reference
TGU	Trinidad Generation Unlimited
TSH	Trinidad Selected Hybrids
TTAG	Trinidad and Tobago Air Guard
TTAHI	Trinidad and Tobago Association for the Hearing Impaired
TTBS	Trinidad and Tobago Bureau of Standards
T&TEC	Trinidad and Tobago Electricity Commission
TTCG	Trinidad and Tobago Coast Guard
TTCIC	Trinidad and Tobago Chamber of Industry and Commerce
TTPOST	Trinidad and Tobago Postal Corporation
TCLP	Toxicity Characteristic Leaching Procedure
TCPD	Town and Country Planning Division
TTDFR	Trinidad and Tobago Defence Force Reserves
TTFS	Trinidad and Tobago Fire Service

TTL	Trinidad Tourism Limited
TIAC	Tourism Incentives Advisory Committee
TSEP	Tourism Stakeholders Enterprise Programme
TTHTI	Trinidad and Tobago Hospitality Training Institute
TTBS	Trinidad and Tobago Bureau of Standards
TTPS	Trinidad and Tobago Police Service
TTR	Trinidad and Tobago Regiment
TTFS	Trinidad and Tobago Fire Service
TTPrS	Trinidad and Tobago Prison Service
ICU	International Cycle Union
UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UBH	Uriah Butler Highway
UIE	Union Industrial Estates
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UPU	Universal Postal Union
USAID	United States Agency for International Development
UTT	University of the Trinidad and Tobago
UWI	University of the West Indies
VAT	Value Added Tax
VMCOTT	Vehicle Maintenance Corporation of Trinidad and Tobago
VoIP	Voice over Internet Protocol
WAN	Wide Area Network
WASA	Water and Sewerage Authority
WRA	Water Resources Agency
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant
YTC	Youth Training Centre
YTEPP	Youth Training Entrepreneurship Partnership Programme
YAPA	Youth Apprenticeship Programme in Agriculture
YDAC	Youth Development Apprenticeship Centre
ZSTT	Zoological Society of Trinidad and Tobago

INTRODUCTION

Background of the Public Sector Investment Programme

The Public Sector Investment Programme (PSIP) is a strategic investment plan of the Government of the Republic of Trinidad and Tobago in the formulation of the National Budget which reflects public investment against national priority areas for development. The PSIP comprises programmes and projects of Ministries, Departments and Agencies (MDAs) designed to achieve national strategic objectives and it is funded through the Consolidated Fund (CF) and the Infrastructure Development Fund (IDF). These programmes and projects are designed to realise the goals set out in Government's National Development Strategy (NDS) 2016 – 2030 (Vision 2030), which has also been linked to the Roadmap to Recovery Committee Report and Government's Policy Framework. The achievements recorded as a result of these investments will be demonstrated improved quality of life, economic development, built infrastructure, employment generation and stronger institutional systems.

Other capital investments undertaken by wholly-owned and majority owned State Enterprises are not part of the PSIP, the exception is where those enterprises are the

implementation agencies of specific programmes and projects of MDAs. Funding for State Enterprises capital investment are usually sourced from their respective retained earnings or monies raised on the private capital market. Details of these expenditure are contained in the annual State Enterprises Investment Programme (SEIP).

The PSIP plays an important role in the transformation of Trinidad and Tobago towards becoming a developed country through the creation of infrastructural and socio-economic frameworks that will improve citizen's lives and livelihoods through the acceleration of development outcomes, such as: increased employment and foreign exchange; sustainable debt to GDP ratios; citizen security; and wealth creation and investments. The PSIP framework matches capital investment to national priorities which are achieved by the selection of viable projects for implementation and allocation of resources. As such it can be expected that these projects facilitate national growth and development and environmental sustainability.

Policy Context for the 2021 Public Sector Investment Programme

The wide-reaching and fundamental changes following the onset of COVID-19 and its consequences required a critical review of the prevailing policy context and development initiatives of the country. Based on this review, Vision 2030, in particular, the priorities of its second planning horizon 2021-2025, highlighted in the Medium Term Policy and Planning Agenda, will continue to provide the overarching medium to long term policy context in which to situate the annual PSIP, 2021, while being guided by the recommendations of the Roadmap to

Recovery Committee as well as Government policy. The five Development Themes of Vision 2030 are:

1. Theme I: Putting People First: Nurturing Our Greatest Asset;
2. Theme II: Delivering Good Governance and Service Excellence;
3. Theme III: Improving Productivity Through Quality Infrastructure and Transport;
4. Theme IV: Building Globally Competitive Businesses; and

5. Theme V: Placing the Environment at the Centre of Social and Economic Development

Further, in order to ensure that the PSIP meets planned development outcomes envisaged in the policy framework, eleven (11) strategic areas have been identified to guide investments in Fiscal Year 2021. These areas are:

1. Food Security and Sustainability;
2. Tourism;
3. Citizen Safety and Security;
4. Putting People First - Human Capital Formation;
5. Accessing and Recovery Services in the Community;
6. Building Smart and Quality Infrastructure;
7. No Child Left Behind;
8. Economic Recovery- Rebuilding Lives and Livelihoods;
9. Retooling and Restructuring the Economy - Digital Transformation; and
10. Improving Public Sector Management.
11. Building Climate and Environmental Resilience.

Importantly, a monitoring and evaluation mechanism has been developed and highlighted in Monitoring and Measuring Performance section to track the progress towards meeting the objectives of the strategic areas throughout the year. The progress of the PSIP will also be closely monitored by the MPD to ensure that projects and programmes are executed according to planned implementation and budget as well as quality.

Additionally, Vision 2030, as the main planning framework guiding development initiatives, is fully aligned to the United Nations 2030 Agenda Sustainable Development Goals. Trinidad and Tobago successfully presented its inaugural Voluntary National Review (VNR) on the

implementation of the Sustainable Development Goals (SDGs) to the United Nations (UN), at the High-Level Political Forum (HLPF) on Sustainable Development on July 15th 2020. At this Forum, the Government took the opportunity to reaffirm its commitment to the 2030 Agenda for Sustainable Development and share with the global community the ways in which Vision 2030 incorporates the SDGs and other internationally agreed frameworks, across the three dimensions of sustainable development: economic, social and environmental. Trinidad and Tobago's VNR focused on eight (8) of the seventeen (17) SDGs and highlighted positive strides made under these goals. The eight (8) goals are:

1. SDG 3: Ensure healthy lives and promote well-being for all at all ages
2. SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
3. SDG 5: Achieve gender equality and empower all women and girls
4. SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
5. SDG 10: Reduce inequality within and among countries
6. SDG 13: Take urgent action to combat climate change and its impacts
7. SDG 16: Promote peaceful and inclusive societies
8. SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Going forward, it is noteworthy that the preparation of the VNR has enabled Trinidad and Tobago to identify various areas in which continued work on the SDGs is required. This is of particularly critical importance in light of the UN Decade of Action, which emphasises expediting international sustainable development

efforts for the next ten years. As such, Government will seek to ensure that MDAs continue to incorporate the SDGs into public policies, plans and initiatives, through close collaboration with relevant stakeholders.

The Composition of the Public Sector Investment Programme

The principal goal of the PSIP is to ensure that capital investment will significantly and positively impact on national development. Therefore, in preparing the 2021 PSIP, the Ministry of Planning and Development (MPD), in accordance with the Call Circular No. 01 Dated: March 18, 2020 supported by the MPD Project Screening Brief (PSB) continued to implement the initiative of reviewing and refining the PSIP in order to return it to its developmental focus and to align projects and programmes to national development objectives. This process involves the application of the following evaluation criteria to projects and programmes to determine their suitability for inclusion in the PSIP.

The MPD will continue to focus on reducing the number of:

- *annual/Legacy (long-standing) projects* for which there are no discernible end dates;
- *recurrent activities* which include cost such as maintenance, salaries and operational costs which should be transferred to the Recurrent Budget;
- *duplication of projects within and among Ministries and Departments;*
- *lack of readiness of projects and programmes* which do not contain the critical elements necessary for their start-up and/or continuation of implementation;
- *institutions with revenue-earning potential* which are able to finance their own projects (either through their own revenue streams or through privately secured loans/grants); and
- *insufficient project documentation* – which is necessary to make a reasonable assessment of the Ministries'/Departments' requests for funding. Proper projects documentation will be guided by the Call Circular.

In Fiscal Year 2021, the portfolio of the PSIP will comprise key on-going projects that are aligned to national policy as well as new initiatives that will accelerate progress towards achieving key development outcomes as stated above.

The 2021 PSIP is structured in six (6) parts as follows:

- the **Overview** comprises a summary of expenditure recorded for fiscal 2020 and budgeted expenditure for 2021, categorised according to the Vision 2030 Thematic Areas, as well as sources of funds for Capital Expenditure for 2021;
- the **Macro-Economic Framework** highlights the macro-economic environment which impacts on the level and composition of public investments in Trinidad and Tobago;
- the **Medium Term Policy and Planning Agenda** provides an insight into the policy and planning framework over the medium term and serves as the policy context for the investment strategy, the 11 strategic areas and the 2021 PSIP;

- **Part I** provides a review on the implementation of programmes and projects in fiscal 2020;
- **Part II** highlights the major programmes and projects to be implemented in fiscal 2021; and
- **Monitoring and Measuring Performance** reflects the monitoring and evaluation parameters to facilitate the measurement and management of the PSIP through identifying expected results and targets to be achieved in fiscal 2021.

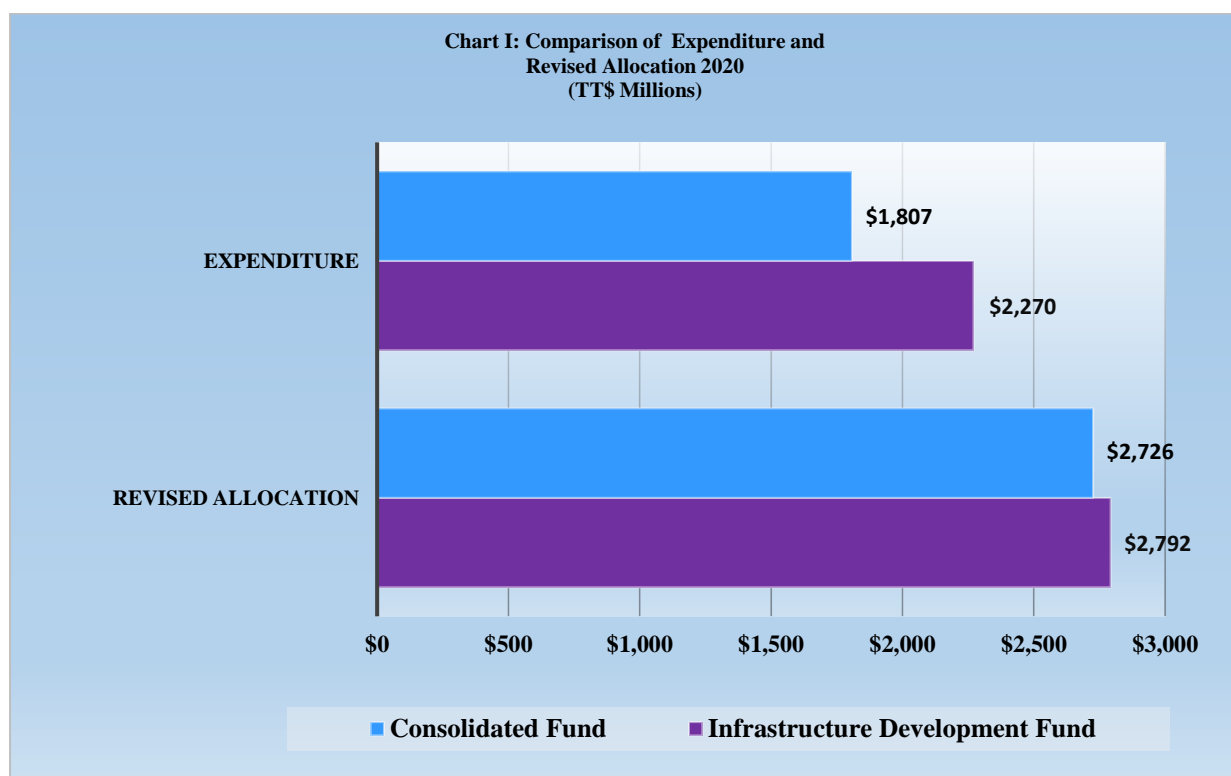
OVERVIEW

Public Sector Investment Programme 2021

The Trinidad and Tobago economy has been negatively impacted by the prevailing national and global landscape as a result of the COVID 19 Pandemic and a decline in the energy sector. The recovery process involves investments that will create an enabling environment for the non-energy sector as an engine of growth. Therefore, in fiscal 2021, Government will advance projects and programmes that drive structural transformation aimed at diversifying the economy, increasing productivity and competitiveness and fostering economic growth and development.

In fiscal 2021, the total proposed allocation to finance the implementation of projects and programmes under the Public Sector Investment Programme is \$4,110 million. Out of this amount, \$2,222.4 million (54.1 percent) will be distributed under the Consolidated Fund (CF) for programmes and projects implemented by Ministries, Statutory Boards, Local Government and the Tobago House of Assembly. Under the Infrastructure Development Fund (IDF) the balance of \$1,887.6 million (45.9 percent) will be distributed for initiatives being implemented for Special Purpose State Enterprises (SPSEs).

In fiscal 2020, a total revised allocation of \$5,387 million was provided to finance the implementation of projects and programmes in the PSIP of which \$2,661.2 million (49.4 percent) was provided under the CF and \$2,725.8 million (50.6 percent) was financed under the IDF. Also, in fiscal 2020, the total expenditure utilised amounted to \$4,077.5 million which comprised of \$1,807.3 (44.3 percent) under the CF and \$2,270.2 million (55.7 percent) under the IDF. Chart I shows a comparison of Revised Expenditure and Allocation.



The expenditure was focused on the five (5) Thematic Areas as presented in Table I and Chart II below:

Table I
Comparison of Expenditure by Thematic Area - 2020
(\$TT million)

Thematic Areas	Budgeted Expenditure				Revised Expenditure			
	Consol. Fund	IDF	Total	%	Consol. Fund	IDF	Total	%
Building Globally Competitive Businesses	214.7	56.4	271.1	5.2	182.5	114.5	297.0	7.3
Improving Productivity through Quality Infrastructure	731.0	1153.7	1884.7	36.0	574.6	877.4	1452.0	35.6
Placing the Environment at the Centre of Social and Economic Development	37.6	2.0	39.6	0.8	21.9	0.7	22.6	0.6
Promoting Good Governance and Service Excellence	693.4	307.7	1001.1	19.1	379.1	219.7	598.8	14.7
Putting People First: Nurturing our Greatest Asset	882.0	1157.5	2039.5	39.0	649.3	1,057.9	1707.2	41.9
Total	2558.7	2677.3	5236.0	100.0	1807.3	2270.2	4077.5	100.0

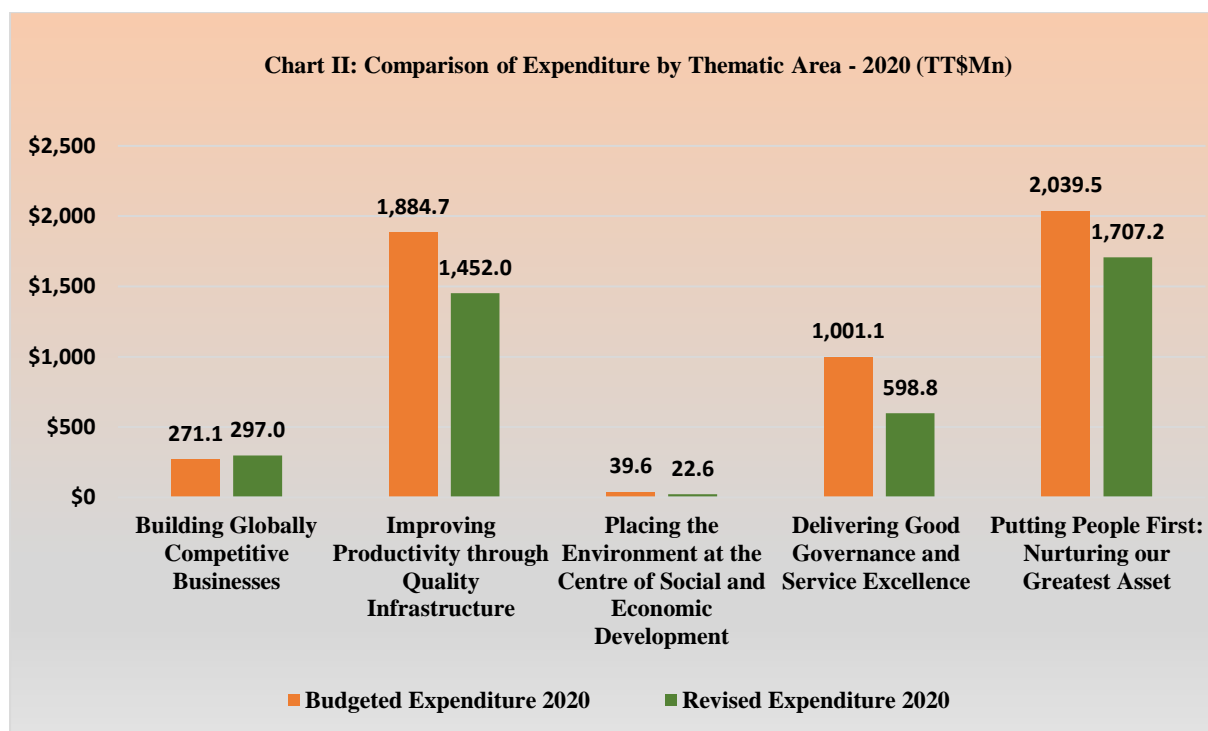


Chart II, above, is a representation of the total revised expenditure of \$4,077.5 million for fiscal 2020 which was placed under the five Thematic Areas as follows:

-
-
- ***Putting People First: Nurturing our Greatest Asset*** recorded the highest expenditure (\$1,707.2 million) which focused on the implementation of projects and programmes within the sectors of Education, Housing and Shelter, Health/HIV AIDS and Community Development;
- ***Improving Productivity through Quality Infrastructure*** focused on the areas of Water Security, Roads and Bridges, Transportation, Drainage, Electricity and Information Technology Infrastructure in Trinidad and Tobago which incurred the second highest expenditure (\$1,452.0 million);
- ***Delivering Good Governance and Service Excellence*** placed priority on alleviating crime which had a substantial expenditure (\$598.8 million), concentrated on the sectors of Law Enforcement, and Public Safety and Citizen Security;
- ***Building Globally Competitive Business*** supported the diversification of the economy away from the energy sector with significant spending (\$297.0 million) in Agriculture, Economic

-
- Restructuring and Transformation, Tourism and Manufacturing; and
- ***Placing the Environment at the Centre of Social and Economic Development*** promoted the sectors involving Renewable Energy Alternatives and Preserving the Environment which incurred an expenditure of \$22.6 million.

Public Sector Investment Programme 2021

Table II below compares the Revised Expenditure for fiscal 2020 to the Budgeted Expenditure for fiscal 2021. The Budgeted Expenditure for fiscal 2021 is slightly higher than the Revised Expenditure for fiscal 2020 by \$32.5 million. It indicates that the PSIP will receive a capital injection of \$4,110 million towards the delivery of projects and programmes in fiscal 2021. The sum of \$2,222.4 million (54 percent) will be allocated to the Consolidated Fund while the remaining \$1,887.6 million (46 percent) will comprise the Infrastructure Development Fund.

Government will maintain its focus on national development under the five Thematic Areas presented in Table II below:

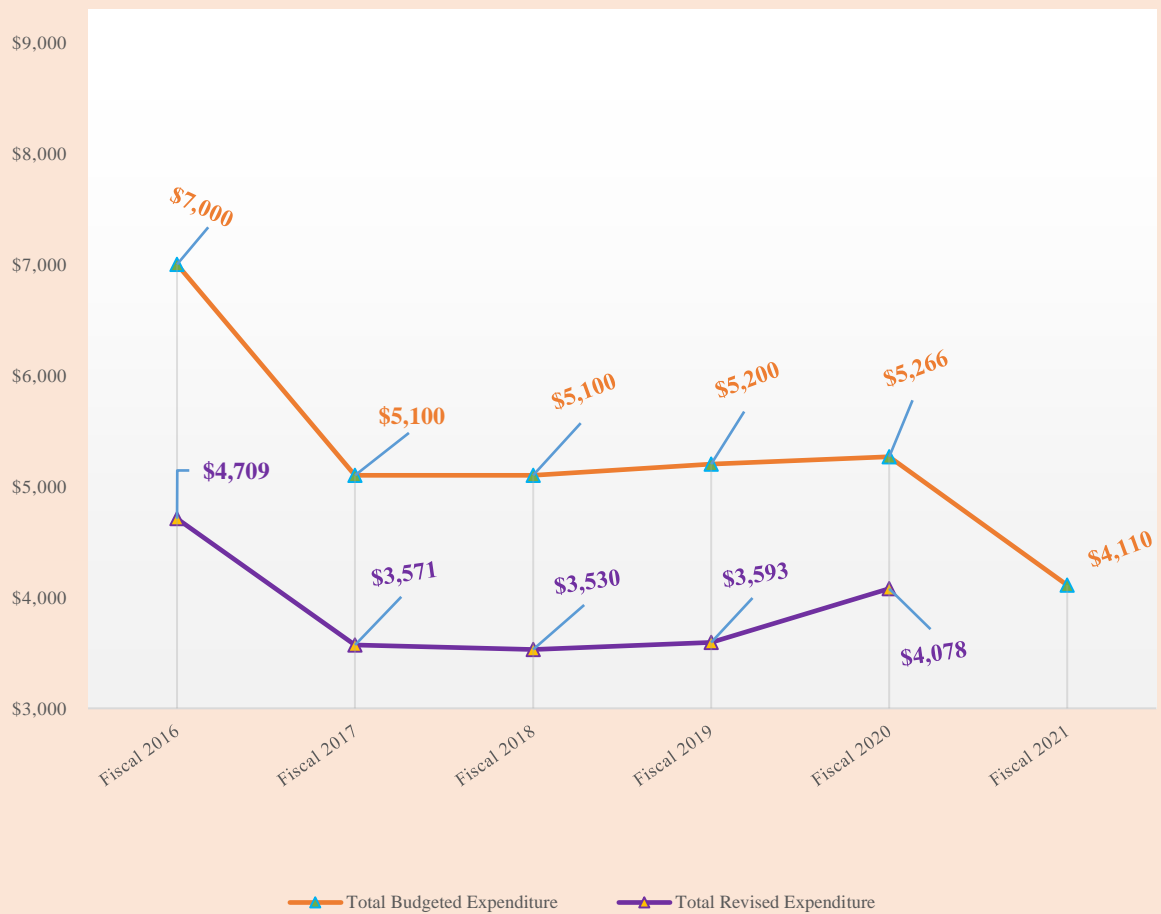
**Table II: Comparison of Revised Expenditure and Budgeted Allocation by Thematic Area
2020 - 2021
(\$TT Million)**

Thematic Areas	2020 Revised Expenditure				2021 Budgeted Expenditure			
	Consol. Fund	IDF	Total	%	Consol. Fund	IDF	Total	%
Building Globally Competitive Businesses	182.5	114.5	297.0	7.3	215.6	56.9	272.5	6.6
Improving Productivity through Quality Infrastructure	574.6	877.4	1452.0	35.6	648.1	878.7	1526.8	37.1
Placing the Environment at the Centre of Social and Economic Development	21.8	0.7	22.5	0.6	25.5	0.5	26.0	0.6
Promoting Good Governance and Service Excellence	379.1	219.7	598.8	14.7	473.3	326.2	799.5	19.5
Putting People First: Nurturing our Greatest Asset	649.3	1057.9	1707.2	41.9	859.9	625.3	1485.2	36.1
Total	1807.3	2270.2	4077.5	100.0	2222.4	1887.6	4110.0	100.0

The Thematic area, *Improving Productivity through Quality Infrastructure* will account for the largest proportion of the allocation (\$1,526.8 million) closely followed by *Putting People First: Nurturing our Greatest Asset* (\$1,485.2 million). *Promoting Good Governance and Service Excellence* will be allocated \$799.5 million whereas, *Building Globally Competitive Business* and *Placing the Environment at the Centre of Social and Economic Development* will be allocated the sum of 272.5 million and \$26 million respectively.

Historical Review of the Public Sector Investment Programme

A graphical summary of the budgeted allocation compared to the revised expenditure for the fiscal period 2016-2021, is depicted in Chart III. The Government applied judicious fiscal management strategies over the period 2017 to 2020 and as a result, the economy has experienced a period of stability. An expenditure averaging \$3,896.20 million has been maintained which fortified the economy and the quality of life of citizens.

Chart III: Budgeted Allocation vs Revised Expenditure 2016 - 2021

Particularly in fiscal 2020, the health sector received an increase in its allocation to support the measures instituted by the Government in response to the COVID 19 pandemic.

Financing of the 2021 Public Sector Investment Programme

The 2021 PSIP comprises \$4,110 million which is split between the CF in the amount

of \$2,222.4 million and the IDF in the amount of \$1,887.6 million. These funds will be financed through general revenues totalling \$ 3,798.7 million (92.4 percent) of the total PSIP, while \$311.3 million (7.6 percent) will be drawn from external sources such as loans and grants. **Table III** details the financing arrangements for the 2021 PSIP.

Table III		
Financing of Capital Expenditure - 2021		
Sources of Financing	TT\$Mn	%
Consolidated	2222.4	54.07
External	122.5	2.98
Loans	121.7	2.96
Inter-American Development Bank	121.7	2.96
Grants	0.8	0.0
European Community	0.8	0.02
Domestic Revenue	2099.9	51.09
General Revenues	2099.9	51.09
IDF	1887.6	45.93
External	188.9	4.60
Loan	188.9	4.60
Inter-American Development Bank	188.9	4.60
Domestic	1698.8	41.33
General Revenues	1698.8	41.33
Total	4110.0	100.0

Funding provided through the CF of \$2,222.4 million will be sourced from general revenues in the amount of \$2,099.9 million, loans totalling \$121.7 million and grants in the amount of \$0.8 million. Whereas funding under the IDF totals \$1,887.6 million, will include \$1,698.8 million from general revenues and \$188.9 million from loans.

The major source of loan financing will be drawn from the Inter-American Development Bank (IDB) totalling \$310.6 million for the implementation of the following major projects:

- Enhancement of the Single Electronic Window;
- Development of an Integrated Financial Management Information System (IFMIS);
- Health Services Support Programme;
- Multi-Phase Wastewater Rehabilitation Programme;
- Wastewater Network Expansion and Seamless Education System Project, Phase II; and
- Urban Upgrading and Revitalization Programme.

Grant funding totalling \$0.8 million sourced from the European Community will fund the EU Environment Programme Coordination and the Technical Corporation Facility projects.

THE MACRO-ECONOMIC FRAMEWORK

Pre-COVID-19, economic growth for Trinidad and Tobago was showing early signs of recovery with decreasing negative GDP growth rates.¹ Still, the macroeconomic environment in Trinidad and Tobago has been extremely challenging in the past few years with multiple severe oil price shocks, including one earlier in 2020 which saw future oil prices turn negative briefly for the first time ever due to the consequences of COVID-19. The challenges experienced prior to COVID-19 have only been exacerbated further due to the Pandemic and the socio-economic fallout that it has wrought on the global economy.

Consequently, Government's policy agenda has, therefore, been focused on addressing and mitigating the impact of COVID-19, stabilising the economy, and subsequently laying the foundation for a sustained socio-economic recovery. The current situation, while unprecedented, can be seen as an opportunity to take unprecedented actions in "building back better."

A significant aspect of mitigating the negative impact of COVID-19 is Government's role in ensuring the welfare of the population. A business as usual approach to this crisis is untenable and we must adapt and think of innovative ways to come out ahead of this situation, while putting the economy on a more sustainable path for growth and development.

The inflationary environment in the country continues to remain at historic low levels, with data from the Central Statistical Office showing inflation rate holding firm at 1 percent for the year 2019, matching that

recorded in 2018. It is expected that, due to the downward inflationary pressures will persist, continuing this historic trend of low inflation in the country. The latest available data from the Central Statistical Office (CSO) indicates that headline inflation for January – March, 2020 has fallen to an average of 0.4 percent, below the 1.4 percent recorded for the same period in 2019. Core inflation also followed this downward trend, declining to an average of 0.2 percent in the first quarter 2020 from 1.6 percent for the same period in 2019.² Keeping inflation at low rates is important since inflationary pressures can disproportionately affect those at lower incomes as more money is allocated towards spending as a proportion of income levels.

Latest data for unemployment from the CSO, another important macro-economic measure, has remained below 5 percent in the last three years (2016-2018). A review of data shows that for 2018, the unemployment rate fell by almost 1 percent to 3.9 percent from 4.8 percent in 2017, with preliminary data for the last quarter of 2018 showing a further decrease in the unemployment rate, as the rate fell to 3.5 percent. These figures are indicative of full-employment.

However, with the immediate socio-economic fall-out from the COVID-19 measures undertaken to save lives, Government remains committed to ensuring that persons have jobs and continue to remain productive members of society, especially during these uncertain times. Job creation remains an important strategic objective of the Government in the pursuit of growth and development of the

¹Taken over the last three years, the growth rates reflected an improving domestic economy, moving from negative growth rates of -5.6 percent in 2016, -3 percent in 2017 and 0.1 percent in 2018, according to the Central Statistical Office.

² Core inflation is the change in the costs of goods and services but does not include those from the food and energy sectors. This measure of inflation excludes these items because their prices are much more volatile.

country as several key projects and programmes are being initiated to this effect.

Of note, the country's Net Official Reserves increased by approximately US\$500 million from December 2019 to US\$7.4 billion as of August 2020, representing 8.8 months of import cover, up from 7.7 months at the end of 2019; these figures are well above the international benchmark of maintaining 3 months import cover. This improvement of our reserve position with significant import cover is of significance because it signalled a reversal of the downward trend seen over the past few years in Net Official Reserves, which provides external buffers that are especially important for small open economies such as Trinidad and Tobago.

To continue reversing the declines in the country's external buffers, emphasis will have to be placed on investments in improving the business environment and increasing industry productivity and competitiveness. This will build economic resilience through the creation of a more export-oriented and innovative private sector focused on higher value-added goods and services which can generate foreign exchange, the lifeblood of any small open economy. Additionally, making Trinidad and Tobago a more food sustainable country through increased domestic food production will reduce the food import bill which negatively impacts our level of reserves.

The Heritage and Stabilisation Fund (HSF) is intended to serve as an external buffer to the economy in times when the price of oil or natural gas has fallen. One of the main purposes of the Fund is to save and invest surplus petroleum revenues derived from

production business in order to cushion the impact on or sustain public expenditure capacity during periods of revenue downturn, whether caused by a fall in price of crude oil or natural gas. The Fund's Net Asset Value grew by approximately 5 percent from 2018 to 2019 with its value reaching US\$6.2 billion.³

As a result of reduced income and the need to sustain economic activity and welfare due to the Pandemic, many Governments have been tapping into their Sovereign Wealth Funds to help balance budgets and provide stimulus to businesses or households. This can be seen as one of many fiscal policy tools that are fully integrated into the macroeconomic management of their respective countries.

Due to COVID-19, Government has since amended the legislation regarding the HSF where withdrawals may be made from the Fund where:⁴

- a. A disaster area is declared under the Disaster Measures Act
- b. A dangerous infectious disease is declared under the Public Health Ordinance
- c. There is, or is likely to be, a precipitous decline in budgeted revenues which are based on the production or price of crude oil or natural gas

Given that the HSF is intended to be accessed specifically for such extraordinary situations as depicted in the current environment, and provides a safeguard for the economy in times of crisis, the amount drawn from the HSF in 2020 to address the socio-economic fall-out from the Pandemic, including the decrease in energy prices, was US\$900 million.

³ Ministry of Finance, Heritage and Stabilisation Fund Annual Report, 2019

⁴ Act No. 9 of 2020, Miscellaneous Provisions (Heritage and Stabilisation Fund, Government Savings Bonds and Value Added Tax). Assented to

26th March, 2020. The maximum allowable amount that can be withdrawn from the Fund is US\$1.5 billion or approximately TT\$10 billion at any time during the financial year once the criteria required for withdrawals have been met.

Crucial to maintaining a stable macro-economic environment are sound fiscal fundamentals so that expenditures and revenues are in balance and economic activity is undertaken within acceptable levels of debt incurred. In recent years, the economic environment has challenged Government's fiscal policy framework due to multiple sharp declines in the oil and gas prices. To contextualise this, average revenues over the past five fiscal years (2016-2020) has been 21 percent lower in this five year period as compared to the previous five years (2011-2015), highlighting the shrinking fiscal space experienced as a result of exogenous price shocks to which the country is vulnerable.

Prior to COVID-19, Government revenues were expected to recover, but this is now in jeopardy as the country grapples with the immediate and deleterious effects of the Pandemic. While the Government is presented with an unavoidably difficult situation, it is important that efforts to maintain economic stability continue and that Government attains value for money in its endeavours and pursue cost-saving measures where possible. It is important that socio-economic activity is not stifled with larger, sudden cuts in spending, but efficient and effective spending is necessary as the current situation is a precarious balancing act as the Government seeks to employ measures to maintain the health of the population, the economy and also its finances.

Medium Term Outlook

There is a high degree of economic uncertainty given the current conditions globally, and as a result, forecasting for growth is incredibly difficult during this time. The International Monetary Fund

(IMF), in its World Economic Outlook of June, 2020 projected that global economic growth would decline by -4.9 percent in the year 2020⁵, down from its initial projection of -3.0 percent just a couple of months earlier in April, while in its Global Economic Prospects, June 2020, the World Bank projected global growth to fall by -5.2 percent in 2020⁶.

This projection for global growth is the single largest yearly decline since the Second World War, highlighting the severe economic fallout that COVID-19 has brought with it. Most countries are expected to fall into a recession in 2020, with recovery expected to happen in 2022, assuming working vaccines are readily available.

In the Latin America and Caribbean (LAC) Region, the IMF has projected a steep decline of economic growth of -9.4 percent in 2020, with a modest recovery of 3.7 percent growth predicted in 2021. Many neighbouring tourist dependent economies, in particular, have been disproportionately impacted by COVID-19 as the global travel industry has essentially collapsed.

Locally, the IMF's April projection for Trinidad and Tobago had indicated a decline in economic growth of -4.5 percent for the year 2020.⁷ However, a more recent projection from the Ministry of Finance indicated a sharper decline of -6.5 percent in 2020.⁸ In terms of the outlook, the IMF had projected in its April 2020 Report that the Trinidad and Tobago economy may return to growth of 2.6 percent in 2021, but this was hinged on the global efforts in containing the spread of COVID-19, and also the efforts in developing vaccines that would allow for a return to normalcy for the global economy. It is noted, however, that

⁵ IMF, World Economic Outlook Update, June 2020.

⁶ World Bank, Global Economic Prospects, June 2020.

⁷ IMF, World Economic Outlook Database (April 2020)

⁸ Spotlight on the Budget and Economy 2021. Government of the Republic of Trinidad and Tobago. 28th September, 2020, Port of Spain.

the IMF subsequently revised its growth projections downward at the regional and global levels in its June update, given that economic conditions continue to remain in flux due to the Pandemic.

Energy prices, as witnessed over the past few months, have been extremely volatile but have recovered modestly since the initial price shocks earlier in 2020. Notwithstanding this recent recovery in oil and gas prices, average oil prices are down 35 percent this year so far as compared to

2019, while natural gas prices have fallen by approximately 32 percent over the same period.⁹ The local economy continues to be sensitive to these price shocks, highlighting the underlying vulnerability that persists as the economy continues to be dependent on the energy sector as a key driver of growth, as well as its openness to the exogenously-determined variability in global energy prices will continue to present risks for growing the economy and its recovery efforts.

⁹ Data for energy prices taken from the United States Energy Information Administration. Average oil price Jan-Aug 2020 is USD 39.70/bbl (WTI and

Brent). Average Henry Hub Natural Gas Price Jan-Aug 2020 is USD1.80/mmbtu

MEDIUM TERM POLICY AND PLANNING AGENDA

As Government finalizes the Vision 2030 Medium Term Plan for the period 2021 to 2025, the MPD has framed an agenda that will serve to guide the public investment plan of the Government over the next fiscal year. This agenda will also be aligned to the current National Development Strategy 2016-2030, Roadmap for Recovery Report and Government policy agenda.

The Medium Term Policy and Planning Agenda will feature the Medium Term Policy Framework, and the Public Investment Strategy.

Medium Term Policy Framework

This section serves as a prelude to the 2021-2025 planning horizon, the second of its kind, under the National Development Strategy (NDS) 2016-2020 (Vision 2030)¹⁰. It also provides the context for the public investment strategy for the period 2021-2025.

The Development Context

The medium term policy framework is shaped by the need to undertake the measures necessary for Trinidad and Tobago to recover from and adjust to the socio-economic impact presented by the COVID-19 pandemic, while building the nation's resilience to respond to such global shocks in the future.

The economic impacts of the pandemic points to a medium term economic outlook that shows a decline in economic growth for Trinidad and Tobago, resulting from depressed energy prices in conjunction with the overall global slowdown in economic activity. The World Bank has predicted a 5.2% decline in global economic growth for 2020 as a result of the effects of the pandemic citing it as the deepest recession since World War II.

In April 2020, ECLAC also forecasted a 5% contraction for Trinidad and Tobago and a 2.5% contraction for the Caribbean Region in 2020. Moderate recovery will require astute financial management as well as shrewd investments and recovery measures aimed at boosting and assisting the many sectors of the economy that have been negatively impacted. These sectors include tourism, health, agriculture and food security.

The COVID-19 Pandemic immediately and profoundly impacted all sectors of society and thus the economy as a whole. As it relates to the tourism sector, the pandemic has had a harmful effect on the travel industry and its supporting industries such as entertainment and the creative industries; tourism services and accommodation. However, it is expected that tourism based activities will gradually increase into the medium term, which will then require a collaborative approach that is safe and attractive for rebuilding the sector once again.

On the other hand, the health sector was faced with caring for patients through a parallel system of care during the pandemic. This was made possible due in large part to the increased investment in the public health system to boost human capacity, infrastructure, equipment and consumables.

The agriculture sector and food supply chains were also impacted by the pandemic. Containment measures saw the closure of borders and some disruption to sea and air transportation systems, which could have made food shortages a reality were it not for the implementation of swift management measures by Government.

¹⁰ The first planning horizon, which covers 2016-2020, of the 15-year period of Vision 2030, is

contained in the National Development Strategy 2016-2030.

The COVID-19 pandemic has also highlighted the impediments to business continuity and created a new group of vulnerable persons without access to basic Information and Communication Technologies (ICT) equipment and services. The need to protect workers and students from contracting the virus led to a severe disruption in traditional modes of delivering education and training material; conducting business; as well as delivering and accessing government services. As the searing effects of the pandemic are felt worldwide, ICTs have emerged as the critical thread necessary for enabling continuity in both the economic and social spheres.

Cushioning the population from the full brunt of COVID-19 has been an expensive endeavour for Government. While there were signs of an uptick in economic activity for 2019, with positive growth rates projected for 2020-2022¹¹, the impact of the pandemic has eroded those gains. Government, therefore, had to re-prioritise its planned public expenditure and source additional funding for the financial year to save lives as well as livelihoods. It was expected that a total of TT\$6 billion would be spent on the pandemic by September 2020,¹² and the budget deficit was projected to widen to TT\$17.3 billion for fiscal 2020¹³ due to the increase in expenditure and loss of revenues resulting from the collapse in energy prices.

In planning the way forward and addressing the immediate and long term effects of the pandemic, emphasis has been placed on the extensive research already undertaken by the COVID-19 Roadmap to Recovery Committee - a multi-disciplinary and multi-

sectoral team - as well as on Government's policy moving forward. The intention is to ensure that as we move into the new planning horizon, there will be relevant goals and strategies which, once implemented, will enable Trinidad and Tobago to capitalize on existing opportunities and put us back on track to achieve Vision 2030 while adjusting to the new normal.

Following the prevailing development context and challenges and medium term strategies for socio-economic and environmental advancement, the key areas of stimulus and growth will be in the areas of agriculture, manufacturing, construction, tourism (e.g. sports tourism and eco-tourism), non-oil industry, creative arts and culture, digitisation and services of various kinds, including financial services, medical services and ICT. Special emphasis will be placed on creating an enabling environment to improve the Ease of Doing Business, build institutional capacity, provide critical supporting infrastructure. Health, education and the youth of the nation will continue to receive priority attention over the medium term.

The aim is to create sustainable employment, encourage food security, facilitate business development, increase exports and foreign exchange earnings, provide quality infrastructure, diversify the economy through innovation and entrepreneurship, and enhance the delivery of public services to ensure economic growth and that citizens have access to quality social services in an environmentally sensitive manner.

¹¹ Forecasted growth estimates for 2020, 2021 and 2022 were 1.9 percent, 4.1 percent and 3.6 percent, respectively. Source: Central Bank of Trinidad and Tobago, Economic Bulletin January 2020, pg.1

¹² Ministry of Communications "Expenditure on COVID-19 Pandemic Relief"

<https://www.facebook.com/ministryofcommunicati>

onstt/photos/a.669879990122516/1012110845899427/

¹³ Statement by the Minister of Finance to the House of Representatives on the Economic Effect and Financial Response to the COVID-19 Pandemic, 27 April 2020.

Vision 2030 progress and its relevance to the country's development in the medium term

Following a critical review of the Vision 2030 in light of the impact of COVID-19, it was determined that the main thrusts and goals of its five (5) Development Themes remain relevant. However, there is need for some *“refinement... in light of the profound health, lifestyle, and other seismic, technological changes confronting countries today.*

”¹⁴

An examination of the achievement of the Vision 2030 policy initiatives (as reflected in programmes, projects and legislation) for the fiscal years 2015 to 2019, revealed that overall 29 (10%) out of 287 key initiatives were achieved, 199 (69%) were on-going and 22 (8%) had no significant progress.¹⁵ The ongoing policy initiatives will continue into the next planning horizon, 2021-2025.

Our Priorities for the Medium Term 2021-2025

Over the period 2021-2025, it is imperative that limited resources are directed towards taking care of citizens and promoting investment at a sufficient level to stimulate economic growth, while enabling the country to service its debt. As such, the priorities for the medium term 2021-2025 will be shaped primarily by the relevant initiatives being continued from the planning horizon 2016-2020, the Phase I report from the COVID-19 Roadmap to Recovery Committee as well as Government policy.

In this regard, this section highlights **eight (8) key priorities** for the second (2nd) planning horizon, 2021-2025, with a special emphasis on **11 strategic areas** to be specifically addressed in 2021. The main priorities over the medium term are:

1. Fostering citizen safety and security;
2. Protecting the vulnerable;
3. Ensuring food security;
4. Improving public health;
5. Accelerating our actions towards meeting our climate change commitments
6. Investing in the key sectors to create growth and jobs;
7. Creating a Digital Nation; and
8. Rationalising Public Investment for Greater Efficiency and Effectiveness.

1. Fostering Citizen Safety and Security

A safe and secure environment is essential for society and businesses to thrive, as identified in the National Development Strategy 2016-2020 (Vision 2030) under the *Development Theme II: Delivering Good Governance and Service Excellence*.

Strengthening our national security apparatus is, therefore, a pivotal factor in creating an enabling environment for the sustainable development of Trinidad and Tobago. Preventing crime and criminality will therefore remain a major priority in the medium term. However, in the short term, special emphasis in fiscal 2021 will be placed on the strategic area of ensuring *‘Citizen Safety and Security.’*

Strategic Area 1 for 2021: Citizen Safety and Security

Vision 2030 Development Theme II: Delivering Good Governance and Service Excellence

In 2021, the approach to citizen safety and security will be broad and inclusive, with collaboration deeply embedded across the

¹⁴ Roadmap for Trinidad and Tobago, Transforming to a New Economy and a New Society, Phase 2 Excerpt, Port of Spain, September, 2020.

¹⁵ Ministry of Planning and Development, 2020

four (4) interrelated domains of physical, digital, economic and social security.

Priority will, therefore, be placed on:

- Enhancing the timely access to justice;
- Updating relevant policy and legislation;
- Upgrading national security infrastructure;
- Establishing standardized metrics, in adherence to international best practice, to measure citizen safety and security;
- Increasing the focus on cyber security through the development and implementation of a national cyber security policy and framework;
- Establishing virtual courts to allow for court matters to be addressed in a timely manner;
- Establishing strategic units to deal with the various elements of crime; and
- Promoting community outreach and cooperation to aid in increasing crime detection, prevention and fostering a sense of security

2. Protecting the Vulnerable

In the medium term, Government will continue to place high priority on the well-being of the vulnerable in our society, which includes the disabled, the poor, single parents, at-risk youth, women, children and the elderly. Therefore, precedence will be given to the continued funding of social safety net initiatives particularly aimed at these vulnerable groups. This will be done by expanding the scope and focus of social protection programmes and also deepening the involvement of civil society organisations in the delivery of social services.

Specifically, in fiscal 2021, Government will be focusing its efforts on the strategic areas of ‘*No Child Left Behind*’ and ‘*Accessing and Recovering Services in the Community.*’

Strategic Area 2 for 2021: No Child Left Behind

Vision 2030 Development Theme I – Putting People First: Nurturing Our Greatest Asset

Government is committed to ensuring that all children are able to live in an environment that is nurturing, enabling and supportive, and promotes their positive physical, cognitive, emotional, social and spiritual well-being. Given the multi-faceted nature of children’s issues in addition to the complexity of their developmental needs, an integrated approach encompassing sectors such as health, education and social development will be pursued to ensure the rights of children are maintained.

In recent times, the vulnerabilities of children have been made more pronounced, particularly in the education sector where schools have been closed for a prolonged period of time and the delivery of education was changed to On line learning. These conditions have exacerbated the pre-existing disparities in the school system by reducing the opportunities for vulnerable students, such as those with disabilities as well as those living without electricity and/or an internet connection at home, to advance their learning. Recognising this disparity, Government commits to facilitating innovative approaches in support of education and training continuity, such as the use of the radio, television, the internet where available and take-home packages, to bridge the gap created by the necessary deployment of distance learning measures.

Investment in Youth Development will entail the physical improvement to youth facilities to provide an environment for young people to be trained as well as nurtured towards becoming positive role models and model citizens. In addition, government will adopt and implement

policies to enhance youth employment and youth entrepreneurship.

Strategic Area 3 for 2021: Accessing and Recovering Services in the Community
Vision 2030 Development Theme I – Putting People First: Nurturing Our Greatest Asset; and Vision 2030 Development Theme II – Delivery Good Governance and Service Excellence

Vision 2030 highlights the importance of improving social services to better serve the needs of all citizens. Emphasis is also placed on improving governance through local authorities in providing timely and convenient access to government services such as health care and much needed infrastructure closer to citizens.

Therefore, considering Government's policy position of bringing services closer to citizens and communities, the 2021 PSIP has given priority to several infrastructural projects such as housing, roads and drainage. In doing so, small contractors within communities can gain greater opportunities to work and increase employment within the community.

Priority will also be given to interventions aimed at improving the first (1st) responder system through an integrated approach. This will result in a better response to and management of natural disasters such as flooding within communities.

Further, investments will also be undertaken to expand the country's ICT infrastructure to afford citizens the opportunity to access Government services online from their homes and community spaces.

3. Ensuring Food Security

Making Trinidad and Tobago a food secure nation remains a top priority of Government. Over the medium term, special emphasis will be placed on

becoming more self-reliant and self-sufficient in our food supply; utilising new technologies and techniques within the agriculture sector; creating incentives and avenues to attract young persons to the sector; expanding crop production; and developing the necessary infrastructure to support the sector. This would also allow us to have a positive impact on foreign reserves as expenditure on food imports would be reduced, employment will be generated and agriculture's contribution to GDP will be improved.

Specifically, in fiscal 2021, Government will continue its efforts in the strategic areas of '*Food Security and Sustainability*.'

Strategic Area 4 for 2021: Food Security and Sustainability

Vision 2030 Development Theme IV: Building Globally Competitive Businesses

To ensure food security and sustainability in Trinidad and Tobago, several critical initiatives highlighted by Government to transform the agriculture sector, will be implemented in fiscal 2021. Such initiatives include the *Food Security Development Programme*; and *Agriculture and Agro-processing*.

4. Improving Public Health

Public health will remain one (1) of Government's top priorities over the medium term. Focus will be placed on improving access to and the delivery of public health services to ensure that citizens lead healthy lifestyles and are empowered to do so.

As such, in fiscal 2021, Government will continue to invest significantly in the health sector and focus on the strategic area of '*Putting People First - Human Capital Formation*.'

Strategic Area 5 for 2021: Putting People First - Human Capital Formation

Vision 2030 Development Theme I – Putting People First: Nurturing Our Greatest Asset

Funding has been allocated to the Ministry of Health (MOH) to boost human capacity, build infrastructure and invest in equipment and other consumables to ensure that the health system is adequately prepared to handle all eventualities while delivering optimum services to current patients. Also, during fiscal 2021, Government will continue its efforts to encourage citizens to engage in healthy living and active lifestyles.

5. Accelerating Our Actions Towards Meeting Our Climate Change Commitments

Another major priority over the medium term will be to accelerate our actions in addressing the issue of climate change and in meeting our international commitments under the Paris Agreement and Nationally Determined Contributions (NDCs) to 2030.

Government intends to ensure that we take care of the environment and thus mitigate against climate change. As such, in 2021, special attention will be placed on the strategic area *‘Building Climate and Environmental Resilience.’*

Strategic Area 6 for 2021: Building Climate and Environmental Resilience
Vision 2030 Development Theme V: Placing the Environment at the Centre of Social and Economic Development

During fiscal 2021, a number of initiatives will be given priority such as those promoting recycling and reusing, eco-friendly businesses and renewable energy and energy efficiency. These include, developing an Energy Conservation and Efficiency Policy and Action Plan as well

as setting up a deposit and refund system for glass and plastic bottles.

6. Investing in Strategic Sectors for Development to Facilitate Growth and Create Jobs

In the medium term, the selection of strategic sectors for growth depends on the current opportunities for accelerating national development. Investment in targeted growth sectors in the energy and non-energy sectors is expected to cushion the impact of a contracting world economy on the market by generating employment, boosting exports and foreign exchange earnings as well as positively influencing our efforts towards diversification and building socio-economic resilience.

For this reason, in 2021, Government will focus on three (3) key strategic areas: *‘Tourism and Sustainability;’ ‘Building Smart and Quality Infrastructure;’ and ‘Economic Recovery - Rebuilding Lives and Livelihoods.’*

Strategic Area 6 for 2021: ‘Tourism and Sustainability’

Vision 2030 Development Theme IV: Building Globally Competitive Businesses

In fiscal 2021, Government will ensure that Trinidad and Tobago is poised to navigate the impacts of worldwide uncertainties and help develop its tourism product beyond the traditional sun, sand and sea experience. These efforts will seek to ensure the revival and sustainability of the sector. Therefore, the immediate focus will be placed on the expansion of domestic tourism activities to support SME development and employment generation.

Strategic Area 7 for 2021: Building Smart and Quality Infrastructure
Vision 2030 Development Theme IV: Building Globally Competitive Businesses

Quality infrastructure is the foundation of socio-economic development in any country. It has the potential to drive all sectors of the economy; generate employment; provide critical road and transport infrastructure; and stimulate economic growth. As such, in fiscal 2021, Government will implement several initiatives focused on providing high quality sustainable infrastructure that supports economic activity.

Strategic Area 8 for 2021: Economic Recovery - Rebuilding Lives and Livelihoods
Vision 2030 Development Theme IV: Building Globally Competitive Businesses

Vision 2030 articulates the importance of a fiscal policy grounded by rationalised expenditures, investments in strategic infrastructure and fiscal transparency. Therefore, in 2021 to regain the economic foothold lost during the pandemic, Government will focus on several areas including creating new and competitive commercial opportunities; enhancing the ease of doing business; promoting a culture of entrepreneurship; expanding the use of renewable energy; investing in high growth sectors for diversification such as the creative industries; and promoting Tobago as a Green Tourism destination.

Strategic Area 9 for 2021: Economic Recovery-Rebuilding Lives and Livelihoods
Vision 2030 Development Theme IV: Building Globally Competitive Businesses

Vision 2030 articulates the importance of a fiscal policy grounded by rationalised expenditures, investments in strategic infrastructure and fiscal transparency. Therefore, in 2021 to regain the economic

foothold lost during the pandemic, Government focus on several areas including creating new and competitive commercial opportunities; enhancing the ease of doing business; promoting a culture of entrepreneurship; expanding the use of renewable energy; investing in high growth sectors for diversification such as the creative industries; and promoting Tobago as a Green Tourism destination.

7. Creating a Digital Nation

In today's globalized world, a country's prosperity depends on its ability to generate new ideas and convert knowledge into socio-economic benefits. Technology enhances these capabilities and, in this regard, the ability to create and adopt technology is increasingly essential for firms to compete and prosper.

Over the medium term, investments will be focused on creating an e-identity for each citizen and permanent resident; implementing electronic systems for processing Customs declarations and orders; and building of an e-ready workforce and training framework. However, over the short term, in fiscal 2021 Government will focus on the strategic area of '*Retooling and Restructuring the Economy - Digital Transformation.*'

Strategic Area 10 for 2021: Retooling and Restructuring the Economy - Digital Transformation

Vision 2030 Development Theme III: Improving Productivity through Quality Infrastructure and Transportation; and Development Theme IV: Building Globally Competitive Businesses

To achieve a modern ICT system with island-wide coverage that allows for the integration of ICT in education, business development, transportation and homes than can facilitate remote work and access

to government service delivery, investment will be prioritised in fiscal 2021 to include:

- Improving policy and legislation pertaining to the use of ICT in various sectors such as National Security and Financial Services, including a FinTech ecosystem;
- Improving ICT infrastructure such as Broadband, Cloud and an electronic case management platform and enterprise collaboration technologies;
- Bridging the digTital divide and digitising government services; and
- Implementing systems that support online learning, and remote work.

8. Rationalising Public Investment for Greater Efficiency and Effectiveness

The social and economic circumstances emanating from COVID-19 has created a greater urgency to rationalize public investment over the medium term period 2021-2025. As such, it is critical that continued emphasis be placed on improving the performance of the PSIP, with particular attention to the Policy-Cycle process in preparing and executing the portfolio of development initiatives to be implemented.

As such, in fiscal 2021 continued focus will be specifically placed the strategic area of ‘*Improving Public Sector Management.*’

Strategic Area 11 for 2021: Improving Public Sector Management ***Vision 2030 Development Theme II: Delivering Good Governance and Service Excellence***

Improving public sector management is critical to national development. An efficient and effective public sector consists of modern public management systems and

processes, institutional structures and systems, that support good governance, especially in the successful execution of the PSIP.

Consequently, in fiscal 2021 the Government will focus on the development of sector plans, which will include integrated policies and initiatives by Ministries, Departments and Agencies (MDAs), and other actors in society that contribute to achieving development results.¹⁶

In addition, the MPD intends to conduct training for MDAs in the Policy-cycle and sector planning in relation to their capital programmes, with the objective of ensuring that limited financial resources are directed towards those areas that would have the greatest development impact.

To enhance the effectiveness of the PSIP and the overall public sector, special efforts will be expended on:

- Digital transformation of the public service through an E-Governance Ecosystem to provide all its government services online;
- Reengineering the business processes to meet the changes of the new e-Governance ecosystem;
- Re-adjusting and training of public officers to improve customer service delivery;
- Expanding ICT infrastructure to allow greater citizen participation and ease of doing business; and
- Reforming of existing legislation to provide a system of trust for citizens in the transparency of institutions that are to be modernized.

¹⁶ Sector planning was a structural gap identified in an assessment on public spending conducted by the World Bank which deemed sector plans as the critical missing link in supporting Government’s policy framework. Public Investment Management

Preliminary Assessment for a More Efficient Use of Public Resources, Trinidad and Tobago, Port of Spain, March, 2018.

Public Investment Strategy

Like the policy agenda over the medium term, the Public Investment Strategy must be responsive to the impacts of the COVID-19 on the socio-economic canvas of Trinidad and Tobago. As such, Government has had to re-evaluate and re-prioritise its planned public expenditure, not only for fiscal year 2021 but, over the medium term. However, while these shifts in priority spending lingers, the focus of public spending must remain on creating the infrastructural and socio-economic frameworks that promote sustainable development through the PSIP.

Therefore, given the urgent need for the country to regain momentum and growth, the PSIP will be strictly monitored to ensure that the limited resources are utilized more effectively and efficiently in order to deliver ‘value for money’ and the greatest benefits to the population.

Strategies to facilitate and attract investment over the medium term 2021-2025

The current socio-economic environment is characterised by a constrained fiscal space, decelerated growth and low innovation and technological readiness to enable business and workforce continuity. Stimulating growth, advancing innovation and competitiveness and creating a resilient workforce will require a multi-faceted strategy that is resource efficient and grounded in the principles of equity and good governance.

In this regard, various strategies will be adopted to facilitate and attract investment.

These strategies are:

1. Use of fiscal incentives such as tax breaks;
2. Engaging in Public Private Partnerships;
3. Rebranding and marketing of the Trinidad and Tobago product for key sectors;
4. Reviewing existing and forging new trade agreements and diplomatic ties;
5. Re-evaluating key value chains for growth potential;
6. Creation of special investment funds;
7. Building our human capital capability to encourage greater confidence in our development potential;
8. Improving the ease of doing business; and
9. Building critical infrastructure that support growth and development within key sectors.

The following Figure I details the strategies which facilitate and attract investment alongside some of the supporting, key initiatives that form part of Government’s national policy. Some of these initiatives are currently being implemented but many need to be strengthened over the medium term 2021-2025.

Figure I: Trinidad and Tobago's Investment Strategy 2021-2025

Introduce Fiscal Incentives	<ul style="list-style-type: none"> •Target areas such as: renewable energy, energy efficiency and conservation, the creative industry, growth of SME's, Technology, Manufacturing and Agriculture
Increase Public Private Partnerships	<ul style="list-style-type: none"> •Use of PPPs in major infrastructural projects, in sectors such as Housing, Energy Services and Agriculture
Rebrand and Market Trinidad and Tobago for Key Sectors	<ul style="list-style-type: none"> •Rebrand and market our Tourism product for Tobago and in areas such as Sport Tourism •Market Trinidad and Tobago as a regional hub for energy services
Review existing and Forge New Trade Agreements and Diplomatic Ties	<ul style="list-style-type: none"> •Create new bilateral agreements with Central and Latin America, the Caribbean, Asia and Africa •Build closer relationships with the United States of America, the United Kingdom, Canada, the European Union and Qatar
Reevaluate Key Value Chains for Growth Potential	<ul style="list-style-type: none"> •Develop new, modern industrial parks to target firms in high value manufacturing •Create regional value chains through production integration with CARICOM •Establish a Centre of Excellence in high value and Indigenous agricultural products
Create Special Investment Funds	<ul style="list-style-type: none"> •Establish a Tech Investment Fund
Build our Human Resource Capability	<ul style="list-style-type: none"> •Develop a 10 year workforce development plan and a Manpower Plan •Develop a National Vocational Training Strategy •Implement a National Apprenticeship Programme
Improve the Ease of Doing Business	<ul style="list-style-type: none"> •Invest in measures to create and facilitate online access to goods and services for more efficient service delivery •Build ICT infrastructure
Build Critical Infrastructure	<ul style="list-style-type: none"> •Invest in key infrastructure in targeted areas such as Agriculture, Tourism, Sport, Industrial Parks and Energy

PART I:
REVIEW OF THE PUBLIC SECTOR INVESTMENT PROGRAMME 2020

BUILDING GLOBALLY COMPETITIVE BUSINESSES

Agriculture

The Agriculture Sector is one that contributes to improved food security and is also a channel for diversification and growth of the economy. The Ministry of Agriculture, Land and Fisheries (MALF) received an allocation in 2020, in the amount of \$84.2 million of which \$66.8 million was expended on developmental areas such as agricultural land management, protection of the agriculture stock, provision of improved facilities and upgraded agricultural infrastructure, as well as the creation of innovative industries through research and development., The Tobago House of Assembly was allocated \$26.4 million with an upward revised sum of \$30.4 million in expenditure for the promotion of agriculture in Tobago.

Agricultural Land Management

National Seed Bank Project continued in 2020, to produce high quality seeds and planting material in sufficient quantities to meet production targets outlined in the Ministry's Action Plan. An allocation of \$0.5 million was provided for this project of which \$0.1 million was utilised for improvement to infrastructure and relocation of the administrative office of seeds management.



Seed Storage



Sorting of Plant material



Sale of Plant Material

Boosting Agricultural Production

In fiscal 2020 research and development activities by MALF, focused on preserving and strengthening the genetic varieties of cocoa and coconut and mitigating the effects of disease and climate change. Some of the projects implemented are outlined below:

- *Rehabilitation of Cocoa Industry* –The sum of \$0.8 million was allocated to support the development of the cocoa industry, and to date \$0.5 million was utilised for the ongoing activities as follows:

- upgrade of electrical mains and rewiring of the Cocoa Research Building at La Reunion Estate, Carapo;
 - breeding of new and improved Trinidad Selected Hybrids (TSH) varieties to develop disease resistance in the product;
 - establishment of budwood and seed gardens; and
 - mitigation of cadmium on cocoa farms through testing of samples at Caribbean Industrial Research Institute (CARIRI).
- *Coconut Rehabilitation and Replanting Programme* – the aim of this project is to develop sustainable coconut-based enterprises, with emphasis on coconut water production, in the East coast of Trinidad. The project focused on the rehabilitation and replanting of some 900 acres of coconut. In fiscal 2020, the project was allocated \$0.5 million and of the allocation, \$0.1 million was utilised for the following activities::
 - collect, characterise and propagate superior nut seedlings;
 - develop a scope works with the Engineering Division of the MALF;
 - conduct surveillance of invasive species; and
 - conduct molecular diagnosis - Lethal Yellowing Survey.
 - *Provision of Agricultural Access Roads to Targeted Commodities and Strategic Crops* – infrastructural works continued in specific areas to facilitate access to plots where targeted crops are being cultivated.

Crops such as cocoa remains a high priority for the Ministry as it has the dual potential of boosting farmers' income and being a source of foreign exchange through exports. In 2020, an allocation of \$5 million was provided for this project, of which \$2.3 million was utilised for the following activities:

- payment of previous year commitments for rehabilitation of roads at Harricharan Trace, Tableland and Seecharan Trace, Tabaquite; and
- award of contract for two (2) roads, namely El Quemado Peroix Road, Tamana and Ojeer Ali Trace, Tableland.



Plum Mitan Network Block IV Before



Plum Mitan Network Block IV Before



Plum Mitan Network Block IV After

The Regional Administration South, under the *Provision of Offices and Other Facilities for the South Region project*, continued the Construction of Maternity Pen at Mayaro Breeding Unit, where \$0.9 million was expended. Once completed the facility will allow farmers to expand their production of livestock and improve the quality of sheep and goat meat sold. To date, the following activities have been undertaken:

- preparation of building site;
construction of reinforced concrete foundation, columns, floors, walls, the Structural Timber (Green Heart) roof, painting metal works and drainage.



Construction of Maternity Pen – Mayaro Breeding Unit



Construction of Maternity Pen – Mayaro Breeding Unit



Construction of Maternity Pen – Mayaro Breeding Unit

Fisheries

In fiscal 2020, as the Fisheries Division continues to deliver on its mandate to facilitate the sustainable development of the Fisheries and Aquaculture sectors, the Division also focused on strengthening its management inclusive of data and systems

To this end, the Division undertook the following projects:

- *Fisheries Management Research and Development Programme* – the aim of this programme is to strengthen Fisheries Licensing and Registration Systems, which facilitated improved

record maintenance with respect to capture, storage, retrieval and security of documents and data.

- *Implementation of an Action Plan to address Illegal, Unreported and Unregulated Fishing in the Ports and Waters under the Jurisdiction of Trinidad and Tobago* – the objective of this project is to conduct monitoring, control, and surveillance of fisheries management measures to conform to international law and agreements, so as to enable penetration of international markets. For this fiscal, the Division expended \$0.4 million was utilised as for the following activities:

- *Hire Coordinator of Fisheries Inspectorate* – Coordinator – Fisheries Inspectorate to improve its organizational capacity in terms of specialised staff and physical resources to mobilise the sector to comply with the necessary regulatory measures and to facilitate discharge of the country's international obligations as a coastal, flag, port and market State.
- *Hire Fisheries Inspectorate staff* – Two (2) persons were hired to perform selected functions of Assistant Coordinator and Fisheries Inspector to finalize and implement “An Action Plan to address the deficiencies in the Illegal, Unreported and Unregulated (IUU) Fishing Regulations in the Ports and Waters under the National Jurisdiction of Trinidad and

Tobago”. In accordance with its Terms of Reference, the main outputs included:

- i. an action plan to comprehensively address IUU fishing;
- ii. a draft Multi-agency Memorandum of Understanding (MOU) for the purpose of collaboration in regulating fishing and fishing related activities and relevant trade;
- iii. twelve Standard Operating Procedures (SOPs) to facilitate multi-agency collaboration; and
- iv. a draft Template Memorandum of Understanding with Third States whose fishing vessels utilise the ports of Trinidad and Tobago to land and tranship fish and fish products or for related in-transit activities.

Fish Landing Facilities

During fiscal 2020, the Fisheries Division continued to improve sanitary standards in the seafood industry, to meet local and international standards. A key activity undertaken to achieve this was the modernisation of infrastructure and facilities at fish landing sites. For the period under review the following projects were executed to further improve the quality and safety of fish products:

- *Upgrading/Construction of Fishing Facilities in Trinidad* – upgrade to the infrastructure at the Carenage Fishing Facility was completed and the facility was opened to the public. The Carenage Fishing Facility is a premium seafood sale outlet and includes a wholesale area, retails spots, cold storage, a boat

and net repair area. The sum of \$2.8 million was utilised in 2020 for payment of outstanding bills to the contractor.

- *Refurbishment of Fish Landing Facilities* – fish landing sites require continuous upgrades and refurbishment to combat the effects of the sea blast and deterioration due to erosion as well as to ensure that health standards are maintained. Refurbishment and upgrades to the infrastructure were completed at three (3) fish landing sites namely, Erin, Morne Diablo and Cumana. The funds provided in the amount of \$0.5 million, were utilised for the procurement of services and materials to:
 - to repair and conduct infrastructural improvements to the net repair building at Erin;
 - refurbish and complete electrical works at Morne Diablo; and
 - construct a locker room building, concrete platform with covering shed and improved drainage infrastructure at Cumana.

Economic Restructuring and Transformation

The restructuring of the economic base is integral to the economic development and sustainability of Trinidad and Tobago. In fiscal 2020, \$66.6 million was invested by the Ministry of Trade and Industry (MTI) and its Agencies, in various initiatives aimed at building capacity, economic diversification and creation of opportunities for business expansion both locally and internationally.

Investment Promotion

The Ministry of Trade and Industry (MTI) is responsible for attracting local and international investment and creating an enabling environment to retain these investments. Consequently, the Ministry in fiscal 2020 expended \$0.3 million to conduct promotional activities for the Phoenix Park and the Moruga Agro-Processing and Light Industrial Park. Some of the activities included:

- building a new presentation slide deck for investor services;
- redesign of webpages to improve user friendliness and access to contact information, and
- the production of an English language brochure for both parks and a Mandarin version for the Phoenix Park.

To date, five (5) investors have expressed interest in the Moruga Agro-Processing and Light Industrial Park and an additional two (2) investors are interested in Phoenix Park.

Export Initiatives

In fiscal 2020, the Government continued to work with local businesses for the purpose of improving their capacity and international market access, with an expenditure of \$0.2 million. The Export Capacity Building project requires immense flexibility as many of the industries are at varying levels of readiness and require several combinations of interventions to reach international standards for export potential.

This project also focusses on accessing the most viable markets for each product and meeting the necessary standards. Some of the interventions implemented through this project included:

- certification of one (1) firm in Hazard Analysis and Critical Control Point (HACCP) - Management System for food safety;
- six (6) firms are currently in the process of attaining certification/compliance with international standards;
- implementation of export support plans at varied stages, which were submitted to exporters as follows:
 - two (2) for review;
 - three (3) to be forwarded;
 - five (5) were reviewed and are pending minor changes; and
 - ten (10) were completed and forwarded to exporters for final sign off and execution.
- nine (9) export training programmes were executed/completed: 26 students graduated from the eBSI Export Academy programme (with international trade specialist accreditation) on February 7, 2020;
- two (2) information dissemination seminars were conducted on 'How to Go Online' and 'Marketing Your Goods and Services Online';
- six (6) companies benefitted from co-financing initiatives; and
- identification of five (5) top performing Tobago companies to form a Tobago Client Managed Project and two (2) training initiatives were executed.

Creative Industries

The Creative Sector continues to be a key sector to drive the diversification agenda. In 2020, the sector experience positive growth of 0.26 percent to 0.30 percent of GDP, which translated into a contribution of \$427.6 million in 2019 and the creation of 1,168 jobs for the citizens of Trinidad and Tobago. As the sector continue to expand and promote their offerings across borders both regionally and internationally, the sector brought in Foreign Exchange of US\$5.6 million

In fiscal 2020, the MTI through its respective Agencies utilised the sum of \$4.8 million towards the development of the Film, Music and Fashion sub-sectors with the aim to stimulate and facilitate business and export development.

Some of the initiatives executed under MusicTT included:

- the Live Music District initiative was hosted at over 22 venues with the participation of 69 artists performing at events such as Cross Continents - Little Carib Theatre, Turn it Up! - Live on Tragarete Road and Carifesta Launch After Party at Stages;
- "Live at Lunch" sessions, conducted on the Brian Lara Promenade in partnership with the Ministry of CDCA;
- the Spotlight Final Showcase (featuring nine (9) artists comprising cohort 2 was held on December 12, 2019 at the Cabana Lounge, St. Clair. The event was hosted by Chromatics and had an attendance of 100 persons;
- launch of the Music Tech Platform application. To date two-hundred and

eighty-eight (288) artists, 6 promoters have registered, one hundred and twenty-three (123) venues have been listed, and an event calendar was added to the application to share upcoming events; and

- launch of the MusicTT website was launched which includes portals to music streaming services including Apple Music and Spotify along with contract templates, education platforms and links to professional services such as audio mastering.

FilmTT

In fiscal 2020, FilmTT continued its implementation of key project activities which included the following:

- participation of two (2) FilmTT officers at an industry market and conference in London called “FOCUS: The Meeting Place for International Production” to garner knowledge and provide additional support to the Unseen, Unexpected project;
- conduct of the 2019/2020 advertising campaign which consisted of various advertisement and editorial placements to promote Trinidad and Tobago as a unique location for film production; and
- continuation of online training for FilmTT staff at the Association of Film Commissioners International University.

FashionTT

During fiscal 2020, work continued on FashionTT’s flagship project, the Fashion Value Chain Investment Programme (FVCIP) with another cohort of designers entering the programme. It is expected by the programme’s conclusion approximately one hundred persons (100) will have benefited from the training and business process re-engineering. The following activities took place under four tiered FVICP.

- *The Global Value Chain (GVC) Support Programme* –in consultations with *ExporTT*, *FashionTT* held stakeholder consultations with the selected designers to assist them in preparing their export plans
- *Non-Global Value Chain (non-GVC) Support Programme* - work commenced online with eleven (11) selected designers to improve their business elements such as production and distribution capacity.
- *Business Advisory Programme* – FashionTT in collaboration with National Entrepreneurship Development Company Limited (NEDCO) conducted an orientation session with the third cohort of the VCIP Incubator programme, which comprised 66 designers, in addition to an online mentoring programme.
- *Entrepreneurship Development Programme* –FashionTT continued its partnership with NEDCO business mentors for the fourth tier of the VCIP, with seventy –one (71) designers participating in the second cohort of the programme.

The development of the Fashion Industry in fiscal 2020 included the undermentioned programmes:

The Fashion Value Chain Investment Programme (FVCIP) - work commenced on each tier of the initiative as follows:

- Global Value Chain held stakeholder consultations with the selected designers. FashionTT commenced working with designers to prepare their export plans in partnership with ExportTT;
- Non-Global Value Chain work commenced with 11 selected designers to improve their business elements such as production and distribution capacity. All mentoring with designers was conducted online;
- Business Advisory conducted an orientation session with the third cohort of the FVCIP Incubator programme, which was comprised 66 designers. The mentorship program also commenced in partnership with NEDCO, with all sessions being conducted online;
- Entrepreneurship Development Programme - 71 designers were selected to be part of the second cohort of the programme. Training commenced in partnership with business mentors from NEDCO.

To improve the local fashion sector to international standards fourteen persons participated in the Ultra Bespoke Tailoring Train the Trainer Programme facilitated by Professor Andrew Ramroop of Savile Row Academy. The course programme is

designed in thirty modules, of which fifteen (15) have been completed. The programme addresses the components bespoke, the one-year tailoring, pattern drafting, cutting and fitting.

Foreign Policy and Trade Relations

Foreign Affairs

The Ministry of Foreign and CARICOM Affairs (MFCA), through diplomatic initiatives and representation, is responsible for the direction of Trinidad and Tobago's foreign relations with other states and international entities. As such, the Ministry aims to expand and intensify the country's relations through bilateral and multilateral initiatives by seeking environments that are conducive to trade, tourism and investment for Trinidad and Tobago. This fiscal, the Ministry continued to work on the following projects:

- Institutional Strengthening and Capacity Building;
- Establishment of an Embassy in Doha, Qatar; and
- Relocation of MFCA, Configuration and Outfitting of new Offices.

Institutional Strengthening and Capacity Building

The objective of this project is to enhance the skills and knowledge of the staff of the Ministry to execute their duties overseas and within Headquarters in crafting and directing the implementation of our foreign policy and the operations of the Overseas Missions. The following three (3) initiatives were conceptualised and designed to expand and

strengthen the capacity of the MFCA, for its Overseas Missions and the Foreign Service:-

- Foreign Service Strengthening Initiative (FSSI);
- Reorganisation of the MFCA; and
- Development of Standardised Human Resource (HR) Policy Guidelines for Overseas Missions

Under the Foreign Service Strengthening Initiative (FSSI), a core team from the Ministry has been trained in six (6) specialised areas while training in the remaining modules are on-going

Establishment of an Embassy in Doha, Qatar

In order to achieve a robust foreign policy agenda, as outlined in Vision 2030, the Ministry undertook to establish an Embassy in Doha, Qatar. This project seeks to strengthen economic, political and diplomatic ties between the two (2) countries. During fiscal 2020, the Ministry continued to conduct advanced research and is in the planning phase to conduct a site visit to Doha, Qatar.

Relocation of Ministry of Foreign and CARICOM Affairs, Configuration and Outfitting of new Offices

This project aims to strengthen the external image and branding of the Ministry as the premier interlocutor and agency of the Government with the external environment. It will also facilitate improved responsiveness in foreign policy research, formulation, planning and implementation that may derive from enhanced economies of scale based upon more optimal physical organisation and integration of activities. For

this fiscal, physical relocation of staff and equipment to the new headquarters continued.

Manufacturing

Employing over 60,000 persons in approximately 208 companies and exporting both regionally and internationally to 69 countries, the manufacturing sector continues to be a key component for transforming the economy and driving diversification. The Government has invested in increasing its capital stock of industrial spaces to allow local manufacturers to expand their production and to encourage international companies to the shores of Trinidad and Tobago. A total of \$17.5 million was expended in 2020 for the development of two (2) main industrial parks.

The *Moruga Agro-Processing and Light Industrial Park* is 98.5 percent completed with the installation of the wastewater treatment plant and the construction of main entrance guard booth as the remaining activities. The park consists of eleven (11) developed land lots, five (5) of which each have purpose-built factory shells available for leasing, and six (6) lots remain available as developed sites for leasing, for food processing ventures. The remaining six lots are available as developed sites for leasing.

The construction of the *Alutech Facility Services* at the Wallerfield Industrial and Technological Park continued in fiscal 2020 expending a sum of \$1.5 million. The plant is 85 percent completed on works including the superstructure and roof, the HVAC duelling and the sewer lift station base. Ongoing works entail the drainage systems,

service roads, auxiliary facilities and the mechanical, electronic and plumbing external infrastructure. The Alutech Facility has the potential to revolutionise downstream aluminium production, thereby enhancing Trinidad and Tobago's competitiveness in this global industry.

In fiscal 2020, a sum of \$0.8 million was utilised by the Trinidad and Tobago Bureau of Standards (TTBS), to execute several projects to enhance the infrastructure of local businesses in an effort to improve their product quality and company competitiveness regionally and internationally. These initiatives included the implementation of the National Quality Policy, promotion of research and development on quality infrastructure and building a quality culture.

Tourism

As part of the thrust to enhance non-energy sectors towards a sustainable and diversified economy, the Government has actively pursued the development of the country's tourism product. In fiscal 2020, the Ministry of Tourism (MOT) continued to focus its efforts on initiatives pertaining to product development and strategic marketing. A total of \$41 million was allocated to the Ministry and 32 percent was utilised for the following programmes and projects:

Tourism Sites and Attractions Upgrade

For fiscal 2020, the sum of \$13 million was allocated for the implementation of the *Tourism Sites and Attractions Upgrade* project to enhance the visitor experience. The

sum of \$3.6 million was expended in fiscal 2020 for upgrading works to the following facilities:

- Las Cuevas Beach Facility – works conducted include the upgrade of washroom facilities, plumbing, drainage, electrical and signage;



***Upgrade works done at
Las Cuevas Beach***

- Manzanilla Beach Facility – works undertaken include repairs to the concrete benches and roof, construction of ramps, air condition, electrical, plumbing and drainage infrastructure;



New Welcome Sign at Manzanilla Beach



Plumbing Works at Manzanilla Beach

- Vessigny Beach Facility – work conducted include upgrades to the carpark, washrooms, guard booth, boathouse, office building, gazebo and waste water treatment;



New Welcome Sign at Vessigny Beach



Upgrade of Car Park at Vessigny Beach

- Maracas Beach Facility – works on the relocation of temporary office containers, demolition of abandoned booths, installation of the potable water tank farm and outdoor showers were completed. Repairs to the lifeguard building are ongoing;
- La Brea Pitch Lake Facility – works on the upgrading of the kitchen to a canteen, installation of new flooring and nine canopies, air conditioning, electrical, plumbing, closed circuit television, sprinklers, storage room and termite treatment were completed. Other works including signage and landscaping;



*Upgrade works done at the
La Brea Pitch Lake*

- Paramin Village Lookout – land acquisition and the procurement of a contractor were completed. The initial designs were also completed and reviewed by the MOT and UDeCOTT, however, construction of the lookout was delayed due to COVID-19 restrictions.

Consultancy for the Development of a Strategic Tourism Incentive Plan

The MOT maintains its commitment to improving the competitiveness of Destination Trinidad and providing the most attractive investment environment. It is proposed that the development of a Strategic Tourism Incentive Plan will provide the core activities for execution to improve Trinidad and Tobago competitiveness and position in the regional and global Tourism Market. The primary aim is to provide a competitive suite of niche-specific tourism incentives that correlate to the National Tourism Policy of Trinidad and Tobago and the Tourism Roadmap for Tourism Sector Development for the period 2016 to 2020.

In fiscal 2020, the Ministry was able to complete the five (5) stakeholder consultations were conducted which comprised of two in Trinidad and three in Tobago. This completed all required consultations to obtain input for the draft report. In addition, meetings with other stakeholders were held which included the Trinidad and Tobago Public Transport Service Corporation (PTSC), the Ministry of Works and Transport - Port Operations and Transport Division, Trinidad and Tobago Automobile Association and the Ministry of Trade and Industry. This project is proposed to be completed in September 2020.



Stakeholder Consultations held on the Development of a Strategic Tourism Incentive Plan

Tourism Stakeholders Enterprise Programme (TSEP)

The Tourism Stakeholders Enterprise Programme (TSEP) aims at fostering the creativity and innovation for Micro, Small and Medium Enterprises (MSME) through relevant training. This programme commenced in fiscal 2020, with a diagnostic assessment of its performance through a nationwide evaluation on the quality and culture of services provided. Training has commenced for frontline tourism staff in areas of defensive driving, first aid and cardiopulmonary resuscitation (CPR).

Development of a Tourism Education and Awareness Programme for Destination Trinidad and Tobago

This project entails an education and awareness campaign utilising videos under the theme 'It's TIME for T&T' to influence national conversation and promote the importance of tourism and the various attributes of the destination. The production of three videos have been completed and two additional videos are currently in the final

phase of production. A draft project proposal has been developed for dissemination of the videos.

Maracas Beach Facility Improvement Project

This project aims at ensuring that Maracas Beach Facility has first class facilities, remains an attractive tourist destination and offers commercial opportunities for the entrepreneurial resident community. A sum of \$6.5 million was allocated to this project and 47 percent was utilised. Drainage works are completed and the following works are nearing completion:

- Western Washrooms – installation of wall and floor tiles, doors, windows, sanitary fixtures and cleaning and painting of building;
-
- Car Park Extension – retaining wall to support additional fill material; and
-
- Detention Pump and Pond – pump desilting and garbage plinth construction completed, construction of room for detention pond pump and procurement of pump is still ongoing.

Youth Development and Entrepreneurship

Trinidad and Tobago's National Development Strategy 2016-2030 (Vision 2030) highlights the need for providing a nurturing environment that teaches, promotes and reinforces behaviour and skills needed to empower youth to become creative and productive citizens. The Government,

through the Ministry of Sports and Youth Affairs (MSYA) continued to invest in youth development and entrepreneurship in 2020 with a total of \$24.9 million expended on the following:

- *Youth Social Programmes* – stakeholder consultation were held in January 2020 which provided general information and discussions on working towards the success of the programme, in keeping with Vision 2030. The Ministry also met with the men who would serve as Male Empowerment Ambassadors. A service provider for the event management of all events related to the programme was procured and a contract awarded. Additionally, the MpowerTT programme was launched in February 2020 an interactive programme which targets young men 16 – 29 years old. This programme promotes male empowerment and mentorship, and is intended to provide direction to our young men and help them to make better life choices. The Office of the Prime Minister, the Gender Affairs Division in collaboration with the MSYA hosted a workshop with Masters and Youth Empowerment Ambassadors along with other personnel who would be in contact with the young men at the Male Friendly Zone (Mzone). The MSYA hosted two Mzone in March 2020, one was held at the Maloney Indoor Sporting Arena and another in Scarborough, Tobago.

Refurbishment of Youth Training Facilities

The Ministry seeks, through these Facilities, to provide a safe, secure, non-judgmental youth-friendly space which is youth-centred and youth-focused and one which will ultimately contribute to positive youth development.

With respect to the physical space, all efforts will be made to ensure that the space is friendly and welcoming, reflective of youth, and that there is adequate space for different activities catering to the varied interests of youth. As such the Ministry in fiscal 2020 utilised \$1.6 million for improvement works to the following Youth Training Facilities:-

- Los Bajos – upgrade of workshops, classrooms and hardcourts, termite treatment;
- California – termite treatment and sewer upgrade;
- Woodbrook – external upgrade works; and
- St. James – upgrade to fencing and ancillary building.

Establishment of a Multi-Purpose Youth Facility –

The strategic objectives of the National Sport Policy are geared towards achieving total participation and excellence in sport. To achieve these objectives the Ministry aims to provide facilities for the growth and development of sport throughout Trinidad and Tobago. As such, work has commenced on the Moruga Multi-Purpose Facility. To date, 99 percent of Phase I works have been completed, which includes the installation of steel and tiers, access roads, site grading, back filling and shaping, sub-surface field drainage system and fencing of the site.

Additionally, some of Phase II works were also completed which included cutting, clearing, grubbing and works to the pavilion roof. The construction of the site's facilities and the foundation excavation also commenced. The Moruga Multi-Purpose Youth Facility is scheduled to be completed in fiscal 2021 and will provide the community with modern user friendly accommodations which is expected to generate economic activity and revenues for the area.



Multi-purpose Youth Facility, Moruga

IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION

Drainage

An overall allocation of \$223.9 million was provided in fiscal 2020 to improve our drainage infrastructure and reduce the impact of flooding in low-lying areas in Trinidad.

The sum of \$0.7 million was utilised for the continuation of the *Programme of Upgrade to Existing Drainage Pumps and Gate Inventory* which is being implemented by the Ministry of Works and Transport (MOWT). To date, major achievements under this Programme included:

- commencement of works for the upgrade of the Tulsa Trace (Penal) pump house and gate structure and for the reconstruction of the Sathoo Trace (El Socorro South) pump house;
- continuation of the upgrade of the gate structures at Bamboo No.1 which is 70 percent completed;
- commencement of the upgrade of the gate structures at St. John's in Fyzabad;
- award of contract for the upgrade of gate structures at Trinidad Point in Woodland; and
- preparation of tender documents for the upgrade of the Sea Lots pump house and gate structures and for the construction of the Moruga pump house and gate.

Under the *Major River Clearing Programme*, a total of \$7.4 million was expended to facilitate drainage infrastructure works. Over the last fiscal year, the Ministry of Works and Transport implemented the *Caroni River Improvement and Rehabilitation* project with the aim of protecting communities that are most vulnerable to flooding in the Caroni district. The scope of works for this project entails the rehabilitation of existing embankments at intermittent locations from St Helena to El Socorro South. Currently, the project is 69 percent completed and embankment works were completed in the following areas:

- Kelly Trace and Sheldon Trace in St Helena;
- Upstream and downstream of the Piarco Bypass Road Bridge in St. Helena;
- Church Street in Kelly Village; and
- Caroni Village and El Socorro South.

The Felicity Pump Station, located at the south river bank of the Cunupia River, Cacandee Road, Felicity was commissioned by the Ministry of Works and Transport in June, 2020. The installation of the pump station will reduce the impact of perennial flooding and provide much needed relief to the residents and farmers of this area.

Under the *Infrastructure Rehabilitation and Flood Mitigation Programme*, work continued on the *Diana River Improvement Works Phase II*, which was 50 percent completed. The project is located in Chase Village and involves the construction of reinforced concrete wall and paving to prevent erosion and flooding.

Water Management and Flood Control

The most appropriate water management interventions are necessary to reduce the effects of flooding on farm lands and to alleviate the difficulties experienced by the farming community in flood prone areas. An allocation of \$3 million was provided of which \$1.3 million was utilised for this programme in 2020. This programme aims to support sustainable farming, through the following projects:

Orange Grove Food Crop Project –In an effort ensure that these agricultural lands have access to natural water sources during the dry season, the Ministry's completed the following activities:-

- installation of pumping platforms and culverts at Orange Grove Food Crop Project, Orange Grove West;
- channel desilting (3,900m);
- extension of wing wall, additional ditch cleaning and embankment.

Funds were also utilised to initiate the procurement process for Supply and Delivery of a Hydraulic Long Reach 20 Ton Excavator repairs.

Rehabilitation and Development of Physical Infrastructure at Plum Mitán – to enable sustainable farming and mitigate flooding in the Plum Mitán area throughout the year, work continued in 2020 under this project. Funds were utilised in the amount of \$0.9 million for the supply, installation and commissioning of drainage pump and fittings for pump house, works are ongoing.

Electricity

There is a strong correlation between the use and access to electricity and development, and as such the provision of a reliable electricity supply, to both commercial and residential customers, is essential to achieving a developed nation. In fiscal 2020, investments totalling \$45.4 million was provided to the Trinidad and Tobago Electricity Commission (T&TEC) for the development of the electricity infrastructure. Of this sum, a total of \$29.9 million was expended for the advancement of a number of significant projects.

Development of Disaster Preparedness Capabilities in T&TEC Phase II

The *Disaster Preparedness Programme* seeks to minimise the disruption in the electricity service in the event of natural or man-made disasters. A total of \$2.8 million was expended to acquire additional resources that will aid the Trinidad and Tobago Electricity Commission (T&TEC) in restoring power to the country. For fiscal 2020, purchases of 20 portable generators, 10 led lighting towers and 10 trash pumps, were made. Procurement of one (1) amphibious vehicle have also been approved by the Commission.

National Street Lighting Programme

The provision of street lighting services aimed at providing greater illumination to roadways, highways and communities is the primary objective of the *National Street Lighting Programme*. The installation of Light Emitting Diode (LED) streetlights and solar LEDs continued as part of the phasing out of old luminaries. A total of \$3.2 million was utilised for the procurement and installation of luminaries, light poles and street lights. The major achievements included the installation of 507 Light Emitting Diode (LED) lights, 43 High Pressure Sodium (HPS) lights and erection of 145 poles.

Bulk Power Projects

The *Bulk Power Projects* seeks to provide a more reliable supply to communities through the addition of new components to the transmission and sub-transmission system to transfer power from generating sites to load centres. Funds totalling \$6.0 million were allocated for the *Production and Delivery of Bulk Power Requirements* and for the *New Bulk Power* projects. Of this sum, \$5 million was utilised for the following activities:

- upgrade of isolators at the Bamboo Substation which was completed in May 2020;
- continuation of Phase II upgrade work the Pinto Road (Arima) Substation.;
- award of a contract for the Reconductoring of Wrightson Road/Westmoorings 66 kV Circuits #1 and #2; and

- upgrade of the West Moorings Substation which included:
 - normalisation of the supply to the Outer West Ring;
 - installation of two (2) 66Kv Circuit Breaker and one (1) 66kV Bus Section Circuit Breaker on Wrightson Road;
 - construction and of one (1) 33 kV transformer bay, one (1) 33 kV bus section bay and two (2) 33 kV line bays;
 - expansion of the control room at the switch house. Expansion work has advanced to 90.8 percent completion; and
 - upgrade of transformers (66/33 kV, 100/130 MVA Transformer #1 and Transformer #2 33 kV).

Electrification Programme

The Electrification Programme, under the Ministry of Public Utilities aims to provide electricity and associated electrical infrastructure to households and communities with an electricity supply. In fiscal 2020, the programme continued to improve the social and economic welfare of vulnerable individuals and communities of the population with an expenditure of \$10.6 million for the completion of 17 projects.

Lighting of Parks and Recreational Grounds

The project for the *Lighting of Parks and Recreation Grounds* involves the illumination of public spaces to encourage outdoor recreation and sporting activities which would improve the well-being of citizens. The sum of \$6 million was expended in fiscal 2020 for the illumination of 11 recreational grounds in the following areas:

- Fishing Pond, Sangre Grande
- St John
- Cipero Road, San Fernando
- Tamana (Four Roads)
- Cunaripo
- Rotary Club corner Brierly Street and Picton Road Guaico, Sangre Grande
- Techier Village Basketball Court
- Rousillac (Upgrade)
- Morvant Recreation (Upgrade);
- Dalley Village Basketball and Recreation Ground
- Santa Ana Grounds, Guaico Tamana S/Grande
- Old Trafford (Upgrade)

Residential Electrification Assistance Programme (REAP)

The provision of house wiring assistance to low income citizens through the *REAP* continued in fiscal 2020 at a cost of 1.3 million.

Illumination of Public Spaces

The programme for the *Illumination of Public Spaces* has allowed persons to utilise public spaces in an atmosphere of safety. The public spaces that were approved include: Pomerac Ave, Coconut Drive, Morvant; Women's Hostel, Sewa Drive, Todd's Station Road, Carapo; Taxi-Stand, Edward Street, Siparia; Piparo Mud Volcano; and Ria Ramnarine Recreation Ground. In fiscal 2020 four (4) were completed.

Replacement of Ageing Transmission Infrastructure

It is important to replace weathered and outdated transmission infrastructure in a timely manner in order to ensure the continued reliability of the electricity supply. In fiscal 2020, T&TEC undertook a number of upgrades to various transmission and sub-transmission circuits. The major achievements included:

- replacement of defective poles, insulators and corroded aerial on the St. Mary's (Galeota) 33 kV Circuit. Work was completed in December 2019;
- refurbishment of the North Oropouche – Toco Link #1, 33 kV Circuit advanced to 30% completion; and
- award of a contract in May 2020 for the supply of (2) 66/33 kV, 50/70 MVA power transformers for the Wrightson Road 66/33/12 kV Substation.

Information Technology and Infrastructure

Under the Digital Government Programme, improvements to Information and Communication Technology (ICT) in the public sector continued in fiscal 2020 with an expenditure of \$79.33 million. Some of the activities carried out during fiscal 2020 included:

- *The Modernisation of the Trinidad and Tobago Police Service (TTPS) Information Technology Infrastructure to include the:*
 - purchase and installation of Aimetis Symphony Professional video surveillance software;
 - modernisation of the network of the TTPS through the purchase of routers and installation of network drops;

- purchase of a “report a crime” application; and
- supply and installation of data drops at the Chaguanas police station.

In fiscal 2020, the Ministry of National Security (MNS), continued work at the Forensic Science Centre (FSC) with the purchase, installation, testing, and configuration of a hyper-converged server. Additionally, in order to ensure compliance with the Deoxyribonucleic (DNA) Act of 2012, activities to establish a Custodian Unit within the FSC to ensure custody and control of DNA samples, profiles and databank within the FSC continued. The ICT Infrastructure work at the Custodian Unit’s Primary Site at the ABMA Building, #55 St. Vincent Street, Port of Spain, is expected to be completed by September 2020, while work at the backup facility is expected to be completed by December 2020.

Other activities at the MNS included:

- completion of proof of concept and project charter for the implementation of Programme Management Dashboard at the MNS head office; and
- completion of specifications for the purchase of a UPS for the Head Office of the Fire Services.

The Inter-American Development Bank (IDB) assisted project for the *Establishment of the Integrated Financial Management Information System (IFMIS)* under the Ministry of Finance (MOF) continued, with activities in work process change, requirements gathering and system development.

The Service Commissions Department (SCD) continued with the *Establishment of the Electronic Document Management System (EDMS)* towards greatly improving efficiency in processing requests from Ministries and Departments under their purview. EDMS software has been selected, and digital conversion of files is ongoing.

At the Judiciary, works continued on the upgrade of the Judiciary Central ICT Service Centre and increasing the capacity of the Wide Area Network (WAN) of the Judiciary.

Single Electronic Window

The IDB assisted *Enhancement of the Single Electronic Window (SEW)* project continued in fiscal 2020. Consultancies that were concluded include:

Component 1- Enhancing and expanding the services of the Single Electronic Window

- digitalisation of the Trade License Unit;
- implementation of advisory services for a Cloud Based Solution for the SEW;
- selection of a Cloud Service Provider; and
- enhancement of advisory services for TTBizLink Application Software.

Component 2 - Enhancing the Interoperability of TTBizLink

- provision of advisory services for a Logistics Consultant; and
- upgrading of services for the statistics interface of the Central Statistical Office (CSO) Website.

Component 3 - Modernising the Governance of SEW and the institutional framework

- re-engineering of business processes;
- design and implementation of a Change Management Strategy; and
- institutionalisation of Governance Structure.

The *Enhancement of the SEW* Project will support the expansion of the current SEW and will continue to improve the business environment of Trinidad and Tobago by providing benefits to the private sector, regardless of industry and operations volume, and in particular the export trading community. Government agencies will also benefit from the expansion of the SEW through the optimisation and simplification of their processes and capacity building.

Roads and Bridges

The development of a sound and efficient road network is critical for the socio-economic development of a country. The Roads and Bridges infrastructure acts as a catalyst for the creation of economic hubs which ultimately promotes business activities and job opportunities in various parts of the country, notably the east and southern regions.

Additionally, improvement in the road infrastructure will bring added benefits such as the reduction of traffic congestion, improving productivity levels, work and family life balance. Cost-savings will also be realised because of reduced vehicular maintenance.

The Ministry of Works and Transport (MOWT) through its implementing agencies, have embarked on the undermentioned programmes and projects in fiscal 2020 to achieve the above mentioned objectives.



Curepe Interchange

The *Road Construction/Major Road Rehabilitation Programme* implemented by the Programme of Upgrading Road Efficiency (PURE) utilised the sum of \$19.6 million, to:

- upgrade the access roads in the vicinity of the Brian Lara Stadium; Toruba;
- commence work for the Lady Hailes Pedestrian Overpass in San Fernando; and
- completed the Diego Martin Pedestrian Walkover

The *Construction of the Moruga Highway* also implemented by the PURE unit comprises the rehabilitation of the Moruga Road, La Lune Road and Moreau Road inclusive of the design, widening and construction of culverts; design and construction of adequate drainage; construction of footpaths as required; design and construction of bridges; and design and implementation of slope stabilisation measures. The sum of \$35.8 million was expended for the 17 ongoing sub-projects as shown below:



Construction works on the Moruga Road Upgrade



Moruga Road Upgrade



La Lune Bridge 1/4 Completed

<i>Projects</i>	<i>Scheduled</i>	<i>Completed</i>	<i>Ongoing</i>	<i>To Tender</i>
<i>Slope Stabilisation</i>	<i>42</i>	<i>14</i>	<i>13</i>	<i>15</i>
<i>Roadworks / Drainage works</i>	<i>10</i>	<i>4</i>	<i>1</i>	<i>5</i>
<i>Bridges</i>	<i>5</i>	<i>2</i>	<i>3</i>	<i>0</i>



Photo showing ongoing construction works on Bridge 1/22 Moruga Road

The widening of Lady Hailes Avenue, part of the *San Fernando Waterfront Project*, is another project implemented by PURE. The sum of \$14.7 million was expended for preliminary works inclusive of geotechnical studies, detailed design and impact assessments for obtaining of a Certification of Environmental Clearance (CEC). In July, 2020 construction works commenced on two work packages on the Lady Hailes Avenue widening project package 1 (from PTSC Terminal to chainage 1+360) and package 2 (from chainage 1+360 to chainage 2+383, Todd Street).



Ongoing construction works on work package 2, Lady Hailes Widening, Fernando Waterfront



Ongoing construction works on work package 2, Lady Hailes Widening, Fernando Waterfront

The Bridges, Landslip and Traffic Management (BLT) Unit of the MOWT is currently executing the *Bridges Reconstruction Programme*. The sum \$67.4 million was expended for the continuation of the programme. Under Phase I, 22 of 25 bridges were open to traffic. Similarly, Phase II of the programme entails the reconstruction of 12 bridges of which 8 bridges were opened to vehicular traffic. In fiscal 2020, the following Phase 1 bridges are under construction.

- Bridge B 3/4 Mamoral Road, Mamoral;
- Bridge B 1/22 Toco Road, Toco; and

Under Phase II of the Programme the following bridges were completed and opened to vehicular traffic.

- Bridge B1/4 Mamoral Road, Mamoral; and
- Bridge B 1/35 Southern Main Road, San Fernando



Photo of the completed B1/4 Mamoral Road, Mamoral

Additionally, designs have been completed on two (2) bridges namely, Bridge B1/40 Cunapo Southern Road and Bridge B 1/37 SS Erin Road. In addition, a design consultancy is ongoing for Phase III of the programme which comprises an initial thirteen (13) bridges.

Under the *Landslip Repair Programme*, six landslips were retender and construction works commenced in fiscal 2020. These includes:

- L10 Saddle Road, Santa Cruz;
- L06 Arima Blanchisseuse Road- 21-22.125Km;
- L51- Reform Road- 2.0-2.4Km;
- L64 San Francique Road;
- L09- Saddle Road, Maraval; and
- L12 – Saddle Road, Maraval.

Additionally, designs consultancies have commenced on the designs of the first 34 landslips under Phase IIA of the programme.

Under the *Port of Spain East West Corridor Transportation Project*, the sum of \$141.7 million was utilised for the completion of the Southern Main Road/ Churchill Roosevelt Highway Interchange also called the ‘Curepe Interchange’ and the Cipriani College Pedestrian Overpass that were opened to the public.

Additionally, a consultancy service is ongoing relating to the continuation of the removal of traffic lights from Southern Main Road, Curepe to Golden Grove Intersections. The aim of the consultancy service is to develop conceptual designs and cost estimates including, pre-feasibility studies,

site selection, preliminary designs and preparation of design-build tender documents in relation to the construction of interchanges.



Construction works on the Curepe Interchange Project



Completed Cipriani Pedestrian Overpass

The *Churchill Roosevelt Highway Extension to Manzanilla* implemented by National Infrastructure Development Company NIDCO intends to establish “first world” transportation routes which will create ease of connectivity to the eastern and north eastern regions of Trinidad. It will also assist with the formation of an alternative route for entry and exit in the town of Sangre Grande to diminish traffic congestion.

This project is being undertaken on a phased basis (9 Phases). The first phase involves the construction of 5 km of roadway comprising of the following packages:

- Package 1A – a new segment of highway from Cumuto Road and continuing eastward for 2.5 km; and
- Package 1B - a new segment of highway from 2.5km west of the Eastern Main Road (EMR) and continuing westward 2.5 km.

Construction works are being undertaken concurrently and is 72% and 45% completed for packages 1A and 1B respectively. Additionally, designs have been submitted and approval is pending for the additional seven (7) work packages under Phase I.

Phase III of the Project consists of the construction of 6 km of roadway from the Churchill Roosevelt Highway to Cumuto Road. This phase is currently awaiting CEC Approval from the EMA. Furthermore, cadastral survey and land acquisition services are ongoing for both Phases I and III of the project. Under this project the sum of \$164.6 million was expended.

PURE in collaboration with NIDCO is currently implementing the *Construction of the Valencia to Toco Road* project. Preliminary works have commenced for the Valencia to Toco Road construction. This project is expected to increase opportunities for business and economic investments for the eastern region.

In fiscal 2020, the sum of \$37.4 million was utilised for construction works on six (6) work packages along the Valencia Main Road from the Valencia Junction to the Toco Main Road. These include a detailed design consultancy, data collection services, and Environmental Impact Assessment (EIA) services for the granting of a CEC.



Valencia Roundabout works completed



Ongoing works on the Valencia Toco Road



*Ongoing construction works on
Work packages 3 and 4*



*Ongoing construction works on
Work package 5 and 6*



Ongoing construction work on Work Package 7

The *Construction the Solomon Hochoy Highway Extension to Point Fortin* Project undertaken by NIDCO and is intended to create greater ease of access in and out of Golconda, Debe, Penal, Siparia and Fyzabad to the Dunlop Roundabout in Point Fortin. The Project is anticipated to create an economic climate for development in the south-western region of Trinidad.

In fiscal 2020, the sum of \$123.2 million was expended on nine (9) ongoing work packages, the percentage completed on the segments are as follows:

- Package 1D - Completion of No. 8 Road Overpass and Guapo River Bridge- 88 percent
- Package 2C - Completion of Mon Desir to Eccles Trace and St. Mary's Junction to Mon Desir- 35 percent Package 5D -

Completion of the segment between Southern Main Road (B44) to Dunlop Roundabout- 60 percent

- Package 1C - Completion of St. Mary's Interchange, Delhi Road Overpass and Grants Road- 71 percent
- Package 3A - Construction of the Southern Main Road Overpass and La Brea Interchange Bridge – 41 percent
- Package 5A - Completion of the segment between the Godineau River Bridge and the Mosquito Creek Bridge- 64 percent
- Package 5B – Completion of the SHHEPF Segment Between Eccles Trace and La Brea – 63 percent
- Package 6C - Completion of the segment between La Brea Interchange to Southern Main Road (B44) and from Fyzabad Road to the Mon Desir Interchange – 41 percent
- Package 1B - Completion of the Mon Desir Interchange Bridge and Oropouche River Bridge- 85 percent

Regional Corporations

In supporting the role of the MOWT, the Ministry of Rural Development and Local Government (MRDLG) through its Engineering Unit and Municipal Corporations expended the sum of \$63.4 million for the rehabilitation of local roads throughout Trinidad. A combine total of 27240.1 meters of roadways were resurfaced whilst 24000 meters of roadways were spot paved. Additionally, 1376 meters of concrete

sidewalks were constructed and 14 Landslips were stabilized.

Local Roads and Street Signage Programme.

In fiscal 2020, the MRDLG continued to implement the Local Roads and Street Signage Programme, which aims to standardise street signs across all Municipalities in Trinidad. The installation of these street signs will provide road users with accurate information for destinations, reduce response time by emergency personnel, greater efficiency in the delivery of municipal services and an enhanced facilitation of other Government initiatives such as public utilities, deed assessment, and the conducting of censuses and surveys.

To date, two hundred and fifty (250) sign plates and posts were each completed for the Penal/Debe Regional Corporation, Point Fortin Regional Corporation and the Couva/Tabaquite/Talparo Regional Corporation. In addition, the two hundred and fifty (250) signs each for the Tunapuna/Piarco Regional Corporation, San Fernando City Corporation and Princes Town Regional Corporation are currently being manufactured.

Transportation

The development of a fully modern and integrated transportation system that will function efficiently, effectively and safely throughout the country is vital for the stimulation and promotion of economic development. In fiscal 2020 work continued to achieve an efficient national transport system that enables customers to have easy access to reliable and safe transport services by air, land and sea. In this regard, the MOWT expended the sum of \$140 million on

the air, land and sea transport sub-sectors with continuous infrastructural and equipment upgrades.

Land Transportation

The Public Transport Service Corporation (PTSC) was allocated the revised sum of \$29.4 million which continued to continue its focus on infrastructure works and fleet additions in order to improve service and reliability to its customers. PTSC expended the sum of \$19.2 million in fiscal 2020 on the following:

- acquisition of 25 new Higer buses from China in February 2020 to increase fleet capacity;
- roof and electrical works at Sangre Grande Terminus as well as refurbishment of the passenger terminal; roof works at the Scarborough Terminal;
- refurbishment works to the priority transit mall facilities at San Juan and Curepe to improve the infrastructure for better customer experience; and
- replacement of roof sheetings at the Port of Spain (POS) garage, refurbishment of washrooms at POS and Arima depots.



Interior of Bus



Exterior of Bus



Wheelchair access for bus

The sum of \$1.5 million was allocated in fiscal 2020 to the Vehicle Maintenance Company of Trinidad and Tobago (VMCOTT) to continue its capital works programme. VMCOTT expended \$0.6 million for the redesign and renovation of the Customer Service Reception Department at San Fernando and final payment for car lifts and workshop equipment at the Beetham Estate Facility.

Traffic Management

Infrastructure works continued in fiscal 2020 under the Traffic Management Branch of the MOWT which focused on traffic management measures geared towards improving safety on the nation's roadways. A total of \$5.9 million was utilised for the following activities:

- installation of Zebra Crossing Street Furniture at various locations including: Cascade School for the Deaf ; Beetham Government Primary School; Maracas Health Centre; 10th Ave / 5th Street Priority Bus Route Barataria;
- completion for the supply and installation of 20 traffic data collection devices at 20 locations in Trinidad;
- supply and installation of 20 backup UPS modules for various traffic light intersections in Trinidad which included: M2 Ring Road/ S.S Erin Road; Rushworth Street /Sutton Street; Union Road Marabella; Gaston Street Southern Main Road Montrose; St Lucien Road / Wendy Fitzwilliam Boulevard; Third Ave / Twelfth Street Barataria; and
- completion of supply and installation of 15000 slip proof tempered glass reflective markers along the Southern Main Road in the vicinity of Fredrick Settlement Caroni.

Sea Transportation

Resources in the revised sum of \$259.4 million was allocated to the sea transportation subsector in fiscal 2020 for the development of port infrastructure in both Trinidad and Tobago for increasing transport efficiency and for fleet acquisitions. A total of \$79 million was expended on works which included:

- completion of the *Dredging of the Government Shipping Service Basin* to accommodate the Jean De La Valette inter-island fast ferry and other vessels;

- procurement and installation of one (1) transformer at the Port of Spain Port for a more stable and reliable electrical power supply;
- continuation of the *Feasibility Study for Fast Ferry Port in Toco* with the completion of the Environmental Impact Assessment Study baseline data and review of designs ongoing; and
- removal of five (5) sunken wrecks in the government shipping lane

Air Transportation

The MOWT through the Airports Authority of Trinidad and Tobago (AATT) continued to target infrastructural upgrades which are critical to maintaining and improving security at the nation's international airports in line with regulations/standards of the International Civil Aviation Organization. The AATT continued works on the *Repairs to Perimeter Fence* project with the replacement of the aged chain link perimeter fencing with new wire wall fencing to minimise the intrusions of wildlife and unauthorized persons on the Piarco airfield. The sum of \$9.9 million was expended on the replacement of perimeter fencing in the following areas from:

- Egret Gate to Ibis Gate
- Mtar Road to Golden Grove Road;
- Ibis Gate to the rapid exit gate; and
- local food court to Mtar Road.

Works also continued on remediation works of pavements for taxiing, landing and departure of aircrafts at the ANR Robinson International Airport to address areas requiring corrective action. The sum of \$20.2 million was utilised for Phase I of these ongoing works.

In addition, the Mechanical Services Division of the MOWT received an Amphibian Dredger in December 2019, with the final payment of \$5.6 million under the *Procurement of Critical Heavy Equipment for Emergency Response and Flood Relief Programme*. This dredger which can float on waterways to clear debris from underwater has already been utilised for clearing the mouths of the Diego Martin and Caroni Rivers as well as the Beetham Interceptor Channel.



Amphibian Dredger

Water Security

Water

In keeping with its mandate to deliver a safe, reliable and efficient water supply to all sectors of the economy, WASA invested a total of \$130.04 million for the provision of sustainable water and wastewater services. The major achievements are as follows:

- rehabilitation of wells in Arima, Tucker Valley, Las Lomas, Grandville, Santa Cruz and Valencia under the *Well Development Programme*. Approximately 17,000 persons have benefitted from an improved water supply with an increased total volume of 17,922 m³ per day. The Granville Well #17 and Santa Cruz Wells #10 and #11

were completed which resulted in an improved water supply of five (5) days per week. The completion of the Grandville Well #17 has resulted in an improved reliability of service to 1,625 persons in Point Coco, Boodram Village, Icacos Village and specific areas in Chatham. The completion of Santa Crux #10 and # 11 has resulted in an improved reliability of service to 1,650 persons in Cantaro Village, Hololo Rd, La Sagasse and Pipiol;

- completion of drilling and equipping of the wells located at Les Coteaux and Calder Hall in Tobago has resulted in the production an additional 1.2 million gallons of water per day;
- continuation of the project for the *Design and Installation of Guanapo Service Reservoir* which provided an increased water supply to five (5) days per week to 13,000 persons in Arima Bypass, Pinto, Alenore Gardens, Mt. Pleasant, Maturita, Calvary Hill and environs. The overall completion has advanced to 88 percent;
- completion of pipeline interconnection works at the *Quare Service Reservoir*. The testing of the tanks is completed. Approximately 4,200 persons in K.P. Lands, Alexander Street, Valencia Old Road and Plantation Road, Valencia have benefited from a 24 hour supply of water;
- operationalisation of the *Arouca No. 10 Well* in January 2020 which resulted in an additional 75,000 gallons per day to 1,650 residents of La Florissante 1 and 2, Red Hill, Lillian Heights and Timberland;
- completion of four (4) *Community Water Improvement Programmes* at Battoo Boulevard Extension in Vistabella, Lemon Drive in Champ Fleurs, Boyack Hill in Santa Flora, Solomon Street in Fyzabad and Texeira Ext, Diego Martin. A total of 789 households representing (3,192 persons) received a 72 hour water supply per week;
- completion of the upgrade of the Charlotteville Intake which was placed into operation in October 2019 and resulted in an increased reliability of service to approximately 1,100 persons in Top River, Belle Air, Campbelton and Charlotteville;
- advancement of the project for the *Desilting of the Hillsborough Reservoir* to 80 percent completion. The establishment of a temporary site office was completed;
- completion of drilling and equipping of the wells located at Les Coteaux and Calder Hall which has resulted in the production an additional 1.2 million gallons of water per day; and
- increased water supply to four (4) days per week to the following areas in Moruga: Saunders Trace, Sisters Road, Moruga Main Road and the Moruga Agro Processing Plant.

Sewerage

Wastewater management protects the environment through the efficient and effective removal of toxins from raw sewerage. In fiscal 2020, the sum of \$102.9

million was allocated for the continuation of the two (2) IDB-funded projects, *Multi-Phase Wastewater Rehabilitation Programme Phase 1* and *Wastewater Network Expansion*. The major achievements under the IDB-funded projects are highlighted below:

Multi-Phase Wastewater Rehabilitation Programme Phase 1 – continuation of the construction of the San Fernando Wastewater Treatment Plant. The project has an overall completion of 84.6 percent;

Wastewater Network Expansion- the South West Tobago Wastewater Plant was officially opened in July, 2020. A total of four packages including the Samaan Grove 1 and 2 and Bon Accord 1 and 2 were completed. The completion of the South West Tobago Wastewater has resulted in the inclusion of approximately 10,000 additional customers for waste water coverage in South West Tobago; and continuation of the construction of the Trincity Wastewater Treatment Plant which has advanced to 45 percent completion.

PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

Environment

Much economic activity depends on ecological services (soils, water, vegetation, and climate). Environmental goods and services are vital for agriculture, forestry, fisheries and tourism. It is also important for public health: without regular supplies of domestic-household water with sufficient quantity and quality, the risk of sanitation-disease increases; without clean air, the population is at a high risk of respiratory diseases such as asthma. Thus, it is critical to safeguard the environmental-resource base in order to provide critical goods and services that are an integral part of sustainable development. As such, Trinidad and Tobago's Vision 2030, Theme V: 'Placing Environment at the Centre of Social and Economic Development' is closely aligned with the United Nations SDG Goal 3 - Ensure Healthy Lives and Promote Well-Being for All Ages and SDG Goal 13 - Take Urgent Action to Combat Climate Change and its Impacts.

Various human activities generate pollutants, greenhouse gasses and soil erosion have prompted many undesirable effects on the environment which can be threatening to human health, the global climate, the economy, natural resources and ecosystems. Hence, the Government places the conservation and preservation of the environment at the heart of development. Concerted efforts are required to deal with environmental issues and the concept of sustainable development. Some of the measures being undertaken by the Government include: pollution control, forest conservation, social awareness, waste management, water management, and implementation of policy programmes.

Environmental Management and Policy

The Environmental Management Authority (EMA) continued to implement key activities in 2020 with an expenditure of \$2.308 million on the following projects:

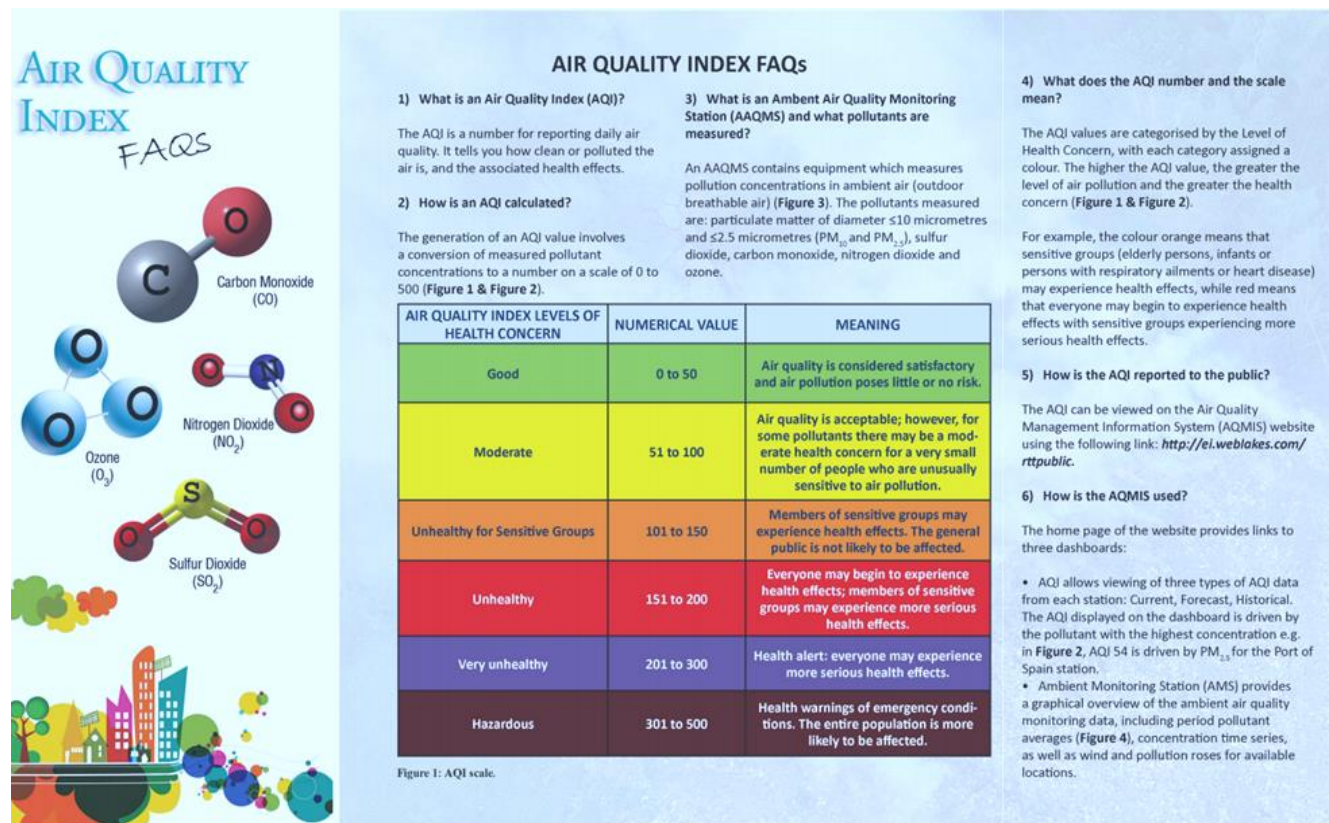
- *Establishment of an Ambient Air Quality Management Programme* - The overall project aimed to establish a national Ambient Air Quality Monitoring Network to collect data that can be used to make informed decisions, to best manage and improve ambient air quality and safeguard human health and the environment;
 - Phase 1 involves the establishment of a fifth (5th) Ambient Air Quality Monitoring Station in East, Trinidad. The Holy Cross College in Arima was chosen as the location and approval was granted. Tenders were evaluated and the service provider has been chosen;
 - Phase 2 involves the acquisition of software for the establishment of air sheds for Trinidad and Tobago. The software was identified and the current service provider for the Air Management Information System, Lakes Environmental, has been selected for the expansion of the software, to include an emissions inventory and a modelling module.

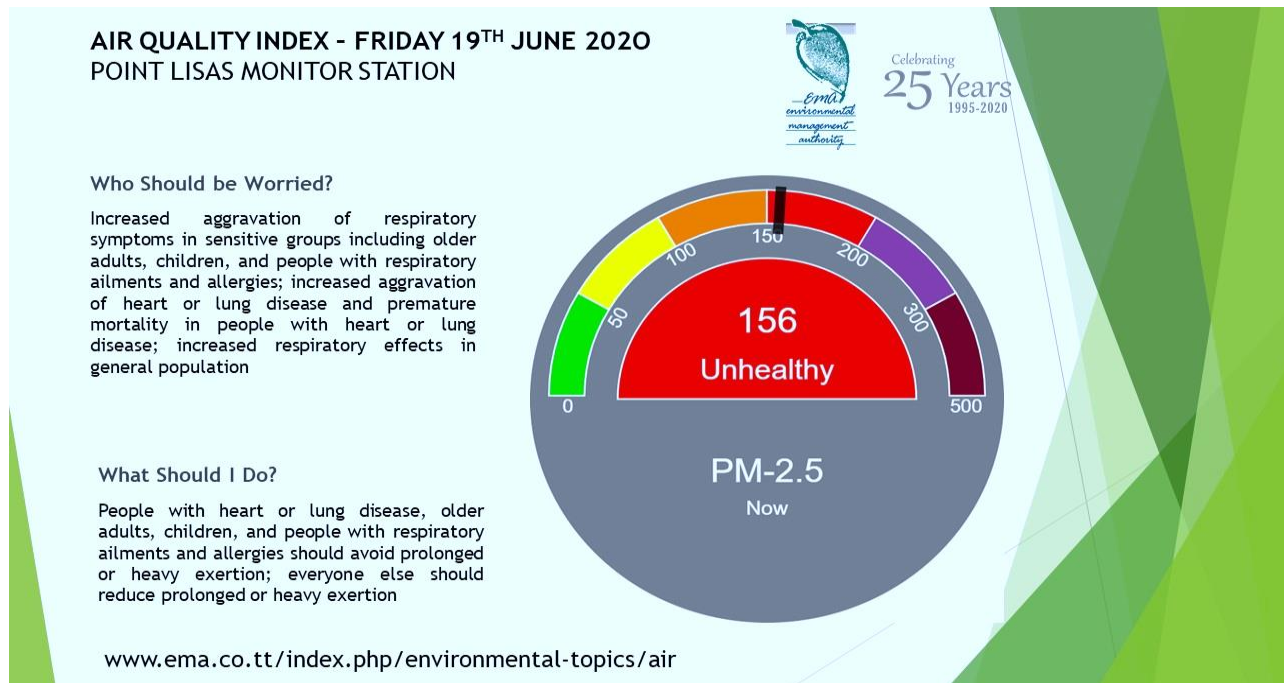
The Environmental Management Authority issued a warning statement to the public that the Air Quality Index (AQI) registered unhealthy during the recent period (June to July 2020). The Point Lisas and Signal Hill Ambient Air Quality Monitoring Stations were very effective, which meant that at both locations the EMA was able to:

- assess the extent of pollution;
- provide air pollution data to the general public in a timely manner;
- support implementation of air quality goals or standards;
- evaluate the effectiveness of emissions control strategies;
- provide information on air quality trends;
- provide data for the evaluation of air quality models; and

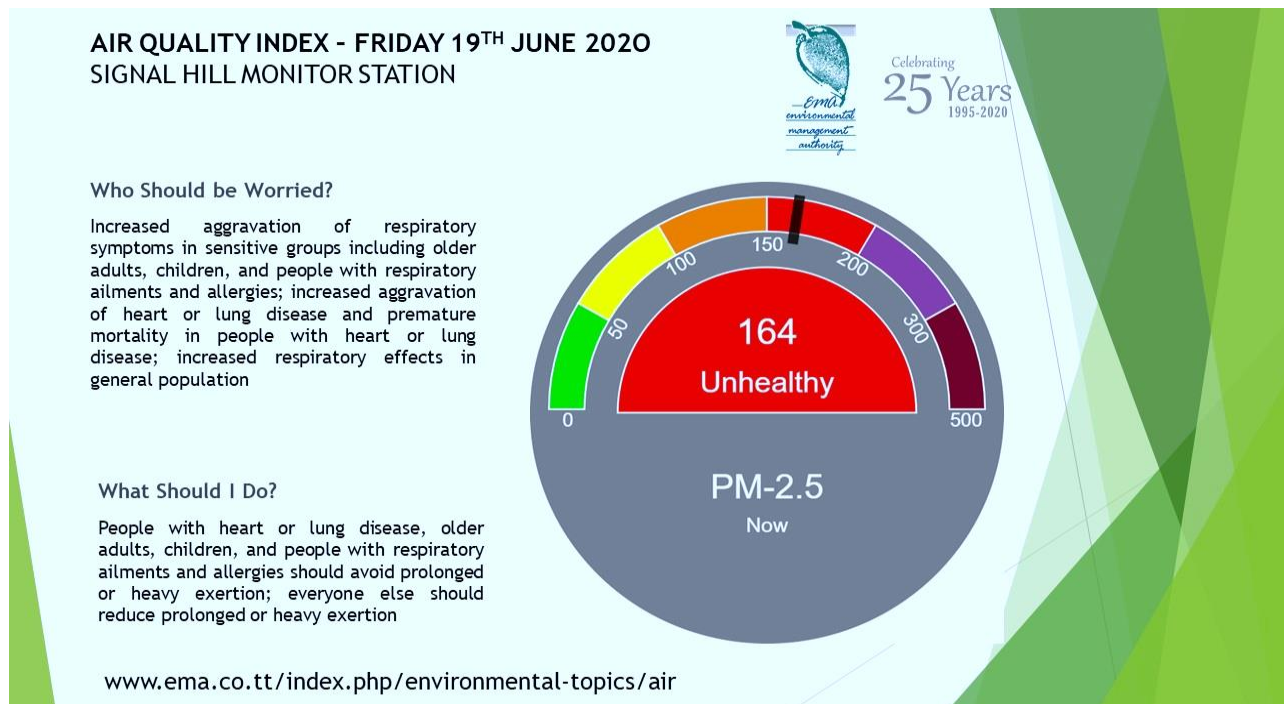
- support research (e.g., long-term studies of the health effects of air pollution).

The air quality index is a number used by the EMA to communicate to the public how polluted the air currently is or how polluted it is forecast to become. When the AQI increases, an increasingly large percentage of the population is likely to experience increasingly severe adverse health effects.





AQI – Point Lisas Monitoring Station (UNHEALTHY air pollution status, with an AQI index of 179).



AQI – Signal Hill Monitoring Station (HAZARDOUS air pollution status, with an AQI index of 426).



UNHEALTHY HAZE: *An overhead view of Belmont and the National Academy for the Performing Arts (NAPA) shows the hazy effect due to heavy Saharan dust in the air.*

- *The Development of Ambient Water Quality Standards for Trinidad and Tobago Project*
Requests for proposals for the development of watershed improvement plans for the Arima and Couva Watersheds (Trinidad) and the Courland Watershed (Tobago) were completed, works will continue in 2021.
- *Acquisition of ISO 9001 Certification for the EMA*

The ISO 9001:2015 certification acquisition project aims to establish an Environmental Quality Management System (EQMS) for the Environmental Management Authority (EMA) to ensure it meets its mission and objectives. ISO 9001:2015 is an internationally recognized standard that sets out the guidelines for the requirements of a QMS. ISO 9001 will provide a

framework for a holistic and strategic approach to the organisation's management policy, plans and actions with the benefits of improved customer and employee satisfaction whilst meeting specified and regulatory requirements. A critical success factor is the design and development of a QMS that meets the requirements of ISO 9001:2015.

In fiscal 2020, the EMA aimed to complete Phases III and IV. Phase III included the implementation of the QMS which becomes operational organisation-wide and to hire a consultant to conduct gap analysis, training and awareness sessions, scoping the QMS for certification, and advice on nonconformity issues. Phase IV included preparing and steering the EMA towards receiving

ISO Certification, recognizing and celebrating the achievement.

The following are some of the main achievements in 2020 from the planned works:

- EQMS software was purchased and operationalised. Currently further development of the software is being undertaken. This software assists with the implementation of the ISO 9001:2015 standard;
- external satisfaction and well-being surveys were conducted to identify improvement opportunities, needs and deficiencies towards implementing the QMS;
- EMA process owners, management and internal audit staff were trained in risk based thinking for identifying risks and opportunities, a new requirement of the ISO 9001:2015 standard;
- team building of the management and supervisory team in ISO 9001 compliance was completed in nine (9) monthly sessions); further eight (8) departmental team building sessions were conducted, which focussed on gaining an understanding of personality types and working with others to improve congeniality and effectiveness of departments;
- celebration for World Quality Day (November 2019) at all EMA offices including EMA Tobago recognising the team of celebrating 100 years of quality - the winning tag line for the Quality Policy was promoted during World Quality Day

and continues to form the platform for quality development; and

- time management and strategies to manage time for effectiveness was the focus of 5 team building sessions for 98 members of staff.



EMA Staff participating in World Quality Day – Time Management Team Building Sessions



Teaching that even without having all the information and with time constraints, appropriate planning can yield effective results.

The winning tag line of the Quality Policy was promoted during World Quality Day two week recognition.



Selected Tagline for EMA Quality Policy

Marine Resources

The Institute of Marine Affairs (IMA) continues to be guided strategically by Trinidad and Tobago's National Development Strategy 2016-2030 (Vision 2030). This document highlights the need for economic transformation through the diversification of the national economy, which includes the expansion of the blue 'ocean based' economy. The development of the local mariculture sector continues to present an opportunity in meeting this objective, which must be data and evidence driven, scientific and holistic, paying due attention to effects on the marine environment and impacts on livelihoods.

One of the goals for 2020 included the *Establishment of a Marine Field Station and Interpretive Centre at Pigeon Point Heritage, Park, Tobago.*

This Facility will be used by both local and visiting scientists doing marine research, and conservation work on the island. It will provide an opportunity to expand the tourism product from one of recreation to one of learning, and active participation in marine conservation efforts. Additionally, a

permanent IMA presence in Tobago will enhance collaboration with entities in Tobago such as Department of Marine Resources and Fisheries, Tobago House of Assembly and the non-governmental sector, and facilitate training for students and young scientists.

The IMA utilised \$0.115 million on the Geotechnical/Topographic Soil Investigation.



IMA's Mariculture Facility (modified container)



Refurbishment works completed at IMA's facilities, Chaguaramas.

Forestry

The importance of forests and trees to rainfall and water supply management and replenishment is crucial. This includes: improvement of water cycle, reduction of runoff, improving the replenishment of the water table, filtration of water pollutants, control of floods and regulation of storm water. Despite their importance, forests face

enormous threats due to over exploitation. Therefore recommendations were made for sustainable water supply and rainfall through natural regeneration by land protection, aggressive afforestation, forest conservation and sound management as well as policy formation and implementation. The mission of the Forestry Division is to sustainably manage the Nation's forests to ensure that they are abundant, ecologically healthy, and biologically diverse and contribute to the wellbeing of all people and to the national economy in current and future generations. Expenditure in the amount of \$0.331 million was utilised in 2020 through the implementation of the following projects:

- Re-afforestation of denuded Northern Range Hillside;
- Commercial Repository to reforest denuded lands for protection purposes and to establish commercial timber plantations;
- Improved Management to the Natural Forest –South;
- Forestry Access Roads;
- Sustainable Management of the Wildlife Resources in Trinidad and Tobago

Solid Waste Management

The Government reiterated its thrust to protect the environment by identifying the need for one lead Agency to manage recyclable waste. The Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) SWMCOL was identified as

that lead Agency and its mandate was expanded to include the implementation of the National Waste Recycling Policy, 2015.

In delivering its expanded mandate to promote local recycling, SWMCOL continued to refocus its efforts on key initiatives to transform the waste sector to an Integrated Solid Waste Management System with an expenditure of \$5.652 million on the following:

- *Establishment of an Engineered Municipal Solid Waste Landfill, Forres Park* to provide a sustainable long-term environmental solution for disposing the nation's waste, improve the quality of life for residents in the surrounding areas and increase employment opportunities for local contractors and the informal sector. SWMCOL has developed conceptual designs for the new sanitary engineered Municipal Solid Waste Landfill and in 2020 was provided \$2.0 million. The major achievements include:
 - Completion of Topographic and Hydrographic Surveys
 - Completion of Geotechnical Study
 - Continuation of Cadastral survey.
 - Continuation of Groundwater Studies
 - Continuation of Traffic Flow Analysis for a period of twelve (12) months which is expected to be completed by the 3rd Quarter of fiscal year 2021.

- *Upgrade of Recovery and Recycling Facility* located at Sea Lots, Port-of-Spain to improve the working conditions of its staff and to increase the operational capacity of the facility through the purchase of key equipment and machinery.

Disaster Preparedness

Vision 2030 envisions Trinidad and Tobago as a safe and secure place to live, visit, do business and raise families. One of the ways of achieving this is to protect citizens from the hazards of natural and manmade disasters. The Municipal Corporations of the Ministry of Rural Development and Local Government (MRDLG) serve as the first responders at times of natural disaster. To this end, an allocation of \$21.4 million was provided in 2020 for disaster preparedness initiatives and the sum of \$6.7 million was utilised for the following:

- to develop an Incident Command System (MRDLG) to enable effective control and coordination of emergency response by trained officers of the Municipal Corporations;
- to purchase disaster relief supplies and communication equipment at the Port of Spain City Corporation;
- to purchase a three tonne dump truck and a drone at the San Fernando City Corporation;
- to establish a Mobile Emergency Operations Center at Point Fortin Borough Corporation;
- to purchase disaster relief supplies for the Disaster Management Unit for the Diego Martin Regional Corporation;
- to purchase one backhoe at the San Juan/Laventille Regional Corporation;
- to upgrade the disaster storage facility at the Tunapuna/Piarco Regional Corporation;
- to purchase Global Positioning Systems (GPS) unit and a 3 tonne truck with tray and ladder as well as upgrade the Disaster Management Unit at the Couva/Tabaquite/Talparo Regional Corporation;
- to construct and outfit a Disaster Management Unit for the Mayaro/Rio Claro Regional Corporation;
- to upgrade the Disaster Management Unit for the Penal/Debe Regional Corporation; and
- to procure a habitat shelter for the Princes Town Regional Corporation.

Coastal Protection

An allocation of \$60 million was provided and was revised upwards to the sum of \$76 million in fiscal year 2020 to reduce the impact of coastal erosion along the coastline of Trinidad for the continuation of projects under the *Critical Coastal Protection Programme* which is implemented by the MOWT.

During the period under review the major achievements included:

- continuation of the *Cap-de-Ville Shoreline Stabilisation* project which involves the construction of a rubble mound revetment seawall along the Cap-de-Ville Shoreline to reduce ongoing coastal erosion and flooding in the area;
- continuation of the *North Cocos Bay Shoreline Stabilisation* project in Manzanilla which was 61 percent completed;
- completion of Phase I of the Matelot-Grande Riviere Shoreline Stabilisation project;
- continuation of the construction of a rubble mound revetment wall under Phase II of the Matelot Shoreline Stabilisation project;
- substantial completion of the Shoreline Management Plan for Manzanilla Beach; and
- advancement of the construction of a Breakwater System at Magdalena Grand Beach and Golf Resort which was 81 percent completed.

Work also continued under the Comprehensive National Coastal Monitoring Programme (CNCMP) which supports the monitoring of coastal areas and serve as a central repository for coastal data. Ultimately, the CNCMP will promote the adoption of environmentally and economically sustainable solutions to preserve and protect the coast.

Energy/Renewable Energy Alternatives

The Ministry of Energy and Energy Industries (MEEI) is responsible for the management of the energy sector of Trinidad and Tobago and for the promotion of renewable and energy initiatives. An overall allocation of \$4.3 million was provided to the MEEI in fiscal 2020, of which \$3.3 million was allocated under the Consolidated Fund and \$1 million under the Infrastructure Development Fund (IDF).

Renewable Energy and Energy Efficiency Initiatives (RE&EE)

The sum of \$0.5 million was allocated for development of the renewable energy and energy efficiency initiatives by the MEEI as follows:

- Installation of two (2) Electric Vehicle (EV) Chargers and the Purchase of One (1) Electric Vehicle for the MEEI – delays have been experienced with respect to the procurement of the EV charging stations and the electric vehicle;
- *Renewable Energy and Energy Efficiency Public Awareness Campaign* - the roll out of the campaign was delayed due to the COVID-19 pandemic. The strategy for the rollout of the campaign has been revised to minimise physical contact among the relevant stakeholders. A social media survey on renewable energy and energy initiatives was launched in August 2020; and
- *Waste to Energy (WtE) Facility at the Beetham Landfill* - internal discussions were held among officials at the MEEI to determine a way forward for the implementation of the project.

Synthetic Aperture Radar System

The sum of \$2 million was allocated for the installation of two (2) Synthetic Aperture Radar Systems at Chaguaramas and Port of Spain for the detection and monitoring of oil spills in the Gulf of Paria. The tendering process for the supply and installation of the Radar System at Chaguaramas was 70 percent completed.

A site visit was conducted by officials of the MEEI to Tower C on Wrightson Road, Port of Spain to determine the suitability of that location for the installation of the second Synthetic Aperture Radar System and was deemed suitable for the installation of the radar.

Acquisition of Equipment for the National Quarries

The sum of \$0.8 million was expended in fiscal 2020 for the payment of outstanding

Value Added Tax (VAT) for the acquisition of a rock drill and a stone crusher by the National Quarries Company Limited (NQCL). The rock drill and the stone crusher were delivered to the NQCL in December 2019 and April 2020 respectively.

Dredging of the Sea Lots Main Channel and Turning Basin

Over the years, Sea Lots Main Channel and Turning Basin has become heavily silted which poses a challenge for vessels to navigate as its depth is below the minimum requirement of seven (7) metres which is required for safe navigation. Hence, there was a need to dredge the Channel to meet the required depth for the safe navigation of vessels. The Toxicity Characteristic Leaching Procedure (TCLP) and the Bathymetric Survey were completed. The contract is under review and the work is being revised. The sum of \$1 million was allocated to this project.

DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

Administration

Public Buildings

To effectively execute the business of Government, strong infrastructure that includes buildings, information and communication technology, law and the regulatory environment have been given priority attention.

Construction and refurbishment works were undertaken in fiscal 2020, aimed at providing suitable accommodation and safe and healthy OSH Act compliant work environments at several Ministries and Departments. The sum of \$67.3 million was allocated to undertake the following activities which included:

- *Judicial accommodation* – construction of duplexes for judicial officers to provide housing for Judges and Magistrates in Tobago and works included guard booth, perimeter fence and installation of security systems;



Housing for Judicial officers in Tobago



Housing for Judiciary in Tobago

- *Members of Parliament sub-offices* – refurbishment works to constituency offices for Members of Parliament to facilitate servicing their constituents at their offices and sub-offices. These include refurbishment work done at Mayaro, Arouca Maloney, Laventille East/Morvant, St. Augustine, Naparima, Fyzabad;
- *Ministry of Finance* – continuation of upgrade of physical infrastructure to the Ministry of Finance Building, refurbishment works to District Revenue Offices and upgrade of the Container Examination Centre (CES) at the Port of Port of Spain;
- *Ministry of the Attorney General* – outfitting of facilities to accommodate new and existing staff intended for the Director of Public Prosecutions, at Port of Spain and San Fernando offices. Additionally, outfitting of office space to facilitate the introduction of a Public Defenders Office under the Legal Aid and Advisory Authority; and

- continuation of infrastructural upgrade with the commencement of phase 2 and the procurement and repairs of equipment for the Rudranath Capildeo Learning Resource Centre (RCLRC) Facility.



RCLRC auditorium renovation



RCLRC new air-conditioned equipment installed



RCLRC new fence line and sewerage repairs

- *Ministry of Housing and Urban Development* – refurbishment of offices of the Ministry of Housing and Urban Development head office. Support to small and micro business continued with the upgrade and expansion works at Eastside Plaza and New City Mall;
- *Personnel Department* – continuing of customisation and outfitting of office building at No. 3 Alexandria St, St. Clair for staff of the Personnel Department, including cabling infrastructure and partitioning;



Customisation of offices for Personnel Department



Customisation of offices for Personnel Department

- *Regional Corporations* – refurbishment works at head offices for Diego Martin, Tunapuna/ Piarco, Couva/ Tabaquite/ Talparo and Mayaro Regional Corporations;
- MALF – upgrade of Infrastructural Facilities at Research Division, MALF, to completely refurbish the infrastructural facilities at the Central Experiment Station, Centeno and to outfit offices and laboratories with furnishings required to conduct accurate research and provide expedient and professional services to the farming community and the general public;
- THA – purchase and installation of equipment for the Meteorological Services Division, Tobago, such as testing and acceptance of Capella-GR GOES Ground Station, Band Portable Doppler Weather Rader Systems, six (6) LLWAS Towers which will provide measurement of all parameters required for the safe operations at the airport including but not limited to approach, landing and take-off. This also facilitates the real time satellite pictures for use in weather forecasting, making weather predictions and tracking storms and hurricanes;



*New Red Ring Disease Research Building,
Centeno*



New Technical Officers Building, Centeno



*Installation of Ground Satellite Station
Receiving Antenna*



Staff Training and New Technology

- The relocation Ministry of Foreign and CARICOM Affairs Head Office - ; renovation and ancillary works at the former MALF Office in St. Clair; and
- Negotiations. for the design, construction, outfitting and maintenance of the Administrative Building of the Ministry of Health, utilising a Build-Own-Lease-Transfer (BOLT) arrangement between UDECOTT and NH International has commenced.

Court Facilities

To improve the administration of justice, several key initiatives were undertaken with the aim of improving efficiency, improving the administration of justice and increasing public confidence in the justice system. In fiscal 2020, an overall sum of \$52.6 million was expended by the Judiciary for the upgrade of court facilities throughout Trinidad and Tobago which include the following:

Family Court of Trinidad and Tobago

The main objective of the Family Court of Trinidad and Tobago is "to encourage parties to resolve their family disputes themselves with specialist assistance and provide support where ever necessary." Following the proclamation of the Family and Children Act, No. 6 of 2016, the services of the Family Court were expanded to include the establishment of a Family and Children's Courts in Tobago. A total of \$5.8 million was utilised under the *Family Court – Institutional Strengthening* project for the following:

- installation of beam seaters, furniture and furnishings;
- supply and installation of electric bill counter and standby power systems;
- purchase of office equipment and installation of FTR Digital Court Recording System;
- installation of air condition systems; and
- construction of a guard booth, pedestrian walkway and installation of signage.

In addition, works continued at the Children's Court at Fyzabad and Port of Spain under the project for the *Establishment of a Children Court of Trinidad and Tobago*. Funds totalling \$2.4 million were expended for the purchase of IT equipment, furniture as well as for the upgrade of the air condition.

Improvement/ Refurbishment of Court Facilities

In fiscal year 2020, upgrade works continued on the nation's court facilities. Major achievements included the:

- supply and installation of the water and waste system, installation of laminate flooring and replacement of washroom fixtures at the Hall of Justice on Knox Street, Port of Spain at a cost of \$0.4 million;
- installation of nine (9) walk-through baggage scanners throughout the nation's courts at a cost of \$2.6 million under the project for the Implementation of a Comprehensive Security System in the Judiciary;

Under the project for the ***Refurbishment of Magistrates' Courts***, funds totalling \$11 million were utilised for the upgrade of a number of Magistrates Courts and for the purchase of equipment as follows:

- upgrade of UPS Systems and cleaning and sanitizing of numerous Magistrates' Courts;
- supply of touch mask (slide) and purchase of office furniture for all of the Magistrates' Courts;
- repairs to the sewer systems and extensive cleaning and servicing of the Chaguanas Magistrates' Court;
- repairs to the sewer system at the Couva Magistrates' Court which included the installation of a Pump Down Tank;
- installation of air condition units at the Port of Spain Magistrates' Court; and
- external works has been 80 percent completed whilst ceilings, electrical and plumbing works complete internally. ICT and security works are ongoing at the Princess Town Magistrate Court.



External Works completed at the Princes Town Magistrate Court



External Works completed at the Princes Town Magistrate Court



External Works completed at the Princes Town Magistrate Court



External Works completed at the Princes Town Magistrate Court

Construction of Video Conferencing Centre at Golden Grove Arouca

Additionally, to improve the timely access of persons to justice and reduce the backlog of cases within the courts, eight (8) 20-foot refurbished containers were installed at the Golden Grove Prison for the establishment of the Video Conferencing Centre for the sum of \$0.8 million which will serve as temporary video conferencing trial rooms for prisoners and their legal representatives. With the establishment of the Centre, trials are now conducted virtually via video link from the prison facilities resulting in the cost of transporting prisoners to courts have been reduced.

Historical Buildings

Investments totalling \$81 million was provided in fiscal year 2020 for the restoration of historical buildings. Under the programme for the *Restoration of Historical Buildings*, a total of \$29.5 million was utilized for the following:

- completion of restoration works to the President's House;
- continuation of the restoration of Mille Fleur Building; and
- completion of the Prime Minister's Residence in Tobago.

The President's House and the Prime Minister's Residence in Tobago were officially handed over to the Office of the Prime Minister (OPM) by UDECOTT in December 2019.

Capacity Building/Institutional Strengthening

The Ministry of Public Administration continued its focus on the improvement of the Human Resource Management architecture throughout the public service as well as the enhancement of the future leadership of the Public Service under its Executive Development Programme for Senior Public Officers. Capacity building in the Public Service is essential to facilitate strategic service delivery and success in leadership across the public sector. Major initiatives to strengthen the operational effectiveness throughout the public service continued in 2020 and funds were provided in the amount of \$1.7 million of which \$0.3 million was utilised for the following activities:

- *Modernisation of the Public Service Academy* – staff development continued with 11 officers trained in Instructional Design Programme Module III (virtual session)
- *Implementation of the Business Continuity Management (BCM) in the Public Service* – ISO Certified training was completed over the period in:
 - Risk Management for 6 persons
 - BCM training in two cycles of 15 persons each
 - Public Sector Performance Management Systems (PSPMS) – the following activities were completed in 2020:
 - acquisition of service providers over a 12 month period;
 - acquisition of licences for online solution (open source) for 12 months;

- train the trainer (delivery and material for 20 persons); and
- coaching for 26 Permanent Secretaries and Deputy Permanent Secretaries for 6 months.

The Ministry of Labour and Small Enterprise Development (MOLSED) plays a strategic role in creating growth, promoting diversity and restoring confidence through its critical work in fulfilling Government's labour, employment and entrepreneurship commitments. Its aim is to maintain industrial peace, facilitate decent work, improve the quality of life for all persons in Trinidad and Tobago and position the economy to compete effectively in the global marketplace. In fiscal 2020, the MOLSED was allocated a sum of \$20.8 million for the implementation of the following strategic initiatives:

Operationalisation of the National Tripartite Advisory Council

To facilitate tripartite dialogue and promote a consultative approach to governance among government, private sector and trade unions, the National Tripartite Advisory Council (NTAC) of Trinidad and Tobago, which was established in March 2016. In fiscal 2020, a total of \$0.6 million was expended for the payment of salaries to staff for the establishment of the Secretariat to the *National Tripartite Advisory Council*.

Labour Legislation Reform

The main objective of the *Labour Legislation Reform* project is to promote the development of modern and model legislative framework that allows businesses and employees to thrive in an environment of co-operation and sustainability. A report from the Industrial

Relations Advisory Committee (IRAC) was submitted to the MOLSED on January 2020 outlining recommendations on legislation related to the employment standards in the workplace.

Occupational Health and Safety Programme

The main goals of the *Occupational Health and Safety Programme* are to promote enforcement of the Occupational Health and Safety (OSH) Act 2004 and to develop a system for capturing the prevalence of occupational illnesses and injuries in the country. The major achievements under the *Occupational Health and Safety Programme* included:

- completion of corporate branding process;
- engagement of a contractor for the development of Management Information System (MIS);
- development of an accident database to be integrated into the MIS; and
- development of training modules for OSH Inspectors in the fields of oil and gas, construction and hygiene.

NEDCO - Business Accelerator Programme 2020-2024

The *NEDCO - Business Accelerator Programme 2020-2024*, which was officially launched in December 2019, seeks to establish a business incubation programme for potential entrepreneurs to convert business ideas into sustainable industries. In fiscal 2020 a total of \$0.1 million was expended for major achievements which included:

- conduct of an outreach programme in February 2020 geared towards attracting potential clients to the programme;
- selection of fifteen (15) participants for the *Business Accelerator Programme*;
- conduct of an orientation session in January 2020 for 26 participants; and
- conduct of training and development activities for participants and completion of the training module entitled '*Know Your Taxes.*'



Some of NEDCO - Business Accelerator Programme Participants and University Representatives



Senator the Honourable Jennifer Baptiste-Primus delivers the feature address at the Launch of the NEDCO - Business Accelerator Programme 2020-2024



NEDCO - Business Accelerator Programme Orientation Function

Communication

The goal of improving the Postal Services to all clients throughout Trinidad and Tobago and sustained viability continued in fiscal 2020 with expenditure on various projects including:

- The S42 addressing system was completed at a cost of \$3.313 million. The S42 Addressing standards will standardise all addresses throughout the country thus improving the accuracy and efficiency of the service provided by TTPOST.
- The Transport Fleet Upgrade was completed in fiscal 2020, successfully bringing to an end the phased replacement of aged and aging vehicles which will help TTPOST maintain acceptable service standards and maximize new business opportunities

Law Enforcement

The TTPS) has undergone a period of dynamic transformation aimed at strengthening the organisation. It has restructured its operations with the introduction of specialised units, to effectively execute its mandate of preservation of law and order in the country. The Service is hierarchical and complex with 10 levels of ranks and 37 sections, Divisions, Branches and Units.

In 2020, the TTPS continued its effort to create an environment that ensured public safety and national peace, whilst maintaining law and order. The service received a budgetary allocation of \$107.5 million to implement its Development Programme which included the following activities:

Improvement Works to Police Stations/Administration Building are ongoing, as follows:

- refurbishment and repair works at the Arouca Police Station; Matelot Police Station and the Mounted Branch;
- relocation and outfitting of the Polygraph Unit to Alexander Street, St. Clair
- construction of an office to accommodate Prison Staff at the Sangre Grande Police Station;

Upgrade of the Police Administration Buildings - civil works to the sixth floor and upgrading works to the fifth floor and acquisition of furniture for the executive floors

- *Refurbishment of the Multi Option Police Service (MOPS) Building* in St. Ann's – work on the construction of a rappel tower is 20 percent completed and in progress;
- *Establishment of New Facilities for Traffic and Highway Patrol Branch* – under this project, civil and painting works are ongoing so as to relocate the Traffic and Highway Patrol to the Atrium, Aranguez;
- *Expansion of Facilities at Homicide Area East* – works on the three phases continued, with installation of a fire protection system;
- *Establishment of Police Youth Club Facilities* – refurbishment works are in progress at the following venues: the old Magistrate Court and the old Police Station building La Brea;
- *Construction of Additional Dormitories - Police Training Academy (PTA)* – refurbishment works on the grounds for Housing and storage facilities are ongoing and are 68 percent completed;
- *Purchase of Vehicles for the Police Service* - project activity included the procurement of the following vessels: two riverine vessels, one 30 foot Bowen Pirogue and one 30 foot Bowen Deep V Mono Hull Boat;

- *Purchase of Equipment for the Police Service* - project activity included the procurement of the following: cyber intelligence suite for the TTPS, voyager analytics computing platform, email management appliance and closed circuit television network cameras for Port of Spain, Arima and San Fernando;
- *Establishment of Divisional Property Rooms*- consultancy services to establish a Divisional Property Room at Siparia Police Station are 20 percent completed while demolition works to the garage and store room at the Siparia Divisional Headquarters is 90 percent completed;
- *Establishment of Facilities for Divisional Command Centres*- civil works associated with the Divisional Command Centre, Central were completed. The installation of a fire suppression, alarm sprinkler and panel system for the Divisional Command Centre are in progress;
- *Establishment of Juvenile Booking Stations*- refurbishment works for the Cumuto Police Station and installation of specialised furnishings for the Shirvan Road Police Stations were completed. The procurement of specialised furnishings for other facilities are in progress;
- *Upgrade of Detention Cells at Police Stations*- upgrading works at the Cedros Police Station and I.T. works at the Tunapuna Police Station were completed. Upgrading works are in progress at the Chaguanas, Tunapuna, St. James, Arouca, Toco, Rio Claro, Siparia, Point Fortin and Sangre Grande Police Stations;

- *Upgrade of Facilities - Anti-Kidnapping Unit (AKU)* - electrical upgrading works on the AKU building in Brechin Castle were completed. Refurbishment of the floor, washrooms and sewer upgrade are in progress;

Transformation of the Police Service - refurbishment of the new cricket pavilion at the PTA, St. James, is in progress while refurbishment works to the football field at the Academy were completed; Work completed include:

Improvement Works to Police Stations:

- upgrade works and the supply and installation of furnishings at the Trinidad and Tobago Command Centre, Knowsley Building, Port of Spain; and
- additional upgrade works to the sewer at the Valencia Police Station
- *Refurbishment of Police Headquarters* – repairs to the roof of the Old Police Headquarters – Blocks B, D and E and refurbishment of the Internal Audit at Old Police Headquarters
- *Establishment of a Divisional Interview Suite* at the Shirvan Road Police Station, Tobago.

An allocation of \$66.79 million under the IDF was provided exclusively to cover expenditure associated with the advancement of projects under the new police station construction programme. With this funding the TTPS undertook the following activities under the IDF in fiscal 2020:

St Clair Police Administrative Support Centre

This project involves the design and construction of a new signature Police Administration Building on a 4,350 square metres site located at Lots 41 and 42 Serpentine Road, St. Clair, opposite the intersection of Flood Street. The building has a coverage of 996 square meters and a gross building floor area of 1,974.7 square metres. 94 percent of the allocation for fiscal 2020 has been expended to complete designs and 35 percent of external and internal works.

The new Police Administration Building will be a two storey, structural steel-framed building, that will provide policing activities that will differ from the activities usually provided at police stations. The units which will be housed at this Police Administrative Support Building include the Victim Support Unit, the Juvenile Booking Centre, the Gender Based Violence Unit and the Child Protection Unit.

This facility will address:

- Crimes committed by and against minors;
- Preparing victims and witnesses for court and providing support throughout the process;
- Investigating all reports of sexual assaults against adult victims be it male or female for example, date rapes as well as random acts of violence like kidnappings and burglaries;
- Investigating crimes against victims of domestic violence, particularly in intimate partner relations.

Having complementary services and all Units of Special Victims Department co-located, will allow for improved delivery of service to citizens as there will be enhanced harmonization of efforts, investigations and services. This building will be a dedicated location which is removed from other police services and should be more amenable to getting victims to report crimes. Officers attached to these units are specially trained to engage victims resulting in a more professional and empathetic delivery of service.

Carenage Police Station

The Carenage Police Station will be a 2-storey structure with a total floor area of 1,846 square metres to be constructed on 3113 square metres of land along the Western Main Road in Carenage. The reinforced concrete building will provide basic spaces that are common to all TTPS stations and include public reception space, private statement rooms, fingerprinting room and offices among other units and amenities that will aid the officers of the TTPS with the necessary tools needed for 21st century policing.

The design, foundation and superstructure works have been completed while the plumbing works are 73 percent and the electrical works are 49 percent completed. External site works such as paving, landscaping, drainage, fencing, gates, and buried services are 17 percent completed.

Shirvan Road (formerly Old Grange) and Roxborough Police Stations, Tobago

Expenditure on the Construction of Shirvan Road (formerly Old Grange) and Roxborough Police Stations, Tobago in the amount of \$43.7 million was expended for the payment of outstanding bills for the completion of these projects.

Public Safety and Citizen Security

The strengthening of our national security and improving the personal safety of the citizenry is a top priority of the GORTT. The GORTT also seeks to ensure that the security forces are equipped and mobile to respond to the needs of the citizenry as well as our regional and international partners.

Strengthening our Military Capability – Land Formation

The Trinidad and Tobago Regiment (TTR) is responsible for securing the nation against internal and external threats, providing assistance to law enforcement and responding to natural and man-made disasters. The TTR continues to focus on its readiness to tackle security issues and the development of its infrastructure and equipment in Trinidad and Tobago.

In fiscal 2020, funds totalling \$38.2 million was allocated to the TTR, of which \$9 million was utilised towards the development of Camp La Romain. The Second Infantry Battalion was relocated from the Chaguaramas Heliport to Camp La Romain. As a result, there was a need to expand the Base at La Romain to accommodate an additional 700 regiment personnel.

The development of the base infrastructure at La Romain continued in fiscal 2020. The major achievements at the Camp La Romain included the construction of buildings for housing, development of a road network around the base, installation of a backup power supply, upgrade of water supply storage and sewer capacity, construction of a car park, construction of drains and installation of utilities.

Another force categorised as land formation is the Trinidad and Tobago Defence Force Reserves (TTDFR). The TTDFR was established to provide support to the regular forces. In fiscal 2020, the TTDFR was provided with an allocation of \$4 million to for improvement to the infrastructure at the bases located at Tucker Valley, Chaguaramas and in Tobago. The sum of \$1.4 million was expended to commence upgrade of the male dormitory and toilet facilities.

Protecting our Nation's Borders – Maritime Formation

The Trinidad and Tobago Coast Guard (TTCG) is the country's primary maritime surveillance and control authority charged with securing our maritime boundaries. The focus of the TTCG is to improve its maritime operations through the development of the infrastructure at various bases and acquisition of vessels and equipment.

A total of \$0.5 million was utilised for the provision of logistical support and maintenance of its naval assets as stipulated in the contract with Damen Gorinchem to ensure that vessels remain operational.

The TTCG was able to initiate a few of its plans for fiscal 2020, however, the restrictions imposed during the COVID-19 pandemic negatively impacted project implementation. Some of the achievements included:

- commencement of the procurement process for the acquisition of specialised equipment;
- development of a draft contract to undertake preliminary designs for the construction of an Integrated Logistics Support (ILS) facility for training, maintenance and logistics support for the vessels at the Chaguaramas Heliport; and
- commencement of the procurement process for the supply, delivery and commissioning of two stand-by generators for Staubles Bay.

Additionally, the TTCG continued the procurement process for the acquisition of two (2) Naval Cape Class Patrol Vessels. In fiscal 2020, the sum of \$111.4 million was expended for payment to Austal Pty Shipyard for the design and construction of the vessels.

Building our Fire Fighting Capability

The Trinidad and Tobago Fire Service (TTFS) has a responsibility for fire and civil defence through the provision of fire and emergency response services to the nation. In fiscal 2020, the TTFS continued to focus on the construction of the fire stations to service new residential and commercial communities.

In fiscal 2020, a total of \$63 million was allocated for the construction of five (5) fire stations at Arouca, Penal, Point Fortin, Black Rock and Roxborough, Tobago. Of this sum, \$22.3 million was expended for the completion of Penal Fire Station which was officially opened in March 2020. The Penal Fire Station has been operational with a limited capacity of 46 Fire Officers and will serve the areas of Penal, Debe, Barrackpore, Mon Diablo and Quinam. The Roxborough Fire Station in Tobago was also officially opened in August 2020. In fiscal 2020 12.2 million was expended on the construction of the Roxborough Fire Station.

Pre-construction activities have commenced for the construction of both the Arouca and Point Fortin Fire Stations whilst Black Rock Fire Station is in the design phase.



Penal Fire Station

Rehabilitation of Offenders

The Trinidad and Tobago Prison Service (TTPrS), an arm of the Criminal Justice System, has been committed to protecting society and preventing the recurrence of criminal activity by facilitating opportunities for rehabilitation for offenders while maintaining safe, secure and humane conditions. In keeping with its mandate to provide prison facilities that are in accordance with international standards, the TTPrS utilised a total of \$17 million for the following:

- reconstruction of the ration room at the Golden Grove Prison. Works progressed to 81 percent completion and included the replacement of tiles and ceiling, painting and masonry works;
- installation of a Closed Circuit Television System (CCTV) at all prison facilities which was 85 percent completed;
- completion of drawings and specifications for the upgrade of plumbing and electrical systems at the Remand Yard Prison at Golden Grove. The National Insurance Property Development Company (NIPDEC) has been engaged to provide procurement, project management, engineering and construction management services; and
- selection of a contractor for the construction of a *Rehabilitation Centre for Girls* at Youth Training Centre.

Regional Development Planning

In 2020, Government continued to focus on improving key public institutions to ensure strengthened capacity and operations for critical services. One (1) such institution is the Town and Country Planning Division (TCPD) of the Ministry of Planning and Development. The sum of \$5.8 million was allocated to implement three (3) key projects:

- Improvement of Service Delivery Infrastructure at TCPD;
- Automation of the Construction Permit Process; and
- Implementation of the Automated Workflow Process.

Under the project *Improvement of Service Delivery Infrastructure at TCPD*, activities continued for the improvement of the physical infrastructure and working environment of TCPD offices. Enhancement works were proposed to be undertaken on the lobby and workstations of the East Regional Office. However, due to the closure of the Regional Offices based on the Public Health Ordinance for COVID-19 the overall completion of the renovation works and data re-cabling was delayed at this office. A total of \$0.01 million was expended on the project.

To improve the procedural efficiency of the construction permitting system, the project *Automation of the Construction Permit Process* entails the creation of an online system for the submission, assessment and approval of development proposals. Funding for the technological development of the automation software was provided by the IDB's 'Ease of Doing Business Programme' in partnership with the Ministry of Trade and

Industry. Activities under this project included support services such as training workshops, stakeholder sensitisation, change management (to facilitate a streamlined shift from manual processing to digital), marketing and promotion and procurement of hardware equipment for users of the system.

In 2020, the Ministry of Planning and Development reviewed the Automated Construction Permitting (ACP) System User Guide for staff of the TCPD and other Government agencies. The Ministry also conducted train the trainer sessions with key regulatory agencies in the construction permitting system (related to drainage, historical restoration, National Trust, Fire Prevention Administration, public health and County Medical Officers of Health) to ensure the success of the automated system.

The new online TCPD application portal is called **‘DevelopTT’**



In March 2020, the pilot was launched in the North Regional Office and the platform accepted online applications from customers that fall within the boundaries of the Port of Spain City Corporation (in the first instance),

and subsequently those within the Diego Martin and San Juan / Laventille Regional Corporations called the T1 Region. A total of 154 applicants and 101 approvers registered for the DevelopTT system and participated in the pilot launch. In June 2020, the system was extended to the T5 Planning Region which included the Chaguanas Borough Corporation, Couva/ Tabaquite/ Talparo Regional Corporation and parts of the San Juan/ Laventille and Tunapuna/ Piarco Regional Corporations. These pilots in the aforementioned areas will facilitate critical data and feedback to ensure the full readiness of the system prior to the nationwide launch.

Inherent to the success of the automated construction permitting system is the integration of the Town and County Planning Division's paper-based, development legacy data into a digital format. As such, the project *Implementation of the Automated Workflow Process* involves the digitisation of TCPD's dataset (application files, plotting maps and layouts) utilising a phased approach.

In 2020, funds totalling \$0.5 million were utilised for phase one activities which included the completion of digitisation work at the North Regional Office (with 44,638 application files, 1,281 layouts and 756 plotting sheets scanned and indexed) and the commencement of the process for the South Regional Office (with 36,068 files and 900 layouts scanned and indexed as at May 2020). In addition, the TCPD has successfully tested the digitisation content connectivity within the automated construction permitting system.

Regional Development Initiatives

Western Trinidad, specifically the Chaguaramas peninsula with its natural amenities and vast potential, was identified as a key region for transformation in the Government's national development agenda. Chaguaramas offers a wide array of investment opportunities such as marina, ecotourism, leisure and recreation facilities, therefore, the Government through the Chaguaramas Development Authority (CDA) steadfastly continued infrastructural development works. A total of \$4.6 million was allocated for projects under the CDA for the development of the Chaguaramas peninsula.

The Authority has embarked on a programme to upgrade five (5) CDA owned car park developments to provide sufficient parking accommodation for visitors to the area. In

2020, work was conducted for the development of two (2) car parks (one opposite Pier II and the second is located near to the Hotel Convention Centre along the Western Main Road, Chaguaramas) to accommodate 1,300 vehicle spaces. Newel Lewis BroadBridge and Associates Architects Limited (NLBA) developed the architectural, structural/civil engineering drawings for both car parks and preparation of applications for the necessary statutory and regulatory approvals was undertaken.

The CDA also received an allocation of \$1 million to conduct upgrading works to the country's sole public golf course, located in Chaguaramas. The sum of \$0.9 million was utilised for improvement works to the golf course club house.

PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET

Community Development

Construction and Refurbishment of Community Centres

Vision 2030 emphasises the need for the “creation of a society that shares the social attributes and cultural norms of trust, goodwill, honesty, respect, tolerance, integrity, benevolence, civic pride, social justice and community spirit.”

In keeping with its mission to create an enabling environment for developing resilient communities, fostering cultural expression and inculcating national pride, the Ministry of Community Development, Culture and Arts (MCDCA) expended a total of \$45.5 million for the provision of community infrastructure throughout the nation.

Under the *Programme for the Construction and Upgrade of Community Facilities*, a total of 13 centres in the areas of Diego Martin Central, Bon Air, Chickland, Las Lomas #2, Indian Trail, Tarodale, Bagatelle, Quarry Village, Tarouba, Cantaro, Diego Martin South, Petit Valley and Techier were completed and opened in fiscal 2020.



Bagatelle Community Centre



Techier Community Centre



Bon Air Community Centre



La Lune Community Centre



Petit Valley Community Centre



Tarouba Community Centre



Tarodale Community Centre

Implementation of Self Help Programmes

The National Commission for Self Help Limited (NCSHL) through the Implementation of Self Help Programmes continued to improve and transform the lives of vulnerable groups through micro and macro infrastructural development projects. Among the major achievements are:

- **Culture** provision of 27 Emergency Repair/Reconstruction Assistance Grants (ERRAG) to victims of natural disasters;
- distribution of 50 Minor Repair and Reconstruction Grants (MRRG) to pensioners, elderly persons and under privileged families to purchase building materials to repair and refurbish their homes;
- commencement of 60 infrastructural projects including construction of retaining walls, box drains, bridges, paving of roads and school yards, upgrade of recreation grounds and laying of pipes; and
- provision of nine (9) Low Cost Housing Grants (LCHG) to needy families for the construction of low cost accommodation.

The services offered through the Ministry of Community Development, Culture and the Arts (MCDCA) seeks to both nurture and inspire the citizens of the nation. This Ministry celebrates, reinforces and champions who we are as a people; promotes our history, uncovers and spotlights our heritage, traditions and art forms. The MCDCA with its mandate for building communities and their democratic institutions, lends support to the nation's

collective consciousness, volunteerism, harmony and the collective will for an enhanced quality of life for all citizens. The Ministry's core areas of responsibility include community development, culture and the arts.

Through the ensuing projects the MCDCA achieved the following in fiscal 2020:

- *National Museum Development* - An amount of \$0.036 million was expended on outstanding payments to contractors for refurbishment works completed in fiscal 2019 as follows; sewerage works in the amount of \$0.02 million and the sum of \$0.01 million was utilised for the removal of trees on the property;
- *The Establishment of the Sugar Museum* – continuation of electrical upgrade works, which included the removal of existing electrical wiring, replacement and installation of electrical fittings and fixtures. Electricity poles were also installed.
- *Museum of the City of Port-of-Spain/Carnival Musium (Fort San Andres)* – the restoration and upgrade of Fort San Andres continued. A total of \$0.35 million was expended on outstanding payments to contractors for restoration and upgrade works were completed.
- *Upgrade of Facilities – Naparima Bowl* – the sum of \$0.094 million was expended on additional works to complete the cafeteria.



Outdoor Cafeteria Naparima Bowl



Internal Cafeteria Naparima Bowl

- *Upgrade of Facilities – National Academy for the Performing Arts (NAPA)* – works are ongoing at NAPA and several areas were targeted for fiscal 2020. The amount of \$0.797 million was utilised for upgrading of the showers for the dressing rooms, upgrading of the electrical of panels in the front lobby and installation of electricity for the guard booth as well as installation of signs. Work progressed for the lighting on the stage, cleaning of the rafters and the telephone system was upgraded.

- *Refurbishment of Queen's Hall* – the sum of \$0.603 million was utilised for the procurement of lighting and stage equipment.
- *Upgrade of Facilities – Southern Academy for the Performing Arts (SAPA)* – funds in the amount of \$0.033 million were provided for the award of a contract and commencement of works relating to the signage at SAPA.
- *Hosting of Carifesta XIV 2019* - the Caribbean Festival of Arts (Carifesta) was hosted during the period August 16 to 25, 2019. Outstanding payments in the amount of \$10.429 million was remunerated to suppliers for products and services supplied for Carifesta XIV 2019.
- *Development of First peoples* –The Ministry completed both the Business Proposal and the Project Screening Brief for the development of First Peoples;
- *Academy for the Performing Arts*-this IDF project has outstanding payments to a contractor for remedial works completed in 2016. Funds in the amount of \$7.50 million were released for payment.
- *Redevelopment of the Naparima Bowl*- under the IDF, the Ministry has awarded a contract in the sum of \$1.61 million for the Master Plan - Design of the Naparima Bowl Refurbishment and Expansion.

- Remedial Works to SAPA- Funds in the amount of \$4.820 million under the IDF were utilised for outstanding progress payments to contractor for remedial works completed.

Education

The promotion and advancement of education, skills training and human development are main priorities of the Government. As such, a revised total of \$211.9 million was expended out of an allocation of \$187.7 million for the implementation of various programmes and the construction and maintenance of new and existing infrastructure and facilities for the sector

Early Childhood Education

The Ministry of Education (MOE) continued with a revised investment of \$23 million for the construction and refurbishment of Early Childhood Care and Education (ECCE) centres in fiscal 2020. The funds were utilised for the following activities:

- payment of \$0.9 million was made for the acquisition of land for Buen Intento, Princes Town ECCE;
- settlement of High Court Judgements against the Education Facilities Company Limited (EFCL) in the amount of \$13 million for works done on behalf of the Ministry of Education; and
- the *Improvement/Refurbishment to ECCE Centres project* received a revised allocation of \$0.7 million for the repairs of seven (7) schools.

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Primary School Education

The MOE facilitated school construction, repairs and emergency upgrades throughout fiscal 2020, with the following allocation:

- \$9.5 million to partly settle outstanding payments to Digicel for the supply and installation of a technology driven learning environment for 150 Primary Schools;
- \$55.1 million to finance the settlement of High Court Judgements against the Education Facilities Company Limited (EFCL) for works done on behalf of the MOE; and
- \$40.2 million was paid on commitments for previous works done for eleven (11) schools.

Under the *Emergency Upgrade to Primary Schools project*, three (3) schools benefited from the investment of \$3 million. Emergency works were completed at these schools to prevent shut down due to health and safety issues.

The *Improvement, Refurbishment and Extensions to Primary Schools project*, a revised allocation of \$35.1 million was utilised for the payment of previous commitments for works completed through the *Vacation Repair Programme (VRP)*, and repair works done during the current fiscal year. Approximately 170 schools benefited, inclusive of civil, electrical, sewer, plumbing, floor, ceiling and roof repairs.



***School Improvement Programme -Laventille
St. Hilda's Government Primary School***

Construction of a Covering (BEFORE)



***School Improvement Programme -Laventille
St. Hilda's Government Primary School***

Construction of a Covering (AFTER)



*Bethlehem Girls' R.C. Primary School
Painting of External Walls
Before*



*Bethlehem Girls' R.C. Primary School
Painting of External Walls
After*

Secondary School Education

Improvement/Refurbishment/Extensions to Secondary Schools received an allocation of \$73.5 million for which \$73.4 million was expended on commitments for works completed at 55 schools under the Vacation Repair Programme. This Programme

generally focuses on: plumbing, ceiling, fencing, electrical, painting and lighting works, toilet, and roofing repairs, fans and air-conditioning installation. In some instances, supplementary works were required which included: sewer system upgrading, excavation and demolition, concrete works, replacement of doors and frames, cleaning and sanitizing, pigeon proofing, pressure washing and painting of internal and external walls. Schools that benefitted from this programme included:



*Air conditioning installed at Asha Boys College
San Fernando*



*New entry gate installed at
South East Port of Spain Secondary*

Repairs to Earthquake Damaged Schools

To execute repairs to earthquake damaged schools, a revised allocation of \$9.5 million was provided under the IDF in fiscal 2020. Three (3) affected schools benefited from structural retrofitting works, including electrical, server, plumbing, floor, ceiling and roofing repairs. A sum of \$1.2 million was utilized to pay commitments on completed works.

The *Improvement, Refurbishment and Extensions to Secondary Schools project*, benefited from a revised allocation of \$42.8 million which was expended to facilitate repairs and maintenance to 98 schools.

Tertiary Education

The University of Trinidad and Tobago (UTT)

Driven by research and development in science and technology, the UTT is renewing its focus on niche areas in science and technology; strengthening its research capability; integrating entrepreneurial education in its programmes; and collaborating with industry and other research and educational institutions to facilitate knowledge and technology transfer.

The University recently completed its first student workshop in Stop-Motion Animation at the Tamana Campus, led by Golden Globe winner Mr Brad Schiff of Laika Studios.

With the operationalisation of UTT's main campus at Tamana E-Teck Park Wallerfield, significant additional capacity will be created. This will require the amalgamation of existing Campuses to improve efficiency

and reduce operating costs by the end of fiscal 2020.

Campuses in the integration process to be affected by the integration will include:

- Valsayn (Centre of Education and Criminology)
- Corinth - education and sports programmes will gradually move its operations to the San Fernando and Point Lisas locations. The Brian Lara Cricket Academy in Tarouba may become a potential location for the Sports programmes pending Cabinet approval.
- Chaguanas this campus will relocate to the Point Lisas Campus; and
- O'Meara – The majority of operations will be phased out at the O'Meara Campus as the University has started the relocation of most of the staff to the Tamana Campus. Cafeteria operations will remain in order to prepare meals for Tamana and Eastern Caribbean Institute of Agriculture and Forestry (ECIAF) Campuses. Use of the Graduation Pavilion and the sports fields will remain.

With a revised allocation of \$67 million a total of \$53.7 million was expended in fiscal 2020. The contract for infrastructural works was completed. A new contract was awarded for the construction of the main entrance at the campus.

The West Block comprising 32 classrooms and laboratories, student lounges, cafeteria, bookshop and other building services. Construction works on this block is currently 89 percent completed. Work is ongoing at the East Block, Central Plaza and Physical Plant as well as the auditorium and West Block.



***East Block 3 – Green Screen Lab –
Animation Workshop***

Based on a campus assessment conducted by the UTT, rehabilitation and upgrade of facilities are urgently required on the undermentioned projects:

- *The ECIAF* benefited from an investment of \$10.0 million to undertake the undermentioned activities:
 - electrical works for agro processing machine was completed at a cost of \$0.5 million, as well as the installation of a 5 ton air conditioning unit and 2 exhaust fans;
 - a purchase requisition was submitted for the upgrade of ceiling, flooring and partitions of the dormitory and tender documents have been prepared for the upgrades at a cost of \$2.0 million; and
 - upgrade of the electrical system at a cost of \$2.0 million. An assessment of the main low voltage panel and servicing and repairs to the electrical mains was completed. Scope of works was prepared for upgrade of electrical mains with specifications finalised. The campus is awaiting availability of the switchgear from the supplier.

Tender documents were prepared submitted.

- *John S. Donaldson Technical Institute* received an investment of \$1.5 million of which the full amount was released to pay commitments from fiscal 2019. Upgrades were completed on the fashion design production facility;
- student guild office, student activity centre and the maintenance storage facility;
- *San Fernando Technical Institute* received an allocation of \$1.5 million to provide for laboratory and equipment upgrades for the civil, structural, soil mechanics and fluids mechanics laboratories. Payment of commitments from fiscal year 2019, was made for the supply of cafeteria and office furniture in the amount of \$0.2 million;
- *Upgrade of the University of Trinidad and Tobago Campuses* received an allocation of \$7.8 million to finance the undermentioned improvement works proposed for implementation at multiple UTT campuses:
 - Chaguaramas – replacement of three (3) 125 ton air-conditioning condensers at a cost of \$1.3 million. The equipment was delivered on site however the installation works has been retendered;
 - Chaguanas – a contract was awarded for the supply, installation and commissioning of an underground packaged

sewage treatment plant at a cost of \$1.4 million. Works commenced in January 2020 on arrival of the equipment in Trinidad. The plant has been installed with completion and hand over in June 2020.

- Point Lisas received a provision of \$3.0 million to facilitate the supply and installation of new equipment for the machine shop
- UTT Tobago Campus undertook the upgrade of 4 classrooms at the Tobago Hospitality and Tourism Institute (THTI) Campus and the installation of entry sign wall and road signage at a total cost of \$0.8 million.

The University of the West Indies (UWI)

In fiscal 2020, the UWI implemented projects to address deficiencies in the physical infrastructure of the campuses, as well as health and safety issues. An allocation of \$35.6 million advanced its priority projects presented as follows:

- *Design and construction of a new Wastewater Treatment Plant (WWTP) at the St. Augustine Campus* – an allocation of \$13.6 million was made for project management services, procurement, site works, construction of buildings and tanks. All surveys were completed and WWTP final process designs and drawings were completed. The consultant is currently reviewing with the majority of equipment approved. Some of the equipment have arrived in

Trinidad and is being stored at the contractor's warehouse.

- *International Fine Cocoa Innovation Centre* – This project received grant funding from the European Union /African Caribbean Pacific Science and Technology Fund, for provision of equipment for cocoa processing, but requires a physical facility to accommodate the chocolate factory and incubators, proposed at the University Field Station, Mount Hope. The project involves the construction of a structural steel frame single storey building estimated to cost \$7.7 million. Preliminary layouts Request for Proposal (RFP) documents have been completed. Tenders were issued and evaluated in June 2020 for the construction of the facility.



Equipment in storage for the International Fine Cocoa Innovation Centre

- *Renovation of Chemistry C1 Building & Replacement of Fume Hoods* – this project reflects the need to address the aging campus infrastructure. Given its nature, this project is required for compliance

with the OSHA Act. The project will be phased over the next few years with an estimated of \$56.2 million. An allocation of \$14 million was provided in fiscal 2020, providing for construction supervision, renovation and upgrade of buildings, replacement of the existing fume hoods, laboratory benches and plumbing system, electrical upgrades, construction of a waste facility, gas cylinder storage, rerouting gas lines, and upgrade of the chemistry stores. The Consultancy services contract was finalised and executed.

- *University of Trinidad and Tobago Aviation Institute- Campden Campus* - Landscaping works costing \$1.9 million was completed at the UTT Aviation Institute-Campden Campus out of an allocation of \$8.51 million

Upgrades of Infrastructure to Existing Education and Training Facilities

MIC Institute of Technology (MIC-IT)

Under the project *Acquisition of Capital Equipment for MIC* the entire allocation of \$1 million was utilised for the purchase of specialised training workshop equipment including one electric discharge machine, one universal milling machine and one Lathe.

The National Institute of Higher Education, Research, Science and Technology NIHERST

Expenditure in the sum of \$0.1 million was incurred out of an allocation of \$0.3 million for payment of salaries under the *TEACH-ME programme* which seeks to increase confidence/capacity in teachers to transfer knowledge and technical skills to students in (Science, Technology, Engineering and Mathematics (STEM) Education.

National Energy Skills Centre (NESC)

The sum of \$1.3 million in expenditure was incurred under the project *Upgrade of Infrastructure and Equipment at the NESC Drilling Academy* for upgrading of the student recreational area and extension to the building to accommodate a washroom and a change-room as well as certification and inspection of the rig.

Support to Non-University Tertiary Education

Works commenced for various projects under this programme which included the following:

- UWI – Implementation of an International Human Rights Clinic – This project provides specialised knowledge and skills to students of the Hugh Wooding Law School and the Legal Fraternity to handle Human Rights Cases which include issues relating to Trafficking, Refugees, War Crimes and Child Labour;

- UWI – Development of New Learning Aids using Virtual and Augmented Reality – This project seeks to positively impact upon student exposure to and their utilization of technology that is used by industry; and
- MIC – Irrigation of Crops through Solar and Mechatronics Technology – This technology allows farmers to time the watering of their crops in a fully automated manner that requires no direct power source. Graduates of this programme will be equipped to provide installation, repair and maintenance services for farmers who wish to utilise this technology to improve efficiency at their farms.

Human Capital Development

Scholarships

The Government made payments for tuition and personal allowances (e.g. books, special equipment, warm clothing and travel) for 1,381 scholars. This included 428 foreign scholars and 961 local at a total cost of \$194.5 million as follows:

- National /Additional Scholarships based on Advanced Level Examinations - \$185.5 million
- Scholarships-President's Medal and non-Advanced Level Examinations - \$3.3 million
- Scholarships/Full Pay Study Leave for Teachers
- Programme of Development Scholarship - \$0.9 million
- Post Graduate Scholarship - \$2.9 million
- Establishment of an Undergraduate Scholarship Scheme for Students with Disabilities - \$0.95 million
- Arrears of Scholarships - \$0.8 million
- Annual Scholarship and Technical Assistance programme - \$1 million

Training

The sum of \$1.8 million was expended out of an allocation of \$2.5 million for stipends under the MIC-IT Training subsidy project which provided training to 9 engineers and 22 journeymen. This project is geared towards human capital development for the workplace in the manufacturing sector particularly in the areas of machining, pneumatics and hydraulics, welding, electrical power and controls.

Libraries

Under the *Co-location of Libraries* Project the sum of \$3 million was expended for the replacement of ceiling tiles and the upgrade of electrical installations at the St Helena Library.

A total expenditure of \$1.8 million was incurred for air-conditioning repair and installation at the St. James, Arima and Maloney libraries under the project *Public Library Refurbishment*.

Health/HIV AIDS

Government continued to work towards achieving the goal of having a healthcare system that will be sustainable, modern and deliver high standards of care. Care that addresses the needs of persons ailing from both non communicable as well as communicable diseases.

As human interactions across geographic regions increase, the risk of the spread of infectious diseases has simultaneously intensified. The COVID-19 pandemic created unprecedented disruption for both the health community and the global economy, and highlighted the importance of public investment in health security. To this end, in 2020 Government placed strategic focus on strengthening the local healthcare system to ensure it has the capacity and capability to be responsive to the health needs of citizens.

The Government invested the sum of \$503.6 million for projects and programmes in the Health Sector, which represented a multifaceted approach to improving the system in areas including physical public health infrastructure, procurement of medical equipment, information systems at public health institutions as well as continued assistance for specialised healthcare under the *External Patient Programme*.

Construction of New Public Health Facilities

In fiscal 2020, Government sustained its investment in improved public health infrastructure so institutions will be better able to respond to the population's changing healthcare needs with quality and comprehensive infrastructure.

Arima General Hospital

The sum of \$76.9 million was expended in fiscal 2020 for the completion of the new Arima General Hospital. The official opening ceremony for the hospital was held on June 9, 2020. This primary inpatient healthcare facility with capacity of 150 beds, was built by the China Railway Caribbean Construction Company and managed by the UDECOTT. The improved public health institution will facilitate the delivery of 24/7 emergency care for the Borough of Arima and environs with a full range of services including radiology, physiotherapy, psychiatry, orthopaedics/burns, optical, obstetrics and gynaecology and surgery.



Arima General Hospital

Point Fortin Hospital

Consistent with Government's strategic initiative to improve access to healthcare services for the citizenry, the construction of the Point Fortin Hospital was completed in fiscal 2020. A total cost of \$47 million was utilised to facilitate the completion works and the opening ceremony was held on July 4, 2020. The 100 bed, three-storey structure in

Techier Village will complement the San Fernando General Hospital in serving the southern most areas of the country. It will offer medical services in the areas of general medicine, general surgery, burns treatment, psychiatry, paediatric/adolescence care, high dependency and accident and emergency.



Point Fortin Hospital

Sangre Grande Hospital

The construction of a new hospital for Sangre Grande is another key initiative for delivering higher standards of healthcare and comprehensive health care services. Mobilisation works for the new 106 bed facility commenced and a total of \$22.1 million was expended in fiscal 2020. The hospital is projected to be completed in fiscal 2022.

Diego Martin Health Centre

The sum of \$20 million was expended to significantly advance the construction of the new Diego Martin Health Centre located on Wendy Fitzwilliam Boulevard. The new healthcare centre is a two-storey building of approximately 2,093 square meters and works are 90 percent complete. The facility is projected to be completed in October 2020

and will provide enhanced access to patient centric health services for the community with features including treatment rooms, a dental clinic, pharmacy, and exercise and storage areas. Furthermore, it will offer imaging services as well as health information services.

Re-development of Port of Spain General Hospital (POSGH)

The Port of Spain General Hospital, was established in 1854, is the primary public health care and emergency facility in northern Trinidad. Over time the hospital's building facilities have deteriorated significantly which has limited the extent to which hospital staff could keep up with advances in medical technology. To this end, the Government embarked on a project for the re-development of the Central Block of the Hospital to be a modern medical teaching facility, with a designed consistent with current hospital building standards and equipped with advanced medical technology. Phase I of the project involved construction of alternate facilities to relocate the occupants of the area identified for the new Central Block. This entailed three (3) major activities as follows:

- relocation of the surgical wards, operating theater and clinical support services to the first floor above the Accident and Emergency Department at the St. James Medical Centre;
- relocation of the central stores, engineering and biomedical departments at POSGH; and

- relocation of the Medical Wards and Clinical Support Services to the College of Science Technology and Applied Arts of Trinidad and Tobago (COSTAAT) Building located on the POSGH campus.

A total of \$100 million was expended for Phase I of the project in fiscal 2020. Works on the relocation of the surgical wards and operating theatre to the St. James Medical Centre were completed and UDeCOTT has handed the project over to the Ministry of Health.

The new secondary healthcare facility at St. James Medical Centre includes an operating theatre outfitted with state-of-the-art equipment, an Intensive Care Unit, a High Dependency Unit and two (2) surgical wards (male and female). The new block has a capacity for 69 beds and both the female and male wards each have an isolation room (for use in the face of infectious diseases).

In fiscal 2020, the construction of a central stores building on the POSGH compound was completed. This facility will house the Biomedical Department, workshops, storage areas and hardware stores. The relocation of staff took place in January 2020.

The third project activity under Phase I was the retrofitting of the old COSTAATT building (which is located on the POSGH compound) to accommodate the relocation of medical wards on the ground and first floors of the building. This relocation arrangement will be used as an interim measure, pending the construction of the new Central Block

building, proposed to be completed in 2022. Overall works on the COSTAATT building were completed. This facility can accommodate a total of 83 beds and includes two medical wards, two isolation rooms, a medical supply room and a medical preparation room.



Women's Surgical Ward, St. James Medical Centre



High Dependency Unit, St. James Medical



Operating Theatre, St. James Medical Centre



Entrance to the new building for Central Stores, Engineering and Biomedical Departments

Purchase of Medical Equipment

In addition to state of the art facilities, the provision of modern medical equipment is critical to ensuring that healthcare institutions operate at optimum standards. The *Medical Equipment Upgrade Programme* utilised a total of \$55 million for the procurement of equipment for primary and secondary healthcare facilities under the administration of the four Regional Health Authorities. Some of the major achievements included:

- North West Regional Health Authority
 - new neurosurgery surgical equipment (to replace aged equipment) was supplied to the Port of Spain General Hospital; and
- new operating theatre equipment (which included an anaesthesia machine and an operating theatre table) was supplied to the Maternity Department of Port of Spain General Hospital. The operating theatre table was delivered in October, 2019 and the anaesthetic machine in February, 2020. Commissioning of the anaesthetic machine will be done post the completion of training for staff by an application specialist.
- North Central Regional Health Authority
 - Eight (8) anaesthesia machines and eight haemodialysis machines (used to filter a patient's blood during dialysis) were procured for the Eric Williams Medical Sciences Complex.
- Eastern Regional Health Authority
 - critical medical equipment for the Intensive Care Unit (ICU), dialysis, ophthalmology and the laboratory departments of the Sangre Grande Hospital was supplied. The ICU equipment included three (3) transport ventilators, three (3) critical care beds, four (4) ventilators and one (1) portable monitor. A surgical

microscope was procured for the ophthalmology department. Installation and testing of some of the equipment are in progress;

- a contract was awarded for the supply, commissioning and maintenance of two (2) computed radiography systems for the Radiology Departments at the Mayaro District Health Facility and Toco Health Centre. This project is 100 percent completed and will facilitate improved radiology services to the communities as computed radiography uses a flexible phosphor imaging plate to capture digital images instead of conventional photographic film.

South West Regional Health Authority

- installation and commissioning of an automated slide strainer and an automated cover slipper were completed to improve the quality and efficiency of testing and healthcare services at the San Fernando General Hospital (SFGH).

Specialised Healthcare

The External Patient Programme aims at ensuring quality and timely healthcare to all citizens of Trinidad and Tobago through a public private initiative. This initiative consists of programmes that provide assistance for angiograms, open heart surgery, dialysis, cataract, CT/MRI Scan, vitreoretinal surgeries, corneal transplants and joint replacement surgeries. In 2020, the Renal Dialysis Programme (which falls under the ambit of the External Patient Programme) made dialysis treatment available to 1,258 patients at a cost of \$40 million. The Special Programme for the Treatment of Adult Cardiac Disease provided funding for 971 patients to receive cardiac surgical

procedures and utilised the sum of \$18.3 million.

Housing and Shelter

In fiscal 2020, funding in the amount of \$431.7 million was invested into improving the housing stock and living conditions in Trinidad and Tobago. Through the Ministry of Housing and Urban Development (MHUD) and the THA, \$14 million was expended on various projects and programmes through its agencies.

A large investment was placed into the construction of homes for the lower and middle class citizens of Trinidad and Tobago. Utilising a total of \$336 million, the Housing Development Corporation (HDC) constructed over 200 new housing units and developed the infrastructure at 16 new and expanded communities. These communities are listed in the table below:

The table below identifies construction work at housing developments in fiscal 2020:

Bon Air North and South	Mt. Hope, St. Joseph
Buen Intento	Malabar
Carlsen Field	Preau Village, Moruga
Corinth (North, South and East)	Real Springs
Cypress Gardens, Union Hall	River Runs Through, Arima
Eden Gardens	Trestrail, D'Abadie
Harmony Hall, Gasparillo	Trestrail 2, D'Abadie
Lake View, La Fortune	Vieux Fort, Cocorite
Townhouses at South Bon Air Gardens, Arouca	Apartment Buildings located at Real Springs, Valsayn



Town Houses at South Bon Air Gardens, Arouca



Apartment Buildings located at Real Springs, Valsayn

Housing and Village Improvement Programm



New Home Construction for the Elderly Residen

The Land Settlement Agency (LSA) utilised \$44.3 million to implement their suite of project including:

- The *Housing and Village Improvement Programme* continued to address the housing needs of the neediest in society and contribute towards the preservation of the country's existing housing stock, while reducing the demand for Government subsidised housing. In fiscal 2020, over 800 members of the respective communities and environs were employed, in the reconstruction of 77 housing units and major repairs to 57 homes in various communities as follows:
 - Marabea
 - Sangre Grande
 - St. Joseph
 - Moruga
 - Point Fortin
 - Embacadere
 - La Brea



Elevated New Home Construction

- *Squatter Regularisation project* expended a total of \$12.9 million as the LSA continues the two-pronged process which involves both the provision of security of tenure to eligible squatters and tenants, as well as the physical/infrastructural upgrade of designated areas and land settlement areas. Many villages in Trinidad benefitted from this investment as infrastructure work such as survey, earthworks, drainage, roadworks, water reticulation, and retention pond were done to improve the standard of living in the communities.
- The *Government Aided Self Help Programme* continued in fiscal 2020 as the LSA attempt to fully develop lots at subsidised prices (30% of the market value) to make available for citizens. Work continued at Allamby Street, Tarouba as the Agency attempts to complete 89 lots for distribution.
- The *Regularisation and Regeneration of Communities* is a project geared towards the improvement of living conditions in the greater Port-of-Spain region. These include earthworks, drainage construction, roadworks, construction of footpaths and staircase construction as required in areas of Belmont, La Seiva, Diego Martin, Maracas Village, Imbert Extension, Barataria and Malick.

Science, Research and Development

In an effort to pursue industrial and economic development for Trinidad and Tobago, the Government continued to invest in the Caribbean Industrial Research Institute (CARIRI) as a national and regional focal point for research, technology and innovation. In 2020, \$1 million was allocated under the PSIP for two of CARIRI's projects which are integral to the Institute's efforts to foster research, development and innovation activities towards the creation of a diversified economic base. These projects included the following:

- *Recycling of Tyre Crumb into Asphalt Mixes* – developmental work continued on this project aimed at assessing the viability of establishing production facilities in Trinidad and Tobago for rubber crumbs (from waste tyres) and rubberised asphalt, in an effort to address the improper disposal of tyres and the promotion of recycling opportunities. The draft pre-feasibility study noted the potential viability of a rubber granulation facility vis a vis a rubber asphalt facility and as such, phase two of the project was modified to address the completion of a feasibility study for a rubber crumb plant, inclusive of market survey for rubber crumb based products. In 2020, CARIRI engaged in research on small scale granulation plants and preliminary inquiries were done on equipment for consideration for purchase.

- *Establishment of Hydrocarbon Oil Field Chemical Pollution Management* – this project entails the design of a database for the petroleum industry, providing indigenous hydrocarbon pollution management data to enable effective decision making on oil spills or other incidents of hydrocarbon pollution. In phase one of the project, crude oil samples were collected from the Soldado field in the Trinmar marine acreage. In fiscal 2020, phase two activities were conducted which included:
 - additional characterisation of collected crude oil by gas chromatography–massspectrometry (GCMS) fingerprinting;
 - trials into using bioremediation agents to enhance dispersant effectiveness in situ; and
 - a water column study around the gathering stations (to inform the toxicity studies and future comparisons of water quality in the area) and conduct of an ecological study of sediment and organisms.

Sums in the amount of \$0.1 million were expended during the fiscal year. Toxicity testing was undertaken and a portable volatile organic compound meter (used to test air, soil, and water for contaminants), an ultraviolet-visible (UV-Vis) spectrophotometer (used for water analysis) and an oil and gas meter (used to measure the amount of oil and gas in a sample) for the water column were procured.

Social Development

Vision 2030 emphasises the need to improve on the delivery of social services to the vulnerable groups in society including socially displaced persons, differently-abled persons, children and the elderly. As such, a total of \$3.8 million was expended for the advancement of a number of initiatives geared towards improving the well-being and standard of living of vulnerable groups.

Services to Differently-Abled Persons

The Management Committee of the *Development Centre for Persons with Challenges* - (National Enrichment Centre (NEC) in Carlsenfield commenced the development of the Terms of Reference (TOR) for a service provider to operate the facility. The NEC will provide rehabilitative services to persons with disabilities, offer opportunities for vocational training and employment, facilitate independent life skills programmes and socially interactive activities through a Day Activity Centre.

The MSDFS has commenced discussions with the facilities manager of DRETCHI and a Quantity Surveyor to develop a cost effective resolution to repair the leaking roof at the facility located Wrightson Road, Port of Spain.

Establishment of Social Displacement Centres

Upgrade of the Centre for Socially Displaced Persons (CSDP) at Riverside Car Park Plaza in Port of Spain continued in fiscal 2020 with the completion of external painting of the facility at a total cost of \$0.5 million. The Ministry of Social Development and Family Services (MSDFS) has also begun discussions with the Ministry of Works and Transport for the reconstruction of the stairwell at the CSDP.

In its efforts to establish social housing and transitional housing facilities for socially displaced persons, the MSDFS has commenced discussions with the Commissioner of State Lands to identify suitable locations. The MSDFS is awaiting feedback on a possible location. The MSDFS has also liaised with the Evolving Technology and Enterprise Development Company Limited (e Teck) to identify a suitable location for the establishment of an Assessment Centre.

The refurbishment of the New Horizons Facility at Piparo was completed and the facility was officially handed over to the South West Regional Health Authority (SWRHA) in October 2019. The Centre provides a viable alternative to street dwelling for chronically homeless and mentally ill persons.

Care of the Elderly

The project for the *Refurbishment of Homes for Older Persons* seeks to ensure that homes that are in receipt of subventions from the

Government are in compliance with health and safety guidelines. As such, a contract was awarded for the refurbishment of the Home for Older Person at Chaguanas. The scope of works include the installation of fire protection system, electrical and plumbing upgrade, installation of handrails and grab bars, replacement of doors and replacement of floor tiles.

The upgrade of the facilities at Hernandez Place in Arima continued in the fiscal 2020 with an expenditure of \$0.5 million. The scope of works included repair of ceiling and block work. Hernandez Place houses elderly citizens who have been socially displaced and are in need of specialised treatment and care.

Implementation of a Social Mitigation Plan

The Social Mitigation Plan seeks to reposition persons who would have been negatively impacted by the country's economic crisis. The MSDFS commenced the rollout of the National Values, Attitudes and Behaviours Campaign in the areas of Plum Mitan and Marabella. A consultant was also selected for the implementation of phase 1 of the National Social Mitigation Plan.

Child Development

Establishment of a National Children's Registry – the design of the National Registry was completed. However, the proposal for the build phase of the registry will be retendered as the first attempt was unsuccessful. The registry will hold information on children (persons under the age of 18.)

The Children's Authority of Trinidad and Tobago (CATT) is in the process of finalising the data from the *National Baseline Survey on Attitudes towards Child Abuse*. The Authority has also finalised the scope of the proposed study for fiscal 2020.

The CATT has identified a property in Centeno for the establishment of two (2) Reception Centres. A detailed scope of works and the Request for Proposals have been developed. The final approval for the use of the building from Ministry of Public Administration is pending. The Reception Centres will be temporarily accommodate Children in Need of Supervision (CHINS) and children who are in conflict with the law.

Sport and Recreation

One of the goals of Vision 2030 is to empower the people of Trinidad and Tobago to lead healthy lifestyles. As such, in 2020 the Government invested the sum of \$36.4 million to improve sport and recreation infrastructure under the following projects:

- *Upgrading of Swimming Pools* – the sum of \$2.2 million was spent for the completion of plumbing, electrical and mechanical works at the Cocoyea Community Swimming Pool;
- *Improvement to Indoor Sporting Arenas* – \$2.5 million was utilised for works at three indoor sporting arenas. The installation of a standby generator is currently ongoing at Maloney and Southern Regional Indoor Sporting Arenas and the installation of bird

proofing at the Mayaro Indoor Sporting Arena was completed.

- *Upgrade and Rehabilitation of Former Caroni Sport Facilities* – overall works are 55 percent completed at the Sevilla Club. These works included refurbishment of club house and swimming pool, plumbing and electrical works, perimeter lighting and fencing. The upgrading of Sevilla Club is scheduled to be completed in August 2020.



Ongoing works at Sevilla Club

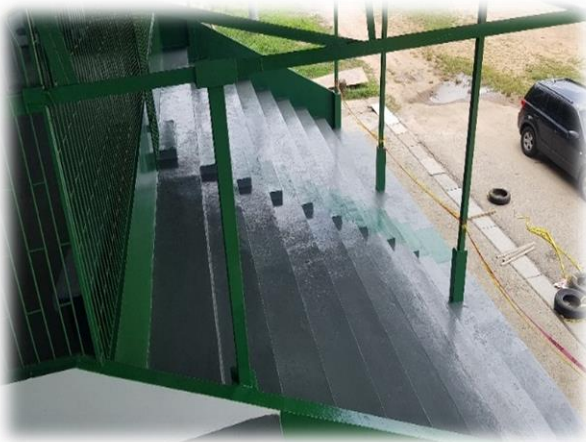


On-going works at Sevilla Club

Upgrading of Corporation Grounds – the sum of \$6 million was utilised by the Ministry of Sport and Youth Affairs to continue to improve community recreation grounds across the country. Some of the works were delayed due to COVID-19 pandemic and will continue into to the next fiscal. Works conducted include:

- John Peter Road Recreation, Chaguanas – works are 85 percent completed and a partial handover to the Corporation was completed;
- Honeymoon Recreation Ground, Tunapuna – letter of agreement finalised by the contractor and defective and vandalized works were completed;

- Todd's Road Recreation Ground, Caparo – contract awarded, preliminary designs completed, works commenced and projected end date is January 2021;
- Park Street Recreation Ground, Morvant – contract awarded, worked commenced and projected end date is October 2020;



Honeymoon Recreation Ground



Honeymoon Recreation Ground



Park Street Recreation Ground



Park Street Recreation Ground

- Grande Riviere Recreation Ground, Grande Riviere – basketball court upgrade, replacement of pavilion roof, electrical and plumbing upgrades are completed. Ongoing works include installation of doors, windows, fixtures and field works;



Grande Riviere Recreation Ground



Grande Riviere Recreation Ground

- Aranguez Recreation Ground, Aranguez – blockwork, render to pavilion, door and window installation completed. Ongoing works include installation of finishes and sewer treatment which is expected to be completed in September 2020;



On-going works at Aranguez Recreation Ground



On-going works at Aranguez Recreation Ground

- Paramin Recreation Ground, Paramin – scope of works and designs completed and contract awarded; and
- Marac Recreation Ground, Moruga – pavilion partly demolished, works and sub-structure works ongoing.



*On-going works at Marac
Recreation Ground*



*On-going works at Marac
Recreation Ground*

- *Development of Recreational Facilities* – the sum of \$14.4 million was utilised by 12 Municipal Corporations of the Ministry of Rural Development and Local Government to enhance recreational grounds, parks and spaces in various communities. The funds were used for the construction of walkways, jogging tracks and installation of exercise equipment.

- *Upgrade of Mahaica Oval* – Overall works are at 52 percent. Works completed include the substructure, foundation, installation of concrete tiers to structural steel component, decking to floor slab. Works resumed on site since the lift of COVID-19 restrictions and the structural steel erection and the wastewater treatment plant works are ongoing. After completion of these works, the tiers and steel erection are to be completed followed by builder's works.

- *Upgrade of Dwight Yorke Stadium* – a sum of \$2.3 million was utilised for works done under Phase II of the project. These works include plumbing, air conditioning, servicing and repairs to PA/IT System, sealing of gaps in the main pavilion and uncovered pavilion, high voltage electrical work, general repair and cleaning; elevator servicing; signage and Mondo track maintenance. Phase III of the project which includes the mass lighting works are currently ongoing.



Dwight Yorke Stadium, Tobago

PART II
PUBLIC SECTOR INVESTMENT PROGRAMME 2021

DEVELOPMENT THEME – BUILDING GLOBALLY COMPETITIVE BUSINESSES

Agriculture

One of the major goals outlined in the Vision 2030 strategy is an increase in the contribution of the non-energy sector, particularly, agriculture towards diversifying the economy in Trinidad and Tobago. This sector has been targeted as part of the country's diversification drive towards sustainable development. As revealed during the COVID-19 pandemic, achieving sustainable food security while reducing the food import bill is an imperative, given the potential for future disruption of the global food value chain. In this regard, the increase in the contribution of the agriculture sector to Gross Domestic Product (GDP) will be facilitated through the advancement of programmes and projects to be administered by the various Divisions of the Ministry of Agriculture, Land and Fisheries (MALF) and through the Tobago House of Assembly (THA).

Consistent with the Government's thrust towards achieving its post COVID-19 development agenda on the road to recovery, the major focus of the MALF is the development of modernised competitive systems, processes and infrastructure to ensure food security. These systems and infrastructure being established will continue to develop agriculture as a potentially viable economic growth sector that is attractive to farmers and generates employment and foreign exchange, while encouraging local consumption as well as investment.

The MALF will implement some major initiatives through the provision of an allocation of \$61.154 million. The funds will facilitate the efficient production of safe and nutritious food, in an effort to fulfil the dietary needs and increase access to healthy food preferences for the citizens of Trinidad and Tobago. These initiatives are as follows:

- provision of modern physical infrastructure through improvements and upgrades to access roads and water management;
- increased production of crops suitable for local consumption and export;
- development of quality livestock and small ruminant sub-sectors; and
- improved health and environmental conditions through modernisation of agricultural retail markets.

To meet the growing demand for food, and to improve the nation's food security, the Government intends to stimulate and incentivise all aspects of the sector to increase agricultural production in Trinidad and Tobago. In an effort to advance this objective, the following initiatives will continue in 2021:

- advancing a agricultural land management;
- boosting agricultural production;

- providing agricultural access and upgrade of key infrastructure; and
- upgrading of fish landing facilities.

Agricultural Land Management

The Government will continue to support farmers through the provision of arable land for cultivation of food crops. To do this, the Regional Administration North and South Divisions of the MALF will continue with the development of agricultural land for distribution to farmers through the *Survey and Sub-division of State Lands* project. The project is expected to:

- provide security of tenure to farmers in order to facilitate the development of the lands which they currently occupy;
- make additional lands available to suitably qualified persons for farming in order to increase cultivation and food production; and leading to the long term goals of achieving food security and reducing the food import bill.

In this regard, the amount of \$2 million will be provided in fiscal 2021 for agricultural development in the following areas:

Regional Administration North

County Caroni – survey and sub-divide approximately sixteen (16) hectares of state agricultural lands at Rodney Road, Freeport into approximately eleven (11) parcels, and approximately eighteen (18) hectares of state agricultural lands at Adjodha Road into approximately eight (8) plots for crops.

Regional Administration South

County Victoria – survey and sub-divide approximately four (4) hectares of state agricultural lands known as Diamond Road Block I into approximately ten (10) parcels with average parcel sizes ranging from one-fifth (1/5) to four-fifth (4/5) of a hectare.

County Nariva/ Mayaro – survey and sub-divide approximately four (4) hectares of state agricultural lands into approximately five (5) parcels with parcel sizes ranging from two-fifth (2/5) to four-fifth (4/5) of a hectare at Mile End Road state lands, located at 7.5 km Rio Claro Mayaro Road, Ecclesville.

Establishment of the Land Management Authority

Land Administration is a critical component to support Trinidad and Tobago with reaching its national development goal of increasing production, food security and economic diversification.

The establishment of the Land Management Authority is intended to: achieve improved state agriculture land lease management; increase tenure security; and support food security, while contributing to an enabling environment for sustainable agricultural land and environmental practices. In fiscal 2021, funds in the amount of \$0.5 million will be provided to this project.

Implementing a Comprehensive Crop Biodiversity Programme for Trinidad and Tobago

Conservation and access to invaluable global plant genetic resources are instrumental to securing crop genetic resources for future use as well as, contributing to national food self-sufficiency in local crop production. To accomplish this, continued improvements in crop quality and yields, tolerance to pest and diseases and resilience to climatic changes must be achieved. Through this project the Research Division is expected to implement a national work programme for crop biodiversity exploration, collection, characterisation, evaluation, conservation and documentation of Trinidad and Tobago's plant genetic resources for food and agriculture.

This project was specifically developed to address the issue of sustainable food security and is estimated to cost \$5.425 million over a three-year period (2021 to 2024). In fiscal 2021, an allocation in the amount of \$0.3 million will be made available for the implementation of the following activities:

- improvement seed processing and cold storage capacity at Research Division;
- conducting a national inventory and collection of crops;
- generating a crop inventory database for Trinidad and Tobago;
- drafting of national legislation/ policy for use, protection, access to and benefit sharing of plant genetic resources;

- purchasing seed processing and characterisation equipment for maintenance of seed viability in storage;
- building capacity and purchase equipment to conduct DNA Fingerprinting and in-vitro conservation of crop species;
- conducting farmer outreach training developing community seed banks, participatory plant breeding techniques, selection and storage of high-quality crop seeds;
- establishment a National Germplasm Conservation Centre at Chaguaramas Agricultural Development Project (CADP); and
- building technical capacity and purchase equipment for cryopreservation of plant genetic resources.

Boosting Agricultural Production

To create sustainable economic development within the agricultural sector and to provide employment opportunities, the MALF will continue to boost agricultural production in fiscal 2021 through the following projects:

Coconut Industry Rehabilitation

Coconut production is considered a priority within the agricultural sector. One of the major objectives of the Research Division of the MALF is to ensure that the coconut industry makes a sustainable contribution to economic activity. Through technical support from Mexico, the Division will engage with the collection, characterisation of superior nuts, production of seedlings and managing and controlling coconut pest and diseases with emphasis on Red Ring Disease and Red Palm Mite. To achieve successful production, a number of activities will be undertaken, such as establish coconut seed beds; conduct

research trials; disseminate information; conduct training workshops with coconut growers, and conduct shelf life, nutritional, organoleptic and quality control studies for various coconut varieties. Through this production, it is anticipated that the result will be a reduction in the importation of coconut products. Furthermore, preservation of the high quality of the product will continue through training and the multiplication of the tissue culture planting material. Funds in the amount of \$0.3 million will be provided through the *Coconut Rehabilitation and Replanting Programme* for provision of clean planting material to develop sustainable coconut-based enterprises for farmers with emphasis on production of tender coconut water in the East Coast of Trinidad.

Cocoa Industry Rehabilitation

Development of the cocoa industry is another key initiative targeted for business development and revenue generation in agriculture. The Research Division will continue with the increased production and development of cocoa products for exports through the *Rehabilitation of the Cocoa Industry* project.

Fine cocoa production is facilitated through ongoing infrastructural improvements to cluster production areas for improved productivity, quality, value and profitability. To do this, funds in the amount of \$1 million will be provided in 2021 for cocoa farmers to organise their resources and production bases into regional clusters. Education, training, product quality development, access to organised labour, improved planting material certification and branding will be facilitated through the development of these clusters. Increased disease resistance in the Trinidad Selected Hybrid (TSH) varieties and training

in flavour analysis are conducted through linkages established with the University of the West Indies (UWI) and the Ministry of Education (MOE).

Emerging from the response to the global pandemic, the policy decision is to immediately boost and sustain the agriculture sector with emphasis on reintroducing a market system for farmers to increase production so as to reduce dependence on imported food and inputs. Through the *Farm to Table* project, NAMDEVCO will continue to support farmers in achieving national Good Agricultural Practices (GAP) through establishment of a model farm for the training and educational aspects of the project consequently generating more competitiveness and boosting production. The project will be provided funds in the amount of \$1.5 million in 2021 for perimeter fencing, mapping of structures and designated areas and an irrigation system.

Provision of Agricultural Access and Upgrade of Key Infrastructure

Given the current global economic climate, the Government intensified its focus on further developing the level of agricultural production with an aim of decreasing the nation's import bill as it relates to agricultural products. This is envisioned to serve as a catalyst to thrust the sector in a greater viable manner which will allow for greater sustainability and be a greater contributor to the nation's GDP. To increase agricultural production in communities and support the development of sustainable livelihoods and the thrust towards national food security, the Engineering and Agricultural Services Divisions will continue with the following projects in fiscal 2021.

Provision of Agricultural Access to Targeted Commodities and Strategic Crops

In fiscal 2021, the Engineering Division of the MALF will facilitate ease of access to targeted crop plantations through the rehabilitation of thirty-four (34) km of agricultural access roads through a provision of \$5.5 million. Targeted commodities and strategic crops now include cocoa, coconuts, staples (rice and root crops), vegetables (hot peppers), fruits (citrus) and livestock (including cattle, small ruminants, poultry and bees).

National Seed Bank Project

Through the *National Seed Bank Project*, the MALF will upgrade the facilities at Tucker Valley in order to increase the efficiency and effectiveness with which crop production targets are achieved. The Project plays a role in providing high quality seed material to the farming community at a subsidised cost, thereby reducing production costs to the farmer and lowering the cost of food to the consumer. In fiscal 2021, funding in the amount of \$1 million will be provided for acquisition of seed processing equipment – seed dryer, seed treatment equipment and thresher. Furthermore, the funds will allow for upgrade of irrigation systems, and installation of security cameras for the stores, workshop, silo and cold storage areas.

Development and Provision of Facilities, Marper Farm

Through this initiative, the Ministry proposes to continue to rehabilitate the Marper Farm as a site for germplasm conservation for cocoa and other orchard crops with the transfer of

some plant genetic material from St. Augustine Nurseries and the Research Division to the Marper Farm site. The activities at the site will include establishing plots of new and improved cocoa, mango, avocado, coconut and citrus varieties for conservation and production of propagative material and high quality seedlings for the benefit of the farming community. New field plots of minor and indigenous exotic local fruit crops will also be prepared for the production of propagative material. Funding in the amount of \$0.4 million will be provided in fiscal 2021, for the following specific activities:

- upgrade/construction of production facilities – screen house, fencing of dwarf coconut plot and station perimeter, upgrading of propagation platforms;
- expansion of the coconut germplasm on approximately three (3) hectares of land (fencing of plot, install irrigation system, establish nursery beds/platform, procurement of plants, agronomic inputs, minor equipment); and
- establishment of three (3) hectares of minor fruit museum through development of an irrigation system, procurement of plants, agronomic inputs and minor equipment.

Fisheries Management Research and Development Programme

The Fisheries Division of the MALF is responsible for the registration of fishers and for maintaining records of vital records pertaining to the fishing industry of Trinidad and Tobago. Additional responsibilities will be assigned to the Fisheries Division when

the Draft Fisheries Management Bill is passed and implemented. Some of these duties will include the registration and marking of vessels, engines and fishing gear; the issuance of licences to fish; charging of fees for services offered; and the development and implementation of the fisheries management plans.

The aim of the Fisheries Division, is to enhance the efficiency and effectiveness of the delivery of its services by strengthening the institutional capacity as well as the Information Communication and Technology capacity of the Division. In this regard, with an investment of \$1 million, the following activities will be undertaken in fiscal 2021.

- *Strengthening Fisheries Licensing and Registration Systems* to facilitate the capture, storage and processing of fisher, vessel, engine and gear data as well as to provide the baseline data required to facilitate the transition to a new record systems and provide data towards the development of Fishery Management Plans;
- *Preservation of Historical Fish Catch and Effort Records* is a component of the project which will include the scanning of raw data sheets covering a period of forty-eight (48) years from 1965 to 2017, an estimated four hundred and sixty-nine thousand (469,000) pages, to avoid loss of vital fish catch and effort data. This will facilitate the examination of trends in fish landings, fishing effort, and catch rates and allow for improved assessments of the status of the fish stocks and consequently improve the quality of the management advice provided to ensure the sustainability of the country's fisheries resources;

- *Implementation of a Spatial Research Programme* for the mapping and analysis of the fishing areas and critical habitats of commercial marine species in Trinidad. This component of the project will utilise a Public Participatory Geographic Information System (PPGIS) model to empower local and indigenous communities and provide legitimacy to their spatial knowledge. The knowledge obtained by local fisher folk through stakeholder meetings, will be integrated with fish catch and effort data from the Fisheries Division into a geo-database for the production of maps.

Fish Landing Sites

Though the Fisheries Division of the Ministry, initiatives to improve fish landing facilities continued throughout Trinidad to ensure compliance with international sanitary, environment and health standards for the seafood industry. Upgrades of fish landing sites will result in improved facilities and conditions to the benefit of vessel owners and operators within fishing communities; fisher folk; wholesalers and retail vendors; the wider community, as well as downstream and support industries. An investment of \$2 million will be provided in fiscal 2021, for the urgent renovations required for upgrade of the following fish landing facilities as shown in the table below:

Table I: Refurbishment Works at Fish Landing Sites

Fish Landing Sites	Upgrades
Bonasse	Refurbishment of vending stalls, vessel and net repair building, washroom building and general electrical works
Cumana	Supply and install 20ft fabricated container, construction of a foundation and a net repair facility with a gable roof
Erin	Supply and installation of high security fence, masonry works, painting, and repairs to locker room, washroom and net repair buildings as well as cold storage and engine repair buildings
Icacos	Fencing of the compound and demolition of the existing facility and disposal of material
Morne Diablo	Carpentry, plumbing, electrical, painting and roof works

Agriculture in Tobago

One of the major strategic initiatives for the diversification and stabilisation of the economy in Tobago is the development of the agricultural sector, not only for self-sufficiency but as an essential input to the tourism sector. A number of programmes and projects will be implemented to enable high productivity in the sector and to encourage consumption of locally grown foods to meet the dietary needs of the citizens of Tobago and visitors. Funding in the amount of \$23.2 million will be provided in

fiscal 2021 for the programmes and projects as follows:

- *Agricultural Access Roads* – to facilitate the opening of new access roads to farm lands of registered farmers. Work will be undertaken regarding the clearing of landslides, overhangs and cylindrical drains;
- *Comprehensive State Land Development Project* – to provide infrastructural upgrades to State Lands identified for distribution;
- *Goldsborough Agricultural Estate Irrigation Project* – to provide for the establishment of wells, irrigation lines and pump houses;
- *Improvements to Beaches and Landing Facilities* – the continuation of the renovation of fish landing sites at Barbados Bay and Buccoo as well as the upgrade of buildings and equipment at other sites;
- *Invasive Plants Control Project* – to provide for the identification and controlling of infestation of invasive species and the purchase of equipment and safety gears;
- *Sub Division of Estates* – to provide additional licensed surveying services to sub-divided key estates acquired by the Tobago House of Assembly (THA);
- *Urban Forestry Programme* – to provide for the environmental enhancement of Argyle, Speyside and Belle Garden as well as the construction of bikeways, walkways and signage;

- *Air Quality Monitoring in Tobago* – to provide adequate baseline studies aimed at monitoring indoor and outdoor air quality; and
- *Lure Wildlife Nature Park* – upgrade of existing roads, nature trails, landscaping and the construction of an administrative centre.

Economic Restructuring and Transformation

As we approach the mid-term of the National Development Strategy 2016-2030 (Vision 2030), investment must be placed into initiatives that focus on the continuous process of placing resources and labour into the higher productive sectors and raising productivity and growth within those sectors. To this end, the Government of the Republic of Trinidad and Tobago (GORTT) will place focus on the strengthening of existing mechanisms through capacity building and expansion of the technological base, support industries that aid in the diversification thrust and invest in institutions that promotes sustainability and information driven transformation.

National Statistical Institute of Trinidad and Tobago

In fiscal 2021, as part of the continuing efforts to promote evidence-based decision-making in regards to economic restructuring, the GORTT will allocate \$8.0 million towards the restructuring of the Central Statistical Office to form the National Statistical Institute of Trinidad and Tobago (NSITT). This transformation is being done to support and deepen the autonomy of the

statistical office and will facilitate informed decision-making through the timely provision of a quality, relevant, user-oriented and dynamic statistical service. It will also co-ordinate statistical activities and promote adherence to statistical standards. To achieve this transformation, the project will implement:

- Legislative Review
- Organisational Transformation
- Statistical Product Development
- Technology Support and Improvement
- Supply Side Strengthening
- Change and Communication Management

A core mandate of the CSO is the conduct of National Census Survey. An allocation of \$3.0 million will be provided to conduct the Household Budget Surveys/ Surveys of Living Conditions (HBS/SLC). The multi-purpose survey which provides reliable data on household budgets as well as a range of demographic and socio-economic characteristics of the population remains a key data repository for decision makers of Government Ministries/Departments/Sections, academia, international organisations, and regional institutions such as the CARICOM Secretariat, businesses, public and private research institutions, university students and private individuals. This project funds the collection of information using a sample size of approximately seven thousand, two hundred (7200) households using Computer-Assisted Personal Interviewing (CAPI) technology for

the real-time collection of data which provides the raw data to inform the following:

- current basket of goods and services for the revision of the Index of Retail Prices;
- revision of section weights of the Index of Retail Prices;
- provision of extensive data on household budgets – incomes and expenditures – and its distribution;
- provision of data on the areas where items are purchased by households. This is used both for the index of retail prices and the survey of establishments;
- provision of data on the type of establishment where the items are purchased. This is used both for the index of retail prices and the survey of establishments;
- facilitation of the construction of poverty lines and the multidimensional poverty index, the conduct of poverty analyses and a myriad of social research activities to inform policy formulation;
- supplemental data used for national accounting purposes and allow for the expansion of the current framework. The HBS data will be used to provide data on the following:
 - production for own consumption
 - production of subsistence agriculture
 - imputed rent for owner occupied dwellings
 - household consumption expenditure

The Multiple Indicator Cluster Survey (MICS) is a household survey implemented by countries under a programme developed by the United Nations Children's Fund

(UNICEF) to provide internationally comparable, statistically rigorous data on the situation of children, adolescents, women, men and households. It is designed to provide estimates for a large number of indicators on the situation of children and women at the national level. A sum of \$1.0 million will be provided for the collection and analysis of information through standard modules in each of the five (5) types of questionnaires:

- household
- for women 15-49 years
- for children <5 years
- for men 15-49 years
- for children 5-17 years
- water quality testing questionnaire household

The 2021 Population, Housing and Agriculture Census (PHAC) is a large-scale periodic operation for the collection, compilation, evaluation, analysis and dissemination of statistical data pertaining, to all living quarters and occupants as well as the nation's agricultural sector. In fiscal 2021, \$1.0 million will be provided to continue pre-census activities, the finalisation of the census proposal and the execution of the PHAC, which is scheduled for September 2021. Other activities include stakeholder engagement to ensure optimal coverage of areas of interest in the census, design, testing and printing of the pilot questionnaire, as well as manuals to be used in the training of staff.

Creative Industries

The fashion, film and music sectors form a trilogy of creative industries at the fore of the economy's diversification drive, as the Government seeks to grow the non-energy sector. The financial and cultural potential of these sectors have been identified in various studies, and as such Government has embarked on a drive to bolster the infrastructure and opportunities that will allow the creative industry to play a significant roll towards economic transformation.

In fiscal 2021, \$3.5 million will be invested to expand the local fashion industry, increase revenue generation, enable efforts towards supporting creative communities as well as boost industry export activity and foreign direct investment. To achieve this, FashionTT will engage in the following activities:

- continuation of the Fashion Value Chain Investment Programme (FVCIP). The four (4) tier system of the FVCIP includes:
 - the Global Value Chain
 - the Non-Global Value Chain
 - business advisory
 - the Entrepreneurship Development Programme
- implementation of a Local Production Facility;
- implementation of the Fashion Industry Development Programme; and
- development of a Fashion Look Book.

The sum of \$1.5 million will be allocated for the advancement of the music industry in Trinidad and Tobago. Charged with the development of the industry, MusicTT will continue the implementation of projects aimed at strengthening businesses; driving the sustainability of operations, profitability and exportability of creative exports in music; and organising the sector. These include the following initiatives:

- Music Export Academy - this project seeks to build export capacity through training in global best practices, provide export advice and develop the music ecosystem/ cluster;
- Music Industry Data Analysis - this initiative is geared towards gathering information relevant to analysing the Trinidad and Tobago music sector to identify gaps and inform future decisions;
- Development of the Live Music District - this provides a means for local artistes to earn revenue from performing at venues that generate income, expand their clientele and to experience the benefits of live music;
- Music Tech Platform - local content music development and in-depth development of the MusicTT website; and
- Artiste Portfolio Development Programme.

The film industry will be capitalised with a sum of \$1.3 million to advance the strategic direction of this industry. Entrusted with this task, FilmTT has embarked on several activities to enhance the prospects of Trinidad and Tobago becoming the region's

premier production destination by encouraging a thriving production community and by developing the infrastructure and workforce capacity to increase the attractiveness of Trinidad and Tobago as having integrated services to support the domestic and global clientele. These activities include:

- TT: Film Friendly - this aims to increase Trinidad and Tobago's attractiveness to international productions by improving the ease of doing business;
- Film Festival Partnerships – this entails investment in indigenous film festivals that directly contribute to developing the interest of local audiences in local content, and developing the local film industry;
- Unseen, Unexpected – this initiative uses a number of strategies to promote and market Trinidad and Tobago as a globally attractive Caribbean production location;
- Data Model and Digital Platform – this entails an annual maintenance fee for the MovieSite digital platform and efforts to continue to improve the production directory and locations database and contacts database;
- Association of Film Commissioners International Training - annual training budgets for FilmTT staff with the Association of Film Commissioners International (AFCD);
- Stakeholder engagement - FilmTT hosts a Business of Film training workshop for local producers to build capacity in local production personnel.

Foreign Policy and Trade Relations

Trinidad and Tobago's foreign policy is founded on the tenets of respect for the sovereignty and sovereign equality of all states; non-interference in the internal affairs of other states, qualified by acceptance of the responsibility of the international community to take collective action in cases of gross domestic violations of human rights or genocide; and respect and adherence to international law and to the principles of the Charter of the United Nations. The Ministry of Foreign and CARICOM Affairs (MFCA) directs the country's foreign relations, with other states and international entities, mainly through diplomatic initiatives and representation. The Ministry is responsible for shaping the nation's foreign policy agenda, through the pursuit of new partnerships within regional and hemispheric organisations and creating environments that are conducive to trade, tourism and investment for Trinidad and Tobago.

The COVID-19 Pandemic and the measures implemented to contain its spread has had implications on Trinidad and Tobago's foreign policy agenda. The impact of the global pandemic coupled with the fall in oil prices has signalled the need strengthen Trinidad and Tobago's foreign policy to re-think the country's foreign policy agenda in an effort to advance our national interest through the pursuit of strategic interventions. Therefore, to maintain the effectiveness of the MFCA in the execution of its mandate, the following projects will continue into the 2021 fiscal year:

Relocation of the Ministry

The MFCA aims to achieve greater synergies in the execution of its mandate and to facilitate improved responsiveness in foreign policy research, formulation, planning and implementation. This will be derived from enhanced economies of scale based on more optimal physical organisation and integration of activities.

In fiscal 2021, funds in the amount of \$0.6 million will be allocated for the physical relocation of the Ministry's Headquarters and the outfitting of new office spaces at St. Clair Circle to facilitate improved service delivery in the execution of the MFCA's mandate. This relocation will strengthen the external image and branding of the MFCA; improve safety for high-level officials visiting the MFCA as well as for MFCA staff, and achieve greater synergies in the execution of the MFCA's mandate.

Institutional Strengthening and Capacity Building

Given the central role that MFCA's Headquarters plays in positioning the staff for overseas duty, crafting and directing the implementation of the country's foreign policy and directing the operations of the Overseas Missions, continued focus will be placed on institutional strengthening and capacity building initiatives in the MFCA throughout fiscal 2021. Accordingly, the sum of \$0.6 million will be allocated for the continued implementation of the following three (3) initiatives:

- *Foreign Service Strengthening Initiative (FSSI)* – to narrow and close gaps in the institutional capacity of staff for the execution of duty in the dynamic world of regional, hemispheric and global diplomacy. The following training will continue: - Procurement and Ethical Behaviour; Financial Management and Accounting; Security-related Issues; Crisis Management; Negotiation and Policy-Making; and Workplace Health and Safety (Occupational Safety and Health Act);
- *Re-organisation of the Ministry of Foreign and CARICOM Affairs* – entails review of the structure and staffing of the MFCA Headquarters and Overseas Missions to ensure that the units, divisions and overseas missions are adequately staffed with the appropriate human resources. The MCFA will reconvene their in-house committee after review of the committee's first proposal; prepare reorganisation of the MFCA document for implementation; engage a facilitator; and implement their new organisational structure; and
- *Development of Standardised Policy Guidelines for Headquarters and Overseas Missions* – involves the creation of a Policy and Procedure Manual of operations for Headquarters' and Overseas Missions to ensure standardisation of the policies, systems, functions and procedures. The MFCA will commence the engagement of a consultant; prepare and approve standardised policy guidelines for implementation; and launch the MFCA's policy guidelines for overseas missions.

Manufacturing

The manufacturing sector remains at the fore of economic transformation, expansion and diversification. This sector currently contributes approximately 20 percent of GDP given the uncertainty of the oil and gas sectors and the need for strengthening the export market, manufacturing has been identified as having increased growth potential area to subdue any shortfall in revenue. Therefore, in fiscal 2021 a sum of \$27.3 million will be invested to support the private sector by improving; the ease of doing business, access to finance and foreign exchange, production capacity, promote new and niche products and expand export growth to traditional and non-traditional markets.

Export Initiatives

A sum of \$5 million will be allocated to the Export Capacity Building Programme to increase the international competitiveness of local firms and to make them more sustainable in their operations, while building capacity. The programme employs a suite of phased activities aimed at achieving the specific goals of increasing the manufacturing and services export revenue to US\$1.4 billion among others. Some of these activities are as follows:

- identification of a pool of companies to be enrolled and segmentation of them into key, general, new and potential clients;
- auditing of companies for export readiness;
- development and implementation of export support plans;

- co-financing; and
- exporter training

Trade Facilitation

Creating an environment which is conducive to new business growth and development will increase domestic and international business competitiveness and expand exports particularly in the non-energy sector. In this regard, incentives will be supported to facilitate the development of more innovative enterprises which will transform the outputs from research into fully commercialised goods and services for export. The Research and Development Facility (RDF) created by the Ministry of Trade and Industry provides grant funding to the non-energy manufacturing and services sector in an effort to increase investments in R&D by firms as well as expand their capacity to innovate. Supported with an allocation of \$2 million, the RDF will utilise the funding to:

- provide grants for manufacturing and service firms to develop innovative/exportable products, processes, systems and services;
- conduct feasibility testing (to verify the strength of the project before it is provided access to larger sums for product development);
- obtain Intellectual Properties Rights, to increase the number of companies registering both locally and internationally;
- foster easier modification of products for the purpose of satisfying export markets; and

- provide resources to assist in commercialisation of products.

An allocation of \$0.2 million has been invested by the GORTT for the final year of the implementation of the National e-Commerce Strategy. This project is designed to create an enabling environment that facilitates and promotes e-Commerce for local businesses to serve domestic and international consumer markets.

In light of the COVID-19 Pandemic, the global landscape changed and is now driven by the use of electronic transactions particularly as a means of facilitating consumer activity. The use of digital payments and the supporting logistical infrastructure will enhance the competitiveness and efficiency of firms while also increasing the circular flow of money. Moreover, e-commerce presents an opportunity for the creation of new economic opportunities which can promote a new cadre of entrepreneurs who are able to adapt to the changes in global markets.

Exploring new products for export and domestic use has the potential to increase national income particularly in the non-energy sector. CARIRI has been exploring the potential of using rubberised asphalt, as a viable opportunity in Trinidad and Tobago. Rubberised asphalt is a blend of rubber crumbs, or granules, from recycled waste tyres, and asphalt. It is used primarily as a road paving material which is reputed to provide superior performance compared to other road paving materials. In fiscal 2021, the GORTT will continue to fund this

research venture with the sum of \$0.8 million to achieve the following goals:

- demonstration of the technical and financial viability of:
 - Incorporation of rubber crumb into asphalt mix for road paving purposes.
 - Production of rubber crumb for export and of downstream rubber crumb-based products for both local and export markets.
 - Demonstration of the potential contribution of recycling to sustainable development.
- establishment of the parameters for production scale up of rubber crumb;

Tourism

The Tourism sector is one of the critical sectors in the diversification agenda of the economy of Trinidad and Tobago. Thousands of regional and international tourists visit Trinidad and Tobago annually to take part in cultural events such as Carnival, Tobago Heritage and Tobago Jazz. However to improve tourist arrivals throughout the year the developmental marketing of other tourism sites is a priority. The development of the country's unique natural assets to distinguish Trinidad and Tobago from other Caribbean destinations will be addressed in 2021. These include our beaches, waterfalls, forests, wetlands which all highlights our unique biodiversity.

The Ministry of Tourism, Culture and the Arts (MTCA) will continue to focus its efforts on projects and programmes which will address the following areas:

- institutional and regulatory strengthening – to provide overall goals, objectives and guiding principles that are considered necessary to ensure the sustainable development of the tourism industry;
- service delivery and industry development – to improve the capacity of the tourism sector by offering world-class service and improve visitor experience; and
- sites and attraction development – to improve and enhance existing tourism sites and attractions in a manner that is compliant with the National Environment Policy of Trinidad and Tobago.

Development of the National Tourism Policy

The National Tourism Policy comprises the goals, objectives and strategic priorities aimed at realizing the full potential of tourism in Trinidad and Tobago and ensure that the country is viewed and positioned as a globally competitive tourist destination. The MTCA will engage a consultant to conduct a comprehensive review of all the policies, plans and strategies that have been used to guide the tourism sector over the last few decades. This review will take into consideration policies and assets related such as those relating to the environment, climate change, protected areas, forestry and wildlife.

Consultations with stakeholders will be held in the regional tourism zones in Trinidad and Tobago to engage stakeholders on an

inclusive National Tourism Policy. These consultations are expected to be held in September 2021. A sum of \$1 million is allocated to this project for its successful completion.

Tourism Trinidad Limited

Tourism Trinidad Limited has four main functions which includes:

- research, strategy and marketing – will focus on implementing and executing initiatives, including campaigns and projects that will assist in promoting and marketing of Trinidad;
- destination development – will focus on actions that will positively impact visitor experience and the attractiveness of Trinidad, while ensuring the ongoing development and sustainability of the tourism product;
- corporate communications and stakeholder relations – will seek to position Tourism Trinidad as the trusted voice on tourism and serve as a key enabler for sustainable economic growth in Trinidad; and
- investment and business development – will seek to attract new investment into the sector, along with facilitating the process to access incentives and any other investment programmes.

A sum of \$5 million will be allocated to meet the expenditure associated with the execution of these functions.

Caribbean Small Tourism Enterprise Project (STEP)

STEP seeks to engage stakeholders in the transformation of the tourism sector into a modern, vibrant and economically viable entity. Small business owners in the tourism industry will be able to improve their performance and profitability through selected training programmes. In fiscal 2021, the programme will focus on Entrepreneurship, Marketing, Quality Customer Service and First Aid and Cardiopulmonary Resuscitation (CPR). A sum of \$0.5 million will be allocated for training programmes associated with this project.

Tourism Sites and Attractions Upgrade

The Tourism industry is steadily increasing in competitiveness with the development of new niche markets and destinations. It is envisioned that each project will contribute to the overall marketability of Trinidad's tourism product, improve the country's profile as a tourism destination, restore national heritage sites, upgrade sites and attractions to meet international industry standards and provide revenue-generating sustainable tourism. The upgrades will be undertaken in a manner that protects and enhances the natural assets of the area and will focus on developing safe, high quality and eco-friendly attractions geared to maintaining international environmental standards. A sum of \$4 million will be provided for upgrades on the following projects:

- Paramin Lookout
- Temple in the Sea
- Lopinot Estate Museum
- River Estate Waterwheel
- Blue Basin Waterfall and Pools
- Fort Abercromby Heritage Park
- Caura River Recreational Site (Pool two)
- Caroni Bird Sanctuary
- Botanical Gardens
- Water Quality Testing at Las Cuevas

Maracas Beach Facility Improvement Project

The rehabilitation and upgrade of beach facilities serve as part of the government's drive to develop tourism products in a sustainable manner. The Maracas Beach Facility has been identified as a natural its flagship beach. The Maracas Beach Facility is intended to provide for a high quality tourist experience. This is also in keeping with the National Development Strategy's strategic initiative to ensure that the quality of national goods and service conform to international standards. A sum of \$4 million will be allocated for this project to facilitate the construction of a wooden boardwalk and decks, a combined office and commercial space, recreational facilities, completion of the washroom facility, and extension of parking facilities.

Youth Development and Entrepreneurship

The country's young population is one of its critical assets. Government continues to invest in programmes and infrastructure to provide opportunities for young men and women to participate fully in the nation's economic and social development. As such, the following projects and programmes are focused on the promotion of youth development.

Development of a Youth Employment Policy

The National Youth Employment Policy 2018- 2023 addresses the specific needs of unemployed youth focusing on preparation for the job market. This policy will address possible incentives for companies providing opportunities for training and job placement as well as the provision of support systems for micro enterprise development for the youth. A Terms of Reference was developed for the selection of a consultant to complete and develop the policy and its strategic implementation plan. The sum of \$1 million will be allocated for this project for consultations and associated costs of launching and promoting the policy.

Implementation of the National Youth Policy

The *Implementation of the National Youth Policy* seeks to increase youth engagement and participation and provides the necessary information and services to meet the youth related needs of individuals, groups and communities. The sum of \$1 million will be allocated for training, registration, marketing and publications associated with the

implementation and roll out of several educational caravans.

Youth Social Programmes

The objective of this programme is to expose males between the ages of 16-29 years to positive dialogue, direction, advice, role models, and assistance towards leading more productive lives. As such, the sum of \$1 million will be allocated for the continuation of this project to be implemented through the Ministry and sporting bodies.

Refurbishment of Youth Training Facilities

The Youth Training Facilities are community-based, multi-purpose, youth-friendly spaces in which young people, can meet and participate in a range of youth development programmes and activities. These facilities, serve the needs of the target group of young people, youth leaders, youth workers, and persons interested in youth development within specific catchment areas. The sum of \$2 million will be allocated for infrastructure upgrade works at the Los Bajos and Basilon Street Youth facilities.

Construction of Youth Development and Apprenticeship Centres

The Youth Development and Apprenticeship Centres promote healthy lifestyles among youth through their involvement in sport, culture and recreational pursuits as well as knowledge on health education. Additionally, it promotes the empowerment of youths to accept the responsibilities for their actions and their consequences through attitudinal change and chart their future by becoming self-directed and self-disciplined. Young

men between the ages of 14 to 19 who are economically and socially disadvantaged are offered theory and practical skills training. The Centre is expected to produce independent and self-reliant citizens who are prepared to participate in the operations and maintenance of the facilities. A sum of \$25 million will be allocated for the construction of two new Youth Development and Apprenticeship Centres located in La Horquetta/Talparo and Chaguaramas.

Establishment of a Multi-Purpose Youth Facility – Moruga

The establishment of the Moruga Multi-purpose Youth Facility is consistent with Government's commitment to rural development, ensuring that these are opportunities for sport, recreation and youth empowerment are available to the youth of Moruga. The project is intended to benefit and improve the quality of life of people within the immediate community and the wider public by providing opportunities for youth activities, recreation and training, as well as community social events. The sum of \$10 million will be allocated to this project for the completion of works.



Multi-purpose Youth Facility, Moruga



Multi-purpose Youth Facility, Moruga

National Entrepreneurship Development Company Limited (NEDCO) – Business Accelerator Programme 2020 - 2024

This programme focuses on forging partnerships and alliances with accredited tertiary institutions to facilitate comprehensive growth environments for potential entrepreneurs in Trinidad and Tobago. The implementation of its Business Accelerator Programme will continue with an allocation of \$3.3 million for the following activities:

- Marketing and advertising of the programme as well as conducting outreach/workshop/onsite promotions;
- client screening and selection; orientation and participation;
- selection of Subject Matter Expert and Mentors; and
- loan funding and administrative costs.

IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION

Drainage

The National Development Strategy, Vision 2030 highlights the need for an integrated planning approach to flood mitigation and drainage management. Given that the causes of flooding in Trinidad and Tobago are as a result of both natural and human effects, the Government has recognised that the piecemeal and localised approach used in addressing flooding has been uneconomical and unsustainable. As such, work is being undertaken to develop a Comprehensive National Drainage Plan with the aim of improving drainage planning and management throughout the country.

The sum of \$15 million will be provided for the continuation of projects under the *Programme of Upgrade to Existing Drainage Pumps and Gate Inventory*. The objective of the project is to upgrade and modernise the drainage operation systems to ensure that the process of dewatering is effective and efficient. The programme will involve the upgrade of pump houses and gates at the following locations:

- Tulsa Trace, Penal;
- Sadhoo Trace, El Socorro South;
- Bamboo No. 1;
- St John's, Fyzabad;
- Sea Lots; and
- Moruga.

Additionally an allocation of \$10 million will be provided for the continuation of projects under the *Major River Clearing Programme*.

Works will also continue with the reconstruction of berms, embankments and drainage structures to mitigate flooding and health hazards in St. Helena, El Socorro and Caroni under the *Caroni River Rehabilitation and Improvement Works* project.

A provision of \$7 million will be made for the implementation of the *Infrastructure Rehabilitation and Flood Mitigation Programme*. Work will commence on Phase II of the *Diana River Improvement Works* project and will involve the construction of a reinforced concrete wall to reduce the impact of flooding in Chase Village. The construction of a reinforced concrete wall and paving will also commence under the *Soledad River Improvement* project to reduce the impact of flooding in Claxton Bay.

An allocation of \$12 million will also be provided for the implementation of projects under the *National Programme for the Upgrade of Drainage Channels*. Upgrade work will continue on the *Maraval River Improvement* project and *St. Ann's River Improvement* project and will involve the rehabilitation of sidewalls and inverts and the re- alignment of all outfall drains on the tributaries of the main watercourses of the Maraval and St Ann's Rivers.

Water Management and Flood Control

To provide and make available water for sustainable farming in the dry season and to enable increased farm production, productivity and income for farmers in the rural areas of the country the Government continues to take action to mitigate flooding in water prone farming areas throughout Trinidad. To support the initiatives, funding will be made available in the sum of \$3 million for the activities in the following projects in fiscal 2021:

- Orange Grove for construction of an irrigation network which will include installation of underground irrigation and recirculation piping system. This will facilitate water to be pumped via 3500 m of PVC pipes and discharged into channels at appropriate points.
- *Development of Water Management Infrastructure for the Caroni /Bejucal Area* – Major interventions are required to address the issue of flooding which severely impacts farming in Trinidad and Tobago. Through the *Development of Water Management Infrastructure for the Caroni /Bejucal Area* project, measures will be taken in fiscal 2021 to address some of the irrigation needs of the Bejucal/Warren farmers and the Caroni rice farmers. This entails some major infrastructural works such as reconstruction of weir, construction of bridge, major river works and establishment of pumping facilities. Funding will be provided in the amount of \$1 million for these activities.
- *Rehabilitation and Development of Physical Infrastructure at Plum Mitan* will develop 600 acres into new production for farmers in the Biche and Plum Mitan areas. The Engineering

Division will focus on improved drainage through the replacement of drainage pumps in selected areas to channel excess water into the rivers during the rainy season and to provide water during the dry season. Embankments will also be constructed at low lying agricultural lands at the edge of the Nariva Swamp, as well as along the rivers so as to protect the lands from rising water levels during the rainy season.

- *Restoration and Management of the Guanapo Watershed* project will increase farm productivity and income for farmers in the Guanapo area through restoration and management of sustainable water resources. In an effort to empower the community to take charge and to improve their environment, the UWI and the Drainage Division of the MOWT are being engaged to provide education and training, data collection and interventions such as planting of trees and development of irrigation network.

Electricity

The Public Utilities System play an essential and strategic role in economic and social development on the lives of citizens in realizing a better quality of life. As such, the Trinidad and Tobago Electricity Commission (T&TEC) is committed to managing the electricity supply and public lighting systems to ensure that the growing electricity demand can be met. The total sum of \$23.8 million will be allocated to T&TEC for the development of an efficient, cost-effective and reliable electricity infrastructure.

The *National Street Lighting Programme* will continue in fiscal 2021 with an allocation of \$3 million for the purchase of materials and for the installation of three thousand (3,000) LED streetlights, thirty (30) solar LEDs and one hundred and twenty (120) poles. The T&TEC will change the existing High Pressure Sodium (HPS) lights to LED lights on a phased basis as part of the phasing out of old luminaries. The installation of these LED lights will reduce the country's energy intensity index. Additionally, approximately twelve thousand (12,000) citizens will benefit as this initiative will contribute to a greater sense of safety and security for citizens through the provision of well-lit communities and roadways.

The *Disaster Preparedness Phase II* programme will continue in fiscal 2021 and is aimed at minimizing disruptions in electricity service in cases of natural or man-made disasters. The sum of \$2 million will be allocated for the procurement of the Amphibious Vehicle, portable generators, as well as associated tools and equipment necessary to restore electricity supply in affected areas.

TTEC will continue to develop its built-in redundancy capability and enhance the transmission and sub-transmission infrastructure to increase the provision of a more secure and reliable power supply. In fiscal 2021 resources in the sum of \$4 million will be provided for the following activities under the *Production and Delivery of Bulk Power Project* and for the *New Bulk Power Projects*:

- upgrade of the 66KV Pinto Road Substation;
- payment of compensation to land owners;
- provision of valuation services required for land acquisition;
- upgrade of the Westmoorings Substation;
- re-conducting of Wrightson Road/Westmoorings 66 kV circuits #1 and #2;
- upgrade Bamboo/Wrightson Road 66 kV No.1 circuit;
- upgrade Bamboo/Wrightson Road 66 kV No. 2 and No. 3 circuits; and
- upgrade of Isolators at Bamboo 132/66/12kV Substation

The programme for the *Lighting of Parks and Recreation Grounds* will continue in fiscal 2021 with the continued illumination of public spaces to encourage outdoor and sporting activities and improve the well-being of citizens. An allocation of \$3 million will be provided in fiscal 2021 for the illumination of six (6) new grounds as well as upgrades to four (4) existing grounds.

The sum of \$3 million will be allocated to T&TEC in fiscal 2021 for the provision of *Additional Transmission Infrastructure to move TGU onto the National Grid*. The main focus will be the establishment of the second 220 KV Union Estate/Gandhi Village double circuit line as well as the procurement of two (2) 30/40 MVA transformers.

The *Electrification Programme*, which is aimed at improving the social and economic welfare of the less fortunate segments of the population through the provision of an electricity supply, will continue in fiscal 2021 with an allocation of \$3 million for the provision of electrical infrastructure to sixty (60) households throughout Trinidad and Tobago.

Renewable Energy Initiatives

The T&TEC is committed via the Paris Agreement to reduce Green House Gas emissions in the power generation sector. In this regard, the country critically needs a standardised Wind Resource Assessment project (WRAP) to ascertain the potential of Wind Energy for power generation. In fiscal 2021, a sum of \$1.750 Million will be allocated for this project.

In order to ensure continued reliability of the electricity supply and prevention of catastrophic failure, it is important that the aged transmission infrastructure be replaced in a timely manner. As such, for fiscal 2021, T&TEC will be allocated the sum of \$2 million under the *Replacement of Aging Transmission Infrastructure Programme* to undertake a number of upgrades and works on various transmission and sub-transmission circuits. These include:

- replacement of two (2) 66/33 kV, 50/70 MVA power transformers for the Wrightson Road 66/33/12 kV Substation;
- refurbishment of North Oropouche - Toco Link #1 33 kV circuit;

- replacement of defective poles and insulators and corroded aerial conductors on the St. Mary's - Galeota 33kV Circuit (Phase II);
- replacement of underground cables on the Gateway -Mucurapo 33kV Circuit;
- replacement of underground cables on the POS-Port Authority 33kV Circuit; and
- replacement of the Gateway - Belmont 33kV.

Furthermore, the THA will continue to collaborate with T&TEC to implement its *Street Lighting Programme* and *Rural Electrification Programme*, with an allocation of \$0.500 million.

Information Technology and Infrastructure

Government has committed to the advancement of Trinidad and Tobago towards a Digital Society by 2022. Accelerating the introduction of digital services within the Public Service is a priority. Facilitating a cultural transformation through widespread adoption of digitisation, by the implementation of public service modernisation and service improvement is dependent on Ministries, Departments and Agencies (MDAs) putting greater investment in its digital infrastructure and services. As such, improvement of the information technology infrastructure of the Public Service will continue with the allocation of \$10.0 million to the Digital Transformation Programme. Fostering Economic Development focuses on building a pro e –Enterprise environment. Activities scheduled to continue include:

- The Ministry of Public Administration and Digital Transformation (MPADT) will commence the design and implementation of the National e-Identity-digital ID Card (EIDS). The implementation of an EIDS in Trinidad and Tobago can serve a variety of different ends such as more efficient delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, and more efficient Government management.
- The Trinidad and Tobago Police Services, will continue with the implementation of various projects including:
 - Livescan – this will facilitate faster processing and identification of persons for the issuing of certificates of character.
 - Digital Fingerprint Capture – this system will process latent fingerprints and enhance previously illegible latent prints.
 - Computerisation of Crime Scene Photo Lab – this project will allow TTPS to retire Dark Rooms, thus providing a space to be repurposed.
 - Body and Vehicle Cameras Project – this will improve accountability and customer relations with citizens.
- The Service Commissions Department will continue with the *Implementation of Document Management Systems* to help increase the efficiency of its operations.
- The IDB assisted Integrated Financial Management Information System (IFMIS) will continue with activities to include the change management consultancy, the for the operational phase involving the THA, Ministry of Planning and Development and the Ministry of Finance.
- At the Ministry of National Security work will continue at:
 - the Trinidad and Tobago Regiment with network infrastructure development at the Regiment Headquarters, Aranguez and Camp La Romain;
 - the Forensic Science Centre with the purchase of additional equipment for the Laboratory Integrated Management System (LIMS) which facilitates data entry of evidence-related information using a bar coding system; and
 - the Immigration Division, continued bolstering of Border Management System with the Upgrade of the Automated Fingerprint Identification System and the Upgrade of the Machine Readable Passport (MRP) to e-Passport.

- The Development of the Judiciary Information System will continue with activities such as:
 - continued development and roll out of the Court Case Management System, TT.jim, to the entire Judiciary.
 - expansion of Court Pay, Court Mail and E-Probate
 - development of an Online Small Claims Court
 - development and rollout of BailNet; and
 - development of E-Self Service Kiosks
- The IDB assisted *Strengthened Information Management at the Registrar General's Department (RGD)* project will continue in fiscal 2021, with an allocation of \$15.0 million for the institutional capacity strengthening of the RGD, and the Support to Strengthen the Identification of Parcels and Persons in Property Registration.

An allocation of \$1.0 million for the Computerisation Programme Tobago will allow for the *Establishment of an Integrated Financial Management System* and Culture and Information Technology Strengthening for persons and establishments in Tobago.

Single Electronic Window

Part of Government's strategy to improve the country's ranking on the Ease of Doing Business Index, will include the continuation of the IDB assisted project

Enhancement of the *Single Electronic Window (SEW)* with an allocation of \$30.0 million.

Enhancing and expanding the services of the SEW will focus on upgrading the current SEW to international best practices.

The Interoperability phase of the SEW will facilitate exchange and analysis of data between the SEW and the information systems at the Port of Port of Spain, the Port of Point Lisas and the Customs and Excise Division.

Modernising the governance and the institutional framework of the SEW will address the deficiencies in the regulatory framework, process architecture, and strengthen the institutional governance of the SEW.

Roads and Bridges

In fiscal 2021, the sum of \$666.3 million will be invested for the continuation of enhancing our road network. This investment is integral to achieving our Vision 2030 goal of having an inter-connected, well maintained transport infrastructure. The aim of the Roads and Bridges Infrastructure Programmes is to improve traffic congestion, expand economic zones, provide safe commute for drivers and pedestrians and efficiently move persons and goods throughout the country.

The *Road Construction/Major Road Rehabilitation Programme* focuses on construction and rehabilitation of roadways throughout the country. The measures adopted under this programme includes:

- implementation of traffic management measures;
- provision of alternative access routes;
- reinstatement and stabilisation of failed slopes; and
- improvement to existing road infrastructure.

The programme is allocated the sum of \$75 million in fiscal 2021, to undertake the key undermentioned measures:

- commencement of the construction of two (2) pedestrian overpasses located at the Audrey Jeffers Highway in the vicinity of the Movie Towne Complex and at the Lady Hailes Avenue, Renzi Kirton Highway, San Fernando;
- construction of a new link road from Farm Road, St Joseph to the Uriah Butler Highway (UBH), Mt Hope;
- widening of the Churchill Roosevelt Highway (CHR) East and West bound lanes in the vicinity of the Mausica intersection to O'Meara intersection;
- widening of the Solomon Hochoy Highway (SHH) from Chaguanas overpass to the Chase Village overpass; and
- improvement to the Endeavour Interchange - Phase II.

The *Port of Spain East/West Corridor Transportation Project*, which is the flagship project of the MOWT, aims to reduce traffic congestion along the East West Corridor as well as to facilitate ease of movement of people during peak traffic periods. An investment in the sum of \$85

million is allocated to facilitate the following activities under this project:

- completion of payments to landowners that were displaced to facilitate the construction of the Southern Main Road and Churchill Roosevelt Highway Interchange, and complete the payments to the contractors for the interchange construction;
- completion of payments relating to the construction of the pedestrian walkover at the Ciprani Labour College, Valsayn;
- completion of a feasibility study for the determination of interchanges east of the Curepe Interchange, and commencement of construction on two (2) interchanges east of the Curepe Interchange;
- commencement of the replacement of Culvert No. 6 in the vicinity of VMCOTT, Beetham Highway;
- deployment of five (5) spot speed camera systems along the UBH and SHH; and
- continuation of an Intelligent Transportation System (ITS) called the National Traffic Management System (NTMS) expansion from the Uriah Butler and Churchill Roosevelt Highway Intersection (Grand Bazaar Interchange) to Piarco and Couva respectively.

The *Bridges Reconstruction Programme* which aims to replace dilapidated and unstable bridges across the country will be continued in fiscal 2021. The programme will be allocated the sum of \$50 million for the completion of reconstruction works of four (4) remaining bridges under Phases I and II. Additionally, the MOWT intends to commence construction of thirteen (13) bridges under Phase IIIA of the programme.

The list of the thirteen (13) bridges to be constructed are listed below;

- B1/1 Fondes Amades Road, St. Anns;
- B 1/1 Eastern Main Road, South Quay;
- B 1/1 Sam Boucard Ext. Road, Sant Cruz;
- B1/45 Paria Main Road, Toco;
- B 1/43 Paria Main Road, Toco (Shark River);
- B 1/2 Caigual Road, Manzanilla;
- B 1/40 Paria Main Road, Toco (Grand Rivere);
- B1/4 La Fortune Pluck Road;
- B1/5 Tableland Road, New Grant (4.8km);
- B1/8 Piparo Road;
- B 2/9 Chickland Caparo Road, Chaguanas (8.79km);
- B1/11 Mayaro Guayaguayare Road, Mayaro; and
- B1/1 Tamana Road.

Under the *Landslip Repair Programme Project*, the sum of \$25 million is provided to facilitate the completion of six (6) landslips under Phase I and the commencement of designs on the first thirty-four (34) of sixty-eight (68) landslips under Phase II of the programme.

In fiscal 2021, the MOWT turned the sod to commence construction of a vehicular overpass in the vicinity of Powder

Magazine, named the Construction of a Vehicular and Pedestrian Bridge - Diego Martin. This vehicular overpass is intended to reduce traffic congestion, provide safe operation for road users, and improve access to the West Moorings, Carenage, Chaguaramas and Diego Martin areas of the north-western peninsula of Trinidad. In fiscal 2021, the sum of \$60 million will be provided for the continuation of the design-build construction works on the overpass.

The *Construction of the Valencia to Toco Road* will continue with an allocation of \$55 million for the completion of detailed engineering design, cadastral surveys, utility relocation activities and the attainment of the a CEC relating to segments being managed by the National Infrastructure Development Company Limited (NIDCO). Additionally, funding is provided to the PURE unit which is responsible for eight (8) ongoing construction work packages along the Valencia Main Road from the Valencia Junction to the Toco Main Road. These packages include slope stabilization measures, construction of roundabouts, widening of bridges, drainage, and road widening and resurfacing works. NIDCO also proposes to commence construction works under Packages five (5) and nine (9) which involves the upgrade of the roadway between Matura to Salybia, and Rampanalgas to Cumana.

The construction of the *Churchill Roosevelt Highway Extension to Manzanilla Project* is allocated the sum of \$75 million for the continuation of construction packages 1A and 1B of Phase I of the highway

construction project. These construction packages involve the construction of a new 5 km segment of the 14 km, four (4) lane divided highway. Funding is also provided for continuation of consultancy services for the completion of an EIA relating to the issuance of CEC for the additional construction packages under Phases I and III of the project as well as land acquisition and cadastral surveys.

The *Construction of the Solomon Hochoy Highway Extension to Point Fortin Project* will continue in fiscal 2021, with an allocation of \$65 million. Construction works will continue on the following work packages:

- Mon Desir Interchange Bridge and the Oropouche River Bridge;
- No.8 Road Overpass and the Guapo River Bridge;
- Mon Desir to Eccles Trace and St Marys's Junction to Mon Desir segments;
- Segment between the Southern Main Road and the Dunlop Roundabout;
- St Mary's Interchange, Delhi Road Overpass and Grants Road Underpass;
- Southern Main Road Overpass and the La Brea Interchange Bridge;
- Segment between the Godineau River Bridge and the Mosquito Creek Bridge;
- Segment between Eccles Trace and La Brea; and
- Segment between the La Brea Interchange to Southern Main Road and Fyzabad Road to Mon Desir Interchange.

The *San Fernando Waterfront Project* is allocated the sum of \$40 million which would facilitate the widening of the Lady Hailes Avenue from Todd Street to the PTSC Terminal, inclusive of connector roads on Ruth Avenue and Rushworth Street. Additionally, the PURE unit is responsible for the construction of a boardwalk and cycling track.

The *Construction of the Moruga Highway Project* is provided with an investment in the sum of \$38 million for continuation of construction works. These works include slope stabilisation measures, bridges reconstruction, drainage works and associated road surfacing works. Additionally, the PURE unit anticipates the commencement of twelve (12) work packages which will entail reinstatement of failed slopes including road resurfacing works.

Under the *Local Roads and Street Signage Programme* being implemented by the MoRDLG, funding of \$2 million is provided for the completion of the implementation process for Phase I of the programme which involves the installation of street signage in three (3) Corporations. These Corporations are Port of Spain City Corporation, Chaguanas Borough Corporation and San Juan Laventille Regional Corporation.

Additionally, the fourteen (14) Municipal Corporations and the Engineering Unit of the MoRDLG will be allocated the sum of \$61.5 million for the continuation of the upgrades to local roads in various municipalities. These measures include the

construction of bridge culverts, footpaths, slope stabilisation measures, installation of bailey bridges, bridge reconstruction works and road resurfacing programmes.

In Tobago, a total of \$20 million is allocated to continue the road rehabilitation and bridge reconstruction works under the following programmes:

- Road Resurfacing Programme;
- Major Improvement Works on Secondary Roads;
- Programme for Upgrading Road Efficiency-Tobago;
- Milford Road Upgrade;
- Completion of the Milford Road Bridges, and
- The Rehabilitation of the Claude Noel Highway.

Transportation

A well developed and efficient transportation system can be a powerful enabler and driver of economic and social growth and development of a country, including improving the overall welfare of its citizens. In this regard, the Government will continue with the development of quality infrastructure and transportation by building a first class air, sea and land transportation system with acceptable levels of accessibility and efficiency to improve the lives of all citizens. For fiscal 2021, the MOWT will continue to focus on fleet upgrades, traffic management measures and infrastructure works with an allocation of \$198.8 million.

Land Transportation

The PTSC will receive an allocation of \$21.3 million to continue capital works to improve its delivery of services to commuters in fiscal 2021, which include:

- the completion of inter connectivity to the main electrical grid for the new power generator installed at the PTSC Bus Depot, Port of Spain ;
- continuation of works for a new bus depot in Rio Claro;
- procurement of five (5) new buses from China;
- final design and construction of a new passenger terminal depot at Sangster's Hill, Tobago; and
- upgrade of Terminus Facilities at Sangre Grande, San Fernando and Scarborough

The Traffic Management Branch (TMB) under the MOWT will continue to implement traffic management measures to enhance road safety throughout the country for fiscal 2021, with an allocation of \$3 million. These will include the installation of twenty (20) traffic data collection devices across the country and the commencement of installation of new guardrails and a modified cable barrier system along the major highways.

In addition, the sum of \$1 million will be allocated to the Vehicle Maintenance Company of Trinidad and Tobago to continue with its upgrade works at the San Fernando, Tobago and Beetham Facilities. These works will include roof replacements at the San Fernando and Beetham Facilities and major roof repairs at the Tobago Facility.

The Construction of Bus Shelters and Bus Stops undertaken by the THA will continue in fiscal 2021 with an allocation of \$1 million for the construction and upgrade of bus stops and shelters throughout Tobago.

Sea Transportation

Resources totalling \$129.6 million will be allocated to the Port Authority of Trinidad and Tobago (PATT) in fiscal 2021 to assist with its development works and capital programme. Some of these initiatives will include:

- replacement of five (5) foam fenders for the Port of Scarborough;
- continuation of the repair/paving of the empty container yard;
- procurement of one (1) ship to shore gantry crane;
- installation of CCTV cameras at the Spectrum Yard (Phase 1); and
- procurement of two(2) Vehicle Scanners for GSS Ferry Terminal

The Maritime Services Division of the MOWT will be provided with an allocation of \$5.9 million in fiscal 2021, to implement works pertaining to sea vessel traffic safety and management. The Division will continue to focus on the continuation of removal and disposal of derelict vessels in the Government Shipping Service Basin in the Port of Spain and Sea Lots areas. Also, in order to enhance sea transport safety, the upgrade and modernisation of navigational aids which includes beacons and lighthouses will continue around the island.

The MOWT will be provided with the sum of \$25.6 million for fleet upgrades and expansion of the Water Taxi Service to be undertaken by the NIDCO in fiscal 2021, to increase reliability of service. These activities will provide for the continuation of upgrade works on the water taxi vessels involving replacement of lifesaving apparatus, jet bell housing and impellers. NIDCO will also complete payments and take delivery of two (2) catamaran inter-island fast ferries from Incat and Austal Pty Limited of Australia in fiscal 2021, for fleet expansion to service the Trinidad and Tobago sea bridge.

Air Transportation

To meet international certification requirements by the International Civil Aviation Organisation (ICAO) and the United States Federal Aviation Administration (FAA), in fiscal 2021, the Airports Authority of Trinidad and Tobago (AATT) will receive the sum of \$45.1 million to continue to target upgrades in infrastructure and security works which includes:

- continuation of airfield pavement remediation works at the Arthur Napoleon Raymond Robinson International Airport (ANRRRIA) in Tobago as well as the Piarco International Airport (PIA) in Trinidad;
- repairs to the perimeter fencing at the ANRRRIA;
- installation of digital video surveillance system (CCTV) at the PIA and the ANRRRIA to meet the security requirements of the Airports Authority

and the National Security Agencies at the Airports; and

- upgrade and replacement of airfield signage for airplanes at the PIA to meet the ICAO's regulations.

Furthermore, *the Construction of a Terminal and Associated Facilities of the ANR Robinson International Airport* project will commence in fiscal 2021, with an allocation of \$70 million. This project which is being executed by NIDCO under the Ministry of Finance aims to create an international airport with sufficient capacity and level of service to support tourism development in Tobago. The project will involve the upgrade of the existing terminal building and the construction of a new terminal building with a car park.



Conceptual Depiction of New Terminal at the Robinson International Airport

Water Security

Water

The National Development Strategy 2016-2030 aims to ensure that our Public Utilities system will be better managed with

improved access to regular water supply by all. In order to achieve our National Vision, Trinidad and Tobago needs efficient, cost-effective, sustainable and reliable water and wastewater services. Currently, critical gaps still exists in accessing water that is clean and sanitary for human consumption. Given the fact that clean and sanitary water is fundamental to human sustenance and health, optimum efforts must be made to ensure efficient and effective water resource management is undertaken, bearing in mind economic and environmental sustainability.

In keeping with its mandate '*Water Security for Every Sector. Deliver it. Sustain it,*' the Water and Sewerage Authority (WASA) will continue initiatives for improving the production and delivery of water. In this regard, WASA, seeks to ascertain water security through ensuring a sustainable supply of safe water. The programmes that will be implemented by WASA are aligned to the sustainable development goal of ensuring the availability of water for all citizens of Trinidad and Tobago. Investments totalling \$168.5 million will be provided to continue the following water projects:

- rehabilitation of fifteen (15) wells which will increase the total volume of water by 17,922 cubic meters per day in the following areas: Arima, Sangre Grande, Tucker Valley, Las Lomas, Granville, Valencia and Paramin;
- replacement of faulty transmission mains at the following locations: Guapo, Cap-de-Ville Road, Point Fortin, Fyzabad, Oropouche, St. Mary's Village, Harris Village and Avocat Village;

- installation of 250 meters of 200mm of water mains and construction of a 300,000 Imperial Gallons (IG) Glass Fused to Steel (GFS) storage tank at Calvary Service Reservoir;
- design and construction of one (1) Imperial Milligallons (IMG) glass fused to steel storage tank at Sobo Village in La Brea which will provide an improved water supply to the Caribbean Gas Chemical Limited (CGCL), Trinidad Generation Unlimited (TGU) and environs;
- construction of two (2) 100,000 IG service reservoirs at the Paramin Booster Station and at the level three (3) Paramin Booster Station under phase one (1) of the project for the development of new water sources. Construction of the service reservoirs will provide an improved reliability of service to approximately 22,500 persons in Maraval and environs, Boisseire Village, St. Ann's, Cascade, Moka and Santa Cruz by an improved class of supply from 24/1 to a 24/3 supply;
- implementation of the *Integrated Water Improvement Programme* in the north western areas of Trinidad and Tobago. It is expected that approximately 34,845 persons within 22 areas of North West Trinidad will benefit from an improved class of supply from 24/2 to a 24/4 supply;
- continuation of refurbishment works at Caroni Water Treatment Plant which will provide improved

reliability of service to approximately 488,882 persons from Kelly Village in Caroni to St. James, San Fernando and certain parts of South West Trinidad;

- construction of a Coagulation/Flocculation/Sedimentation System at the Petrotrin Guayaguayare Waste Water Treatment Plant;
- rehabilitation of the Ultraviolet Contact Tank at Beetham Waste Treatment Plant ; and
- upgrade of TCO Booster Pumping Station as part of the *Moruga Well Development* project which will provide an improved class of supply from 24/2 to a 24/4 supply in the areas of Princes Town North/South, Tableland and Naparima.

In addition, for fiscal 2021, WASA will continue to work with the THA to provide a reliable and efficient water supply to its customers in Tobago. The sum of \$14 million will be provided for the following:

- continuation of the Tobago Well Development Programme which will improve the reliability of the water supply to forty-five thousand (45,000) residents in Scarborough, Mary's Hill and Roxborough; and
- continuation of the desilting and rehabilitation of the Hillsborough Dam. A total of fifteen thousand (15,000) persons within thirteen (13) areas on the eastern side of Tobago will benefit from the increased storage of fifty (50) million Milligallons (MG).

Sewerage

Wastewater must be properly managed in order to protect human health and the environment. This is in alignment with the national goal of ensuring that comprehensive waste and pollution systems are created, thereby, improving the management systems for water pollution and waste water in Trinidad and Tobago. In fiscal 2021, the sum of \$130 million will be allocated for the implementation of the *Multi-Phase Wastewater Rehabilitation and Wastewater Network Expansion* projects.

Multi-Phase Wastewater Rehabilitation Programme

An allocation of \$100 million will be provided for the improvement of the existing wastewater management services in San Fernando and the Malabar catchment areas. The main project deliverables for fiscal 2021 will be the San Fernando Wastewater Treatment Plant including Property Connections; Malabar Wastewater Property Connections; North West Bulk Meters and Purchase of Tableau.

Wastewater Network Expansion

An allocation of \$30 million will be provided to develop designs and commence the construction of Wastewater Treatment Plants at Trincity and South West Tobago. The operationalisation of the wastewater treatment plants is expected to result in a reduction of sewage overflow into the environment.

PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

Energy/Renewable Energy Alternatives

The Government will continue to facilitate energy efficiency by developing an Integrated Resource Plan to manage the phased implementation of renewable energy, with a target of renewable energy meeting 30 percent of demand by 2030. Through the Ministry of Energy and Energy Industries (MEEI), the Government continues its promotion of renewable energy and energy initiatives to ensure the sustainability of the energy sector. An allocation of \$9.3 million will be provided for activities in fiscal 2021 which will include:

Renewable Energy and Energy Efficiency Initiatives

This project is aligned to Government's goal to improve energy efficiency through a reduction in the nation's carbon footprint, greenhouse gas emissions and environmental waste. Citizens will benefit from fuel cost savings, a healthier environment and greater appreciation and sensitisation around the use of renewable energy.

In fiscal 2021, the following energy initiatives will be undertaken under this sector:

- continuation of the public awareness campaign on renewable energy to sensitise communities about topics such as energy efficiency, the use of renewable energy, climate change, sustainable energy, resilience, waste

management and waste to energy through various communication mechanisms;

- continuation of the development of a waste to energy facility at the Beetham landfill which will result in a reduction of waste and carbon emissions;
- conduct of a wind resource assessment which will contribute to the reduction of the nation's carbon footprint; and
- implementation of a solar traffic light project which will contribute to fuel cost savings for Trinidad and Tobago as well as a reduction in greenhouse gas emissions.

Acquisition of Synthetic Aperture Radar (SAR) System

These SAR systems located at Port of Spain and Chaguaramas will be used for the early detection of oil spills in the Gulf of Paria. In addition, in fiscal 2021, the maintenance of both radar systems will be undertaken.

Dredging of the Sea Lots Main Channel and Turning Basin

The Sea Lots Main Channel and Turning Basin must be dredged to return it to the required minimum depth for safe navigation. The sum of \$3.0 million will be allocated in fiscal 2021 to conduct a new bathymetric survey and undertake the removal of 820,000 cubic metres of spoil to achieve the desired post-dredge depth of 7 metres below Chart Datum.

Installation of a Floating Jetty and Four (4) Subsea Pipelines at NP's Fuel Receiving Terminal, Crown Point Tobago

This is a new project that was proposed by MEEI for fiscal 2021 which is in line with Government's initiative to explore opportunities for access to and sharing of common gas transportation and processing infrastructure which may be underutilized, in order to *optimize costs*. A sum of \$2.0 Million will be allocated in fiscal 2021 for this project.

New to Industry Gas Station at Sangre Grande.

This is a new project that was proposed by MEEI for fiscal 2021 which is in line with Government's initiative to accelerate the CNG conversion programme. A sum of \$3 million will be allocated in fiscal 2021 for this project.

Environment

Quality of life is recognised as being able to live in healthy surroundings with an adequate standard of living. Sustainability maintains the health and bio-capacity of the environment, while supporting the well-being of individuals and communities. Consistent with this, is the need to promote an enhanced economy where there is little waste and pollution, fewer emissions, more jobs, and a more equitable distribution of wealth. The practice of environmental sustainability helps to ensure that the needs of today's population are met without jeopardising the ability of future generations to meet their needs.

Environmental resources therefore form a critical component of the capital base, and the sound management, protection and conservation of these resources are a main focus of the Government as stated in its National Development Strategy under Theme V - Placing the Environment at the Centre of Social and Economic Development. To this end, the GORTT will ensure that environmental sustainability through a modernized legislative framework, sound education and awareness, support for rehabilitation and conservation, climate change adaptation, re-afforestation, management of the wildlife resources, promotion of recycling, and strong air and water quality standard are addressed with specific projects and programmes through its Ministries and Agencies.

Environmental Management and Policy

The Environmental Management Authority (EMA) aims to build effective institutional capacity to plan and implement sound environmental management. As such, \$2.5 million will be utilised on the following: -

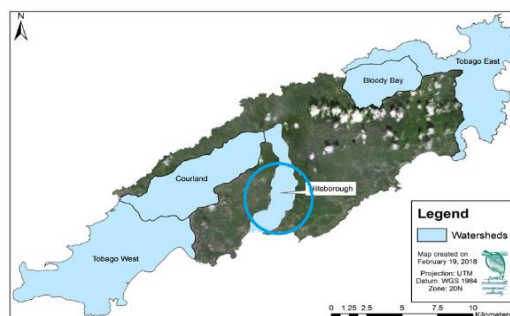
Development of Ambient Water Quality Standards

The Hillsborough West, and Rest West Watersheds are two (2) of Trinidad and Tobago's critical watersheds. The Hillsborough West Water Treatment Plant is one of the main sources of potable water in Tobago, producing 5.5 cubic metres of water daily, and serving the people of Mt. St. George, Hope, John Dial, Bacolet, Scarborough and environs. This watershed is also an important recreation area,

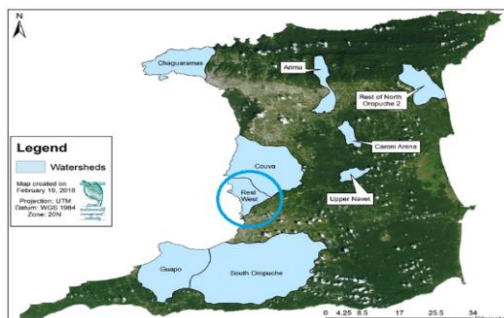
however, currently the watershed is impacted by pollution from recreation and domestic wastewater.

The Rest West Watershed in Trinidad is also highly impacted by pollution from domestic and industrial wastewater, with the Point Lisas Industrial Estate and the Port of Point Lisas being located within this watershed. The industries disposing wastewater into the rivers and coastal area of the watershed include manufacturers of: iron and steel, bleach and caustic soda, sulphuric acid, and ammonia and methanol. This watershed empties into the Gulf of Paria, which supports much of the country's artisanal fisheries. Therefore, it is a matter of urgency that assessment programmes developed to identify pollutants and their sources within these two (2) critical watersheds be undertaken, and plans to halt further degradation be developed.

Funding will be utilised for the assessment of the current status of water quality and biological community which will include the collection of physical, chemical and biological data from the two (2) watersheds at both inland surface waters and the coastal nearshore area; along with the development of watershed improvement plans which will halt degradation of water and habitat quality within each watershed ensuring long-term protection for current and future users in the Rest West and Hillsborough West Watersheds.



Map showing Hillsborough West in Tobago

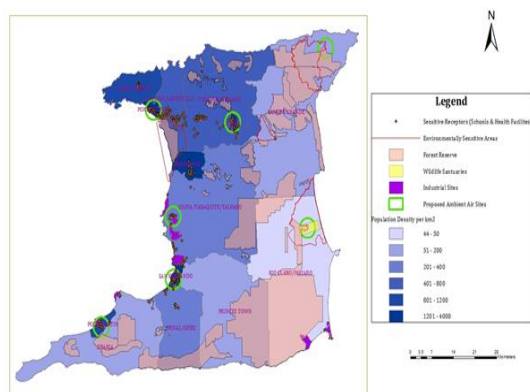


Map showing Rest West in Trinidad

Establishment of an Ambient Air Quality Management Programme (AAQM)

A thorough understanding of air quality and the effective management of the associated problems - one of which is the high concentration of Saharan dust within Trinidad and Tobago's atmosphere, requires the continued assessment of pollution levels. Ambient air monitoring is an integral part of an effective air quality management system which helps in assessing the level of pollution in relation to the ambient air quality standards. These standards are regulatory measures to set targets for pollution reduction and to achieve clean air. Funding will be utilised to incorporate two (2) additional AAQM Stations for deployment in Trinidad, one of the locations being northeast and the other southwest of the island. These two (2) additional stations will

increase the current number of AAQM Stations from five (5) to seven (7). Air quality data management software will be used to link the additional stations remotely, compile the data into an inventory system, perform data validation and produce an Air Quality Index (AQI) that can be disseminated in real-time to the public. The AQI will graphically display the connection between air quality and health.



Map illustrating proposed ambient air quality monitoring sites in Trinidad

Acquisition of ISO 9001 Certification – Phase IV

ISO 9001 provides a set of requirements to operate a quality management system and represents international best practice for managing quality built around eight management principles that include customer focus, leadership process approach and evidence based decision making. It also integrates management and technical activities for the planning, implementation, and assessment of environmental programs within the EMA's mission and scope. The project was executed on a phased basis to ensure proper implementation. For fiscal 2021, the EMA will progress to Phase IV, procuring a certification registrar, preparing

and steering the EMA towards receiving ISO Certification, and recognition and promotion in media.

Institute of Marine Affairs (IMA)

The IMA's research focuses on biodiversity, ecology, environmental quality, fisheries, aquaculture, oceanography and coastal protection. Oceans have been identified as important for fisheries, transport, and tourism. These are traditional sectors of the Blue Economy which provide opportunities in fisheries and aquaculture, blue biotechnology, renewable energy and research and innovation.

Consequently, the Blue Economy calls for a change in the way we use our ocean resources by placing greater importance on the environment and on protecting the oceans "natural capital" to secure a sustainable flow of benefits. As such, it emphasises social outcomes – improved human well-being, improved livelihoods and social inclusion and equity. In the Caribbean, there is potential for growth and innovation in traditional Blue Economy sectors. However, despite this potential, most Caribbean islands have been slow in transitioning to the Blue Economy and in realising its full benefits. A key step, towards this end, is an enabling environment in the form of appropriate policies, legislation, infrastructure, and finances. Further, the development of the Blue Economy requires new skill and human resources, for both current and emerging sectors.

To commence transition to a Blue Economy, the IMA must complete its current infrastructure projects. This fiscal, \$1.764 million is allocated for the following: -

- Implementation of phase V of the project - Construction of New Facilities of the Institute of Marine Affairs;
- Construction of a Marine Field Station and Interpretive Centre at Pigeon Point Heritage Park, Tobago which will provide an opportunity to expand the tourism product from one of recreation to one of learning and active participation in marine conservation efforts; and
- Development of the Mariculture Industry in Trinidad and Tobago to conduct applied mariculture research.

Solid Waste Management

The primary goal of the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) is the establishment of integrated and environmentally-sound waste management by reducing and eliminating adverse impacts of waste materials on human health and the environment. SWMCOL's sustainable waste management initiatives include the regular collection and transport of waste, upkeep of the environment in which it functions, as well as processing and treatment, particularly via recycling environmentally sound disposal and continuous monitoring of different types of waste materials. This is to be done in the most efficient and timely manner possible, to keep costs low and prevent waste build-up, to maximise the quality of service and minimise the impact on public health and the environment. SWMCOL also provides educational services via public outreach

regarding the potential hazards of poor sanitation, the public's role in maintaining a clean and healthy environment, and also for transforming the public perception away from waste being seen as purposeless and instead to it being viewed as a resource with value and opportunities. The company will continue to implement its key short-to-long-term development projects in fiscal 2021 that will focus on improving public awareness, improving the site operations, disposal infrastructure and recycling at the community level.

The following projects will continue its implementation with an allocation of \$3.7 million:-

- Upgrade of Recovery and Recycling Facilities, Plant and Equipment at Forres Park
- The development of this new Materials Recovery Facility (MRF) is necessary to bolster the required operational capacity in order to effectively process the anticipated volume of beverage containers with the introduction of the deposit refund system.
- Establishment of an Engineered Sanitary Municipal Solid Waste (MSW) Landfill, Forres Park
- The construction of an engineered landfill at Forres Park will provide a sustainable, long-term and integrated solid waste management solution for Trinidad that will improve the environmental and health and safety standards. In fiscal 2021, SWMCOL will complete the geotechnical and groundwater studies and the traffic count analysis which commenced in 2020; and commence the waste characterisation

and centroid study. SWMCOL will engage a consultant to undertake the study over a fifteen (15) month period utilising data that is collected strategically to capture variances in waste generation patterns during the wet and dry seasons.

Forestry

The Forestry Division is mandated to manage the state's forests, wildlife and national park resources. The Division has stewardship over one hundred and nine-thousand (192,000) hectares of forest, distributed within thirty-five (35) forest reserves, eleven (11) game sanctuaries and other state lands. Forest management is guided by a National Forest Policy (NFP) with legal mandates drawn from the Forest Act, Sawmills Act and Conservation of Wild Life Act. The major objectives to enhance forestry development are to:

- sustainably manage the forest estate thereby optimising the use of the resources;
- encourage and monitor the development of forest industries;
- identify and manage the country's natural heritage sites;
- protect the state's forests and wildlife resources and reduce losses due to forest fires;
- conserve important and fragile ecosystems which would preserve biodiversity; and
- educate the public on the wise use of the country's natural heritage.

The sustainable development of the forest resources in Trinidad will continue to be addressed through the following projects with an allocation of \$8.104 million:

- Re-afforestation of Denuded Northern Range Hillside;
- Commercial Repository to reforest the denuded lands for protection purposes and to establish commercial timber plantations;
- Improvement of Forest Fire Protection Capability;
- Improved Management to the Natural Forest of South East Conservancy;
- Wetlands Management Project;
- Forestry Access Roads;
- National Parks and Watershed Management Project;
- Outreach and Community Empowerment and Mobilisation; and
- Sustainable Management of the Wildlife Resources in Trinidad and Tobago.

Coastal Protection

Trinidad and Tobago's coastal zone is ecologically diverse and productive, providing a range of ecosystem services to the benefit of the nation as well as supporting human settlements. However, as a small island developing state, Trinidad and Tobago's ecosystems are also fragile and vulnerable. In light of this, Vision 2030 highlights the need to identify vulnerable areas/communities in order to design and implement effective adaptation strategies to protect coastal and marine areas.

As such, an allocation of \$32.3 million will be provided for the *Critical Coastal Protection Programme* under the Ministry of Works and Transport, to minimise the incidences of coastal erosion in Trinidad. The major projects that will be implemented in fiscal 2021 include:

- commencement of the *Mayaro/Guayaguayare Coastal Management Programme*, which will include the construction of coastal protection measures along the Mayaro and Guayaguayare shoreline;
- completion of the *Matelot-Grande Riviere Phase II Project*, which involves the construction of a sea wall between Grande Riviere and Matelot;
- continuation of the *Comprehensive National Coastal Monitoring Programme*, which will establish a system for measuring, monitoring, transmitting, manipulating and analysing critical hydrodynamic data sets required for the design and monitoring of coastal structures; and
- continuation of the *Shoreline Management Plan* for Manzanilla Beach (Manzanilla Point to Point Radix) which will involve the conduct of relevant studies along Manzanilla Beach to determine the most technically, environmentally and economically feasible alternatives for the mitigation of the coastal erosion.

Disaster Preparedness

The Ministry of Rural Development and Local Government will continue to focus on the early diagnosis of the country's vulnerability to potential disasters through the strengthening of the fourteen (14)

Municipal Corporations to establish an integrated community first responder system.

The MRDLG will be allocated the sum of \$14.2 million to be invested in Disaster Management and Preparedness for the following:

- to maintain a training system that is geared towards providing training for civilians (CBO, NGO, FBO, DMU Staff), to identify the roles and responsibilities of each emergency support function within the response framework;
- to provide shelter to persons affected by local disasters;
- to develop systems or programmes that will ensure collaboration amongst trained officers in all areas;
- to establish an early warning systems that will alert communities and thus allow for better response and recovery from any local disasters;
- to undertake a municipal mitigation and public education initiative in the form of a national anti-bushfire campaign; and
- to procure an amphibious vehicles, radio and public address system.

The fourteen (14) Municipal Corporations will act as first responders in the event of natural disasters and will be allocated the sum of \$12.2 million for the following:

Corporation	Item(s) and Details
Port of Spain City Corporation	<p>Purchase of an amphibious vehicle to provide logistic support during flood response and evacuation operations.</p> <p>Purchase of emergency and disaster relief supplies such as mattresses, pillows, tarpaulins, rope, blankets and sandbags.</p> <p>Purchase of emergency and disaster response equipment such as chainsaws, pressure washers and submersible water pumps.</p> <p>Purchase of personal and protective equipment such as gloves, face masks, hand sanitisers, boots and coveralls.</p> <p>Improvement and expansion of storage facilities.</p> <p>Enhancement of flood monitoring and tracking capabilities.</p> <p>Engagement of public outreach and sensitisation sessions.</p> <p>Development of staff through training and certification.</p>
Arima Borough Corporation	Establishment of an emergency operations centre which will consist of office space, conference and meeting rooms, a kitchen, washrooms and dormitories for both males and females, a sick bay, receptionist area and storage. This building will be earthquake and hurricane resistant.
San Fernando City Corporation	<p>Purchase of equipment for the emergency operations centre.</p> <p>Purchase and customisation of a 3-tonne truck.</p> <p>Purchase of drone and communication equipment.</p>
Point Fortin Borough Corporation	<p>Shelter development (Phase II) - to outfit a physical space which will be utilised as shelter to accommodate persons in the event of an emergency.</p> <p>Mobile emergency operations centre (Phase II) - to assist with the movement of the mobile emergency operations centre which was previously purchased to provide a mobile space for onsite management of disasters.</p>
Chaguanas Borough Corporation	Procurement of a weather monitoring station.
Diego Martin Regional Corporation	Establishment of an evacuation centre outfitted with all the necessary equipment and supplies to respond to any disaster.

San Juan / Laventille Regional Corporation	<p>Purchase of:</p> <ul style="list-style-type: none"> • flatbed truck fitted with aerial lift; • 4-wheel drive double cab pick-up; • commercial shedder-chipper; • flat bottom aluminum boat; • dinghy boat; and • pirogue boat.
Tunapuna / Piarco Regional Corporation	Purchase of a full communication system and 2 drones.
Sangre Grande Regional Corporation	<p>Outfitting of the Disaster Management Unit.</p> <p>Purchase of a mobile emergency response unit.</p> <p>Establishment and maintenance of communication systems throughout the region.</p> <p>Purchase of a cherry picker and a shredder.</p> <p>Purchase of geographic information systems equipment.</p>
Couva / Tabaquite / Talparo Regional Corporation	<p>Setting up of 4 disaster bins with response equipment within the sub-offices of the region to better enhance disaster relief operations.</p> <p>Completion of Disaster Management Unit.</p> <p>Upgrade of communication equipment to enhance communication coverage between stakeholders and Disaster Management Unit.</p> <p>Development of the geographic information system handhelds devices.</p> <p>Purchase of laptops and projectors for the computerisation of the emergency operation centre.</p> <p>Outfitting of the emergency operation centre.</p>
Mayaro / Rio Claro Regional Corporation	<p>Purchase of a Disaster Management Unit vehicle.</p> <p>Purchase of disaster equipment such as hard bottom water boat, life jacket, water rope, trash water pump and portable generator.</p> <p>Purchase of technical disaster equipment - global positioning system devices and ArcGis software.</p>
Siparia Regional Corporation	Purchase of a generator to power the emergency operation centre during power outages.

	<p>Purchase of a twin cab pickup truck.</p> <p>Purchase of a drone to access hard to reach places.</p> <p>Purchase of a dinghy to be used in flooding situations and possible rescue of victims.</p> <p>Purchase of a radio system in order to be in compliance with all other Disaster Management Units.</p> <p>Purchase of a multimedia projector to be used in outreach programs as well as training sessions.</p> <p>Purchase of two (2) laptops to be used for field reports as well as outreach training programmes.</p> <p>Purchase of a photocopying machine to be used for printing forms, flyer and letters to be used for training programmes.</p>
Penal / Debe Regional Corporation	<p>Purchase of a backup generator for the Disaster Management Unit emergency operation centre.</p> <p>Construction of a radio communication tower.</p> <p>Purchase of a dinghy to extract marooned persons whose homes are inundated by flood waters.</p> <p>Purchase of an amphibious vehicle to extract marooned persons whose homes are inundated by flood waters.</p>
Princes Town Regional Corporation	<p>Purchase of radio communication tower, antennas and cables.</p> <p>Outfitting of the Disaster Management Unit mobile unit.</p> <p>Purchase of communication equipment, radios and chargers.</p> <p>Purchase of two (2) storage containers for Disaster Management Unit equipment.</p> <p>Purchase of a dinghy and accessories.</p> <p>Upgrading of emergency centres in Princes Town and Moruga.</p> <p>Purchase of 3 drone and cameras equipment.</p> <p>Purchase of signage.</p>

DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

Administration

Public Buildings

Government will continue its programme of work in fiscal 2021, with the refurbishment, and supply of furniture and equipment to Government buildings to ensure that they meet OSHA Standards, and create a more comfortable working environment to better serve the public.

The sum of \$97.5 million will be allocated for works throughout the various Ministries and Departments as follows:

- refurbishment and re-tooling of constituency offices and sub-offices of Members of the House of Representatives;
- on-going construction of duplex for judicial staff at the Judiciary, Tobago with the construction of a perimeter fence, and installation of security systems;
- outfitting of the following offices;
 - Port of Spain and San Fernando offices for the Director of Public Prosecutions;
 - mobile offices of the District Registrar Offices and Legal Aid and Advisory Authority; and
 - space at Tower C, International Waterfront Centre to facilitate the relocation of the Civil Law Department;
- continuation of works to the Immigration Detention Centre in accordance with international standards and renovations to the perimeter fence and guard booth;
- construction of a new state of the art facility for the forensic laboratory and pathology services, through grant aid from the Chinese Government which will cover the construction cost while the GORTT will cover all other costs;
- completion of ongoing works for customisation and outfitting of a new office building at No. 3 Alexandra Street, St. Clair for the staff of the Personnel Department;
- repairs and renovation to Rudranath Capildeo Learning Resource Centre, including the upgrade of plumbing and electrical system, painting of the roof construction of walls and extension of the carpark;
- renovation works at the St. George East Education District and the Victoria Education District Offices;
- upgrade and refurbishment works at New City Mall, East Side Plaza and No. 43 Independence Square;
- completion of the purchase, installation, testing of equipment and training of staff at the new Meteorological Services Division Building at Crown Point, Tobago;
- construction of new administrative complexes for the Diego Martin and Penal/Debe Regional Corporations, as

well as repairs and renovation to Head Office and Sub-Offices of the MRDLG;

- upgrade and refurbishment of the Ministry of Works and Transport, Head Office as well as repairs to its Sub-Offices throughout the country;
- design, construction, outfitting and maintenance of the MOH's Administrative Building utilising a BOLT arrangement;
- continued upgrade works at the Cipriani College of Labour and Co-operative Studies, such as installation of an air-conditioning system, renovations to bathrooms as well as repainting of main campus;
- establishment of activity centres to provide access to free Wi-Fi and training facilities in various communities to bridge the digital divide in Trinidad and Tobago. It is expected that centres will ensure that members of society have access to ICT equipment, infrastructure, content, and services;
- upgrade and outfitting of the National Archives Facility which provides purpose built archival accommodation for the long-term preservation of the nation's documentary heritage;
- renovation and upgrade of buildings at various divisions of the MALF, such as offices at both north and south Trinidad, Marper Farm and Tucker Valley, Chagaramas;

- continued upgrade works at the Ministry of Sport and Community Development Head Office, at Jerningham Building, Port of Spain that include upgrade of air conditioning system, and major electrical works;
- outfitting and additional configuration works to the MFCA offices at No. 2, Serpentine Road, St. Clair; and
- preparation of architectural and design drawings for the Head Office of the MPD.

Historical Buildings

A total of \$36.1 million will be provided to fulfil payments following the completion of restoration work at a number of historical buildings including Mille Fleurs, President's House, Whitehall Building and Stollmeyer's Castle. Funds will also be provided for the payment of outstanding bills for the completion of construction of the Prime Minister's Residence in Tobago.

Court Facilities

Government is committed to ensuring the independence of the Judiciary, and to create a modern legal system that goes hand in hand with the determination of an appropriate framework to support the efficient and effective administration of justice for the citizens of Trinidad and Tobago.

In fiscal 2021, the Judiciary of Trinidad and Tobago will continue upgrade works to the various courts across Trinidad and Tobago to ensure that these facilities are in compliance with the guidelines as stipulated by the Occupation Health and Safety Authority. As such, an overall provision of \$75.4 million will be allocated to the *Programme for the Improvement/ Refurbishment of Court Facilities*.

Rehabilitation of the Hall of Justice, Port of Spain and Tobago

Upgrades to the Criminal Courts at the Hall of Justice will continue in fiscal 2021. As such, \$3 million will be allocated to continue the following:

- modification of the Hall of Justice in Port of Spain to accommodate the Criminal Division;
- supply and installation of an uninterruptable power supply;
- installation of fresh air and pressurization units;
- upgrade of washrooms and replacement of lighting fixtures;
- installation of a fire suppression and life safety systems in order to comply with OSH standards;
- caulking and leak management; and
- upgrade of the outrigger panels.

Hall of Justice Tobago

Upgrade works will continue with the rehabilitation of the Hall of Justice, Tobago with an allocation of \$1 million for electrical and AC system upgrade, roof repairs and OSH/ life safety systems.

Refurbishment of Magistrates' Courts

Investments totalling \$5 million will be provided for upgrade and reconfiguration of Magistrates' Courts throughout the country. The planned programme of works will include the:

- refurbishment of the Scarborough Magistrates' Court including, roof works, sea blast correction works and installation of a septic tank;
- completion of the refurbishment of the Princes Town Magistrates' Court including an upgrade of ICT systems, purchasing of furniture, and furnishing and installation of signs;
- fitting out of existing Magistrates' Courts to function as Coroner's Courts and Small Claims Matters Courts;
- refurbishment and expansion of the San Fernando Magistrates' Court and the Siparia Magistrates' Court; and
- upgrade and replacement of sewer systems, air conditioning systems and air quality systems at various courts;

Construction of Video Conferencing Centre at the Golden Groove Prison, Arouca

An allocation of \$8.6 million will be provided for the completion of the Video Conferencing building to accommodate the eight (8) *Video Conferencing Rooms* and the installation of the video conferencing equipment to facilitate virtual court trials. Works include:

- structural, electrical wiring and plumbing works;
- fixtures, finishes and furniture;
- HVAC system, standby generator, UPSs; and
- ICT and security works.

Under the Infrastructure Development Fund (IDF), \$32 million will be provided for upgrades and renovations of the Port of Spain Magistrates' Court, San Fernando Supreme Court Building and the relocation of the Civil High Court, Port of Spain and the Civil Division of the Court of Appeal as follows:

Port of Spain Magistrates' Court

The renovation of the *Port of Spain Magistrate's Court* will include:

- upgrades to the electrical system;
- installation of a power system, air conditioning system and a life safety system; and
- repairs of roof leaks, replacement of substandard building materials, and repainting of internal and external walls.

San Fernando Supreme Court Building

The planned programme of renovation work at the *San Fernando Supreme Court Building* will include:

- upgrades to the electrical system, central air conditioning systems and ICT systems;
- construction of a secured pathway which will allow prisoners to access to the courts;
- roof repairs and prevention of water infiltration; and
- installation of OSH life safety systems.

Relocation of the Civil High Court, Port of Spain and the Civil Division of the Court of Appeal

The outfitting of Tower D, International Waterfront Complex to accommodate the relocation of the Civil High Court, Port of Spain and the Civil Division of the Court of Appeal from the Hall of Justice. Works include architectural, structural, mechanical, electrical and plumbing works.

Improvement of Law Administration Establishment of Family and Children Court of Trinidad and Tobago

The establishment of the Children Courts of Trinidad and Tobago will continue with an allocation of \$4 million. Improvement and expansion works will continue at the following locations:

Children Court, South – Fyzabad

- expansion of the entry gateway; and
- installation of a lift.

Children Court, North – Port of Spain

- expansion of ICT systems and upgrade of FTR (For The Record) capability.

Children, Court - Tobago

- configuration and outfitting of building; and
- orientation and training of staff,

A sum of \$3 million will be allocated to expand the services of the Family Court throughout Trinidad and Tobago as follows:

Family Court, Port of Spain Trinidad

- refurbishment and expansion works
- installation of OSH Life Safety Systems

Family Court, Arima

- configuration and outfitting of building
- orientation & training of staff

Family Court, Tobago

- installation of a Vertical Platform Lift
- outfitting and ICT works

San Fernando Family Court

A new wing will be constructed at the San Fernando Family Court to provide additional accommodation for the *Family and Children Division* of the High Court.

Capacity Building/Institutional Strengthening

To improve the effectiveness and efficiency of the Public Sector, Government continues to be strategically focused on capacity building and institutional strengthening in several public institutions, including the removal and modernization of archaic systems and structures to improve the delivery of quality services to citizens.

The Ministry of Labour (MOL) has been charged with championing equity and opportunities for all stakeholders through a collaborative approach to labour administration and the empowerment of employers and employees. As such, an allocation of \$11.7 million has been provided for the initiatives described below.

Labour Legislation Reform

The main aim of the *Labour Legislation Reform* is to modify legislation in order to streamline the laws, policies and practices applicable to the dynamic labour environment in Trinidad and Tobago. This initiative is hinged upon the government's

policy to focus on promoting the principle of social justice enabling a modernised work environment that will provide equity in fulfilment of the decent work agenda. An allocation of \$0.5 million will be provided to conduct stakeholder consultations and public awareness campaigns. The focus of the consultations will be the review of the following four (4) critical pieces of legislation:

- Legislation for the Prevention and Elimination of the Worst Forms of Child Labour;
- Trade Disputes and Protection of Property Act, Chap. 88:03;
- Legislation related to Employment Standards; and
- Truck Act, Chap. 88:07.

Occupational Safety and Health (OSH) Programme

An allocation of \$0.8 million will be provided for the expansion of OSH Regulations, capacity building within the inspectorate, development of the a National OSH Profile, development and implementation of an OSH Management Information System and conduct of training in OSH Customer Service Standards. The Programme is aimed at building and sustaining of a modern, efficient, effective and highly professional safety and health regulations and complementary regulatory body which meets and even surpasses international standards.

Development of a Labour Migration Policy for Trinidad and Tobago

A *Labour Migration Policy* seeks to ensure the protection of migrant workers and secondly, provide for the contributions of migrant workers to be channelled towards promoting national development. This relates to both foreign migrants working in Trinidad and Tobago and our nationals employed overseas. A sum of \$0.5 million will be allocated for the conduct of public consultations on the green paper on the *National Labour Migration Policy*, roll out of a public awareness campaign, printing of pamphlets and brochures and hosting of sensitisation sessions.

Development of a Child Labour Policy

The Ministry of Labour in conjunction with the *National Steering Committee for the Prevention and Elimination of Child Labour* and other stakeholders will seek to develop a *National Child Labour Policy* aimed at preventing and eliminating child labour in Trinidad and Tobago. Funding in the sum of \$0.5 million will be provided to undertake activities which include the engagement of a Consultant to conduct primary research and hosting of consultations and key stakeholders.

Operationalisation of the National Tripartite Advisory Council (NTAC)

The establishment of a National Tripartite Advisory Council in Trinidad and Tobago has been propelled by the exigencies of an era when the nation is facing a most challenging economic period. An allocation of \$0.7 million will be provided for the ongoing commissioning of the NTAC Secretariat, recruitment of all staff as well as public

awareness and sensitisation of the programme.

Determination and Impact of the Minimum Wage Level on the Economy

The Minimum Wages Board will seek to determine the impact of minimum wage level on the economy and develop an econometric model through the engagement of a consultant. It will ensure that subsequent increases in the National Minimum Wage guarantee low-skilled workers a wage high enough to meet their needs. As such, a sum of \$0.5 million will be provided to establish a system to review, determine and monitor the minimum wage level in Trinidad and Tobago.

National Productivity Enhancement

The aim of the *National Productivity Enhancement* project will be to increase the levels of productivity in Trinidad and Tobago. A total of \$0.7 million will be provided to host a series of initiatives which will include workshops, development of a research agenda, conduct of baseline surveys and establishment of the National Productivity Centre.

Implementation of the National Workplace Policy on Sexual Harassment

The *National Workplace Policy on Sexual Harassment* is designed to prohibit and address sexual harassment in the workplace and prevent such behaviours. This policy focuses on promoting standardised and acceptable behaviour in the workplace geared to eliminate any violation or misconstruction of actions which can be deemed as sexual

harassment. With an allocation of \$0.2 million, the MOL will seek to implement phase one (1) of the project which will include the following activities:

- creation of a hotline and social media platform;
- consultations with partner institutions and Curriculum/Training Development;
- conduct of training sessions with employers, public sector workers, trade unions, educational institutions, and vulnerable groups; and
- hosting of a 5K Walk-a-thon.

Conduct a National Baseline Survey on Knowledge, Attitudes, Beliefs and Practices on HIV in the Workplace

A sum of \$0.2 million will be allocated to engage a consultant who will develop a work plan and methodology to conduct surveys, guide the execution of the survey and prepare inception and final reports regarding HIV and AIDS in the workplace. This survey is expected to provide more insight into the socio-cultural and economic forces which drive the epidemic, as well as the range, quality and volume of services available.

Communication

The allocation of \$5 million will be provided to the Trinidad and Tobago Postal Corporation (TTPOST), to pursue its objectives of operational improvements to its systems and physical infrastructure, to effectively meet its universal service obligation and the international standards set

by the Universal Postal Union (UPU). The activities to be undertaken in fiscal 2021 include:

- refurbishment of the Gasparillo Post and Delivery Office which is the central hub for the following sub-regions:
 - Williamsville – 1000 delivery points
 - Marabella – 2017 delivery points
 - Claxton Bay – 1008 delivery points
 - Princes Town – 3169 delivery points
 - Gasparillo – 5778 delivery points
 - South Oropuche – 4002 delivery points
- installation of a Financial Management Information System (FMIS) which will significantly improve the efficiency and effectiveness of the Corporation's operations through support of the automation and integration of financial management processes including budget formulation, execution, commitment control, cash/debt management, accounting, and reporting.
- installation of CCTV cameras in twelve (12) post and delivery offices in the following areas:
 - Morvant
 - La Horquetta
 - Carenage
 - Maloney
 - Belmont
 - St. James
 - Lower Santa Cruz
 - La Romain
 - St. Ann's
 - San Juan
 - Guaico
 - Claxton Bay

Law Enforcement

Trinidad and Tobago Police Service

The Trinidad and Tobago Police Service (TTPS) is mandated to: maintain law and order; preserve peace, protect life and property; prevent and detect crime; apprehend offenders and enforce all laws and regulations. The focus of the TTPS in its draft Strategic Plan is to modernise the Service and improve accountability and service delivery. This mandate is in direct alignment with the strategic goals of the National Development Strategy of Trinidad and Tobago, which seeks to modernise legal, regulatory and law enforcement systems in the country.

Through the implementation of its portfolio of projects and programmes, it is expected that the TTPS will be more effectively enabled to discharge its responsibility as the national provider of professional policing services and are pivotal in ensuring that the national strategic initiatives towards ensuring public safety and citizen security are attained. It should be noted that these projects are also guided by two critical Development Thematic Areas, namely: Theme I - Putting People First: Nurturing Our Greatest Asset and Theme II - Delivering Good Governance and Service Excellence.

The sum of \$102.3 million will be provided under the Consolidated Fund for the TTPS to invest in projects that will create operational capacity; upgrade and acquire IT driven equipment in keeping with best practices and international standards; and to refurbish facilities thereby improving working conditions for officers and staff.

In addition, the amount of \$74.14 million will be allocated under the IDF towards the construction of national security facilities by the TTPS. These projects, once completed are geared towards reducing the fear and incidents of crime all together, while improving accountability and service delivery to the citizens of Trinidad and Tobago.

Infrastructural Projects

In fiscal 2021, the programme of infrastructural works for facilities development within the TTPS will continue to address the major deficiencies in critical areas such as roof repairs, electrical upgrades, plumbing improvements, IT upgrades and expansion of facilities. The infrastructural works to be conducted will include improvement works; upgrading and refurbishment of buildings; establishment of new facilities; along with alterations and additions to various police stations and specialist units to increase operational capabilities. It is estimated that these infrastructural projects will generate new employment for eighty (80) persons over the period.

Improvement Works to Police Stations and Buildings

An allocation of \$82.8 million will be provided to conduct the required works for the improvement of the several police stations and buildings. Upon completion, it is expected that these police stations and buildings will be compliant with workplace Occupational Safety and Health (OSH) standards. More specifically, it is anticipated that with the expansion and upgrade of

several facilities, working conditions will improve and the TTPS will have the capacity to meet new or outstanding operational requirements.

As such, during fiscal 2021, the following works will be undertaken on Police Stations and Special Units:

- Maracas Bay – refurbishment of washrooms, installation of a perimeter fence and I.T. upgrade;
- St. James – re-configuration of the former canteen to create an administrative area for the Senior Superintendent and support staff;
- Point Fortin – refurbishment of kennels and kitchen area, paving of driveway and securing prisoner conveyance area;
- Princes Town – refurbishment of kitchen, restoration of the fire escape and the establishment of additional office space;
- San Fernando – establishment of additional office accommodation for the fingerprint lab, change room, property room and filing room;
- Gran Couva – reconfiguration of office space to accommodate the relocation of some units at the Chaguanas and Couva Stations;
- Biche – reconfiguration of office space to accommodate the Victim and Witness Support and Gender Based Violence Units;
- Marabella – refurbishment of male and female dormitories, kitchen, offices, roof repairs, and ID parade room, as well as an IT upgrade; and

- Relocation of Special Units – Homicide Unit - South, Fraud Squad - South and Complaints Unit-South.

Upgrade of Police Administration Buildings

During fiscal 2021, the major works to be undertaken at the Police Administration Building, Port of Spain are refurbishment works to the Finance Unit and upgrades to the Corporate Communications Unit. Upgrades to the Corporate Communications Unit will entail upgrades to the Audio Visual Unit, soundproofing of the media room as well as construction and soundproofing of the recording room. The amount of \$2 million will be provided for the reconfiguration of workspaces which aims to provide better working conditions and efficient operations for the Units.

Refurbishment of Police Headquarters (Sackville Street, Port of Spain)

The Old Police Headquarters is considered one of the historical buildings within the city of Port of Spain. Over the last two years, a roof inspection was performed on the building to assess the structural integrity of the roof. Due to the extensive damage and budgetary constraints these works were undertaken in phases. Phases I to III have been completed (which entailed Blocks A, B, D and E).

The projected works for this fiscal is the final phase of this project and includes the completion of Block C which entails remedial roof repairs to the Old Police Headquarters. It is anticipated that the allocation of \$0.942 million will be utilised to complete the final phase of this project.

Refurbishment of Riverside Plaza

Several Units of the TTPS currently occupy the Riverside Plaza Building. These Units include the Homicide Area West, Special Investigation Unit, Cyber and Social Media Unit, Port of Spain Divisional Headquarters, TTPS Legal Unit, Community Policing Secretariat, Financial Investigations Bureau (FIB) and the Case Management Unit. Refurbishment works to the building commenced in 2013 and have been completed on all thirteen (13) floors.

Due to changes to operational plans, further expansion and reconfiguration works are required to accommodate additional units and ensure that the facility is OSH compliant. The sum of \$1.792 million will be provided for the proposed works which include the expansion of the Cyber and Social Media Unit, relocation of the Case Management Unit, expansion of the Homicide Unit and refurbishment of the car park. It is anticipated that there will be increased collaboration and synergy in operations between the Units sharing the facility.

Establishment of New Facilities for Traffic and Highway Patrol Branch and the Inter Agency Task Force

To facilitate the efficient operations of the Traffic and Highway Patrol Branch and the Inter-Agency Task Force, the TTPS is seeking to establish a permanent location at Abattoir Road, Sea Lots, Port of Spain. Currently, the Branch occupies rental facilities at Aranguez South. Therefore, to ensure maximum savings to the State, the TTPS will be allocated \$2 million to undertake major repairs and infrastructural

works to the already owned property at Abattoir Road, Sea Lots.

Details of the proposed works include civil works, electrical, plumbing, tiling, painting and miscellaneous works. It is projected that approximately forty (40) persons will be employed during the implementation phase and upon completion, the TTPS will realise cost savings from the relocation to the permanent facility which will have established modern legal, regulatory and law enforcement systems.

Establishment of Police Youth Club Facilities

The Police Youth Club is a community based initiative founded on the premise that early intervention in shaping the minds of youth and empowering them to make wholesome decisions will aid them in becoming good citizens, which will in turn make better communities and a safer Trinidad and Tobago. The TTPS has a total of one hundred and twelve (112) Police Youth Clubs, with a membership of over ten thousand (10,000) youth across the country.

Each year, the TTPS progressively works towards ensuring that Youth Clubs have appropriate facilities to accommodate their activities and programs. In fiscal 2021, the Moriah Police Station in Tobago and the old Blanchisseuse Police Station have been identified for refurbishment works to accommodate Police Youth Clubs. An allocation of \$0.98 million will be provided to meet the cost of these works.

Supplemental Works - Phase I Police Stations

This programme is to facilitate supplemental works to air condition systems at the New Phase I Police Stations. The air condition systems have been experiencing issues over the last year which has negatively impacted the air quality, working conditions, the health of officers and productivity levels. The systems are dysfunctional and unable to adequately cool the facilities and as such the existing systems have to be replaced. The replacement of each air-conditioning system is anticipated to cost \$2.59 million per station and the amount of \$15 million will be provided to facilitate these supplemental works in some police stations.

Refurbishment of Residential Quarters - San Fernando

In fiscal 2018, the TTPS engaged engineering consultants to undertake an assessment of the residential quarters located in San Fernando. The findings revealed that the structural integrity was acceptable and that refurbishment works should be undertaken as opposed to demolition. Post completion of the assessment, the engineering designs, scope of works and cost estimates were completed.

The refurbishment of the quarters is targeted to be undertaken in fiscal 2021 and an allocation of \$0.5 million will be provided for implementation of the works. These works will restore the quarters and provide accommodation for senior officers functioning within the Southern Division.

Establishment of Divisional Property Rooms

The Divisional Property Room is intended to operate as a centralised repository allowing for greater efficiency, synergy and improving on the security, custodial arrangements and management of property exhibits. The project also entails the introduction of technology for tracking movement and inventory and custody management of exhibits. Three (3) facilities have already been completed at the Western, Central and Northern Divisions.

In fiscal 2021, the sum of \$2 million will be allocated to facilitate the construction of the Divisional Property Room at the Siparia Police Station in the South Western Division. Upon completion, it is anticipated that there will be greater efficiency and synergy in the management of property, improved security and custodial arrangements as well as improved probability for successful prosecutions based on more reliable systems and procedures for property management.

Establishment of Facilities for Divisional Command Centres

Divisional Command Centres have been established for all nine TTPS divisions. However, due to additional demands and changes in operational plans, expansion works are required at three (3) of the Divisional Command Centres. These centres are the Northern Divisional Command Centre (Maloney Police Station); POS Divisional Command Centre (Knowsley Building); and the Southern Divisional Command Centre (Barrackpore Police Station). The associated expenditure is projected at \$1.81 million and an allocation of \$1 million has been provided

to execute the internal civil works, electrical, air conditioning, I.T., safety and security, general furnishing works and the supply and installation of specialised equipment for this fiscal year. The establishment of these Command Centres will provide the TTPS with increased opportunities to respond to inquiries, emergency calls and the ability to function at a greater capacity in leadership and guidance, ensuring that service and order is maintained.

Social Work Unit

The Social Work Unit of the TTPS is responsible for providing social and psychological support to police officers and their families in relation to occupational stresses suffered by officers. The Unit's south office is located in Freeport and occupies a rental property. In light of the TTPS' strategic initiative to reduce its rental costs, it is proposed that this unit is to be moved to a location owned by the Service.

Upgrade of Detention Cells at Police Stations

The condition of holding cells at existing police stations throughout the country generally still presents a number of major risks for detainees and are not in compliance with the standards established for the humane detention of suspects. An examination of these conditions by a Joint Select Committee of Parliament in 2018 advocated that these improvements should be effected as a matter of urgency.

To this end, the TTPS will receive an allocation of \$3 million to improve the conditions of holding cells at the following 11 police stations for fiscal 2021: Couva,

Scarborough, Morvant, Penal, Four Roads, Barataria, Guapo, San Raphael, Mayaro, Marabella and Tableland. It is anticipated that a total of 50 persons would gain employment during the implementation phase of this project, and the upgrades will improve the conditions for detainees across these eleven (11) police stations.

Purchase of Vehicles for the Police Service

The supply of vehicles is critical to increasing the mobility and visibility of officers in achieving the strategic goal of detecting and reducing crime. As such a total of \$25 million will be allocated to support this initiative. The TTPS is aiming to expand its fleet by three (300) vehicles, from one thousand six hundred and thirty-three (1,633) to one thousand nine hundred and thirty-three (1,933) vehicles, including the procurement of armoured personnel carriers and Sport Utility Vehicles. This increased mobility will improve the efficiency and effectiveness of the TTPS by improving the level of service provided to all citizens, increasing police visibility nationwide and improving its operational capability throughout the organisation.

Purchase of Equipment for the Police Service

In fiscal 2021, an allocation of \$20 million will be provided for the procurement of essential equipment to support the TTPS' operations in several key areas of the Service. It is expected that the implementation of these systems will assist in the reduction of crime, management of assets and solvability of crimes. The items for acquisition include:

- surveillance system – this technology is required to monitor and analyse output of social media;
- mobile devices tracking system – this will allow the TTPS to improve its technological capabilities for intelligence;
- ICT system for mobile assets – this will allow the TTPS to add infrastructure to facilitate mobile assets throughout Trinidad and Tobago; and
- remote communication system – this will improve radio and satellite communication between TTPS' assets.

Pre-Feasibility Study for the Barracks – Police Training Academy (PTA) (St. James)

The Police Training Academy's role includes a mandate to accelerate recruitment as a strategy to assist in eliminating the shortage of officers. Additional dormitory facilities are urgently required to provide increased residential training capacity which will result in an increase throughput of the Academy. Other works are also required such as paving of the roads, upgrade and refurbishment works to the aging buildings, building of a mock courtroom, allocation of space for a museum, re-establishment of the motor pool and other projects.

A pre-feasibility study is to be conducted for the proposed works to the PTA, which will incorporate the development of a conceptual/land use plan, followed by the development of design engineering drawings and a bill of quantities to capture all the works required.

Construction of Police Stations

The TTPS will continue its engagement of UDeCOTT for the existing construction programme and the National Property Development Company (NIPDEC) for the implementation of other major capital projects funded under the IDF.

Phase 1 Police Stations

The new police stations programme (Phase I) has been completed. These stations comprise Brasso, Arima, Maloney, Piarco, Cumuto, La Brea, Moruga and Oropouche Police Stations. An allocation of \$11.32 million will be provided for payment of an outstanding reimbursement sum.

Phase 2 Police Stations

The construction of the Roxborough and Shirvan Road Police Stations (formerly Old Grange), in Tobago have been completed. The sum of \$17.3 million will be allocated for the payment of invoices associated with the completion works.

The construction of St. Clair and Carenage Police Stations are ongoing where progress is estimated at 35 percent and 57 percent completed respectively. Funding in the amount of \$20 million will be provided to continue construction works.

Establishment of New Police Headquarters

In an effort to save on rental cost in and around the capital city of Port of Spain and to consolidate its key operations under one roof, and in keeping with international best practice, the TTPS is embarking on a project to establish a new Police Headquarters.

The proposed new building will house the executive officers of the TTPS comprising the Commissioner of Police, Deputy Commissioners of Police, Head of Executive Management Services and the managers of Intelligence and Investigative Units. It is envisioned that this will allow for enhanced coordination between decisions-makers and operational units, and real time execution of projects, decisions and security measures. The designated location of the new headquarters is on Abattoir Road, Sea Lots.

The estimated cost of this project is \$243.8 million (VAT exclusive) and the proposed works for 2021 include completion of designs and procurement of a main contractor. An allocation of \$15 million will be provided in fiscal 2021 to cover the cost of designs and the construction contract, initiate the tender procurement process, site preparation, foundation and preparatory works and commencement of construction.

Establishment of a Marine Division at the Carenage Police Station

The establishment of a Marine Division is essential to the TTPS to combat criminal activities and to ensure that the TTPS has a police presence within shallow waters (rivers) and along the seafront. The Marine Division will cover three (3) locations across Trinidad. Interceptors will be launched at the San Fernando and Point Fortin environs. Flat bottom vessels will patrol the low-lying waters in the Gulf of Paria and the swamp and interceptors will be placed at the Trinidad and Tobago Defence Force compound to cover along the seafront from Sea Lots to the western peninsula.

Designs for a facility at the Carenage Police Station are being undertaken by UDeCOTT. The procurement of consultants for the design of the jetty and the land based facilities is at the tender evaluation stage. UDeCOTT's initial estimate for the jetty and land based facilities is \$10.5 million. It is anticipated that this project will be completed in fiscal 2021.

The facility in south Trinidad is currently in the exploration phase. It is anticipated that this facility will commence in 2021 at an estimated cost of \$18 million.

Public Safety and Citizen Security

Public safety and citizen security continues to be a top priority of the Government of the Republic of Trinidad and Tobago. It is the goal of the Government to ensure that Trinidad and Tobago is a safe and secure place to live, visit, do business and raise families. Thus, creating an environment which ensures public safety and national peace through the maintenance of law and order is of critical importance.

As such through the Ministry of National Security, Government will introduce several key initiatives aimed at reducing crime and improving the readiness of the security agencies to protect the nation's borders, strengthen our military capacity, address criminal activities and respond effectively to emergency situations. These initiatives will place emphasis on ensuring that the security forces operate in cohesion, and are equipped and mobile to respond to the needs of the population, as well as our regional and international partners.

Moreover, in alignment with the National Development Strategy, these initiatives aid in creating an integrated national security infrastructure which ensure that the issues of crime, public safety and national security are addressed in a holistic and sustained basis.

Protecting our Nation's Borders

As it relates to protecting the nation's borders, the Trinidad and Tobago Coast Guard (TTCG) is responsible for maritime surveillance of the boundaries of Trinidad and Tobago. In this regard, an investment of \$104.6 million will be allocated to the TTCG in fiscal 2021 to implement key initiatives, some of which include:

- upgrade of the electrical supply to service the building and jetties at Staubles Bay Base at a cost of \$2.7 million. The upgrade is critical given the increase in the size of the fleet of vessels and the electrical requirements necessary for the vessels when docked;
- purchase of specialised equipment such as ballistic plates and plate carriers for the marine environment to improve the functional capability of the TTCG while at sea. This maritime safety and preservation of life equipment will be procured at a cost of \$1.5 million;
- provision of \$0.95 million for logistical support for dry docking services pursuant to a contractual obligation for the scheduled maintenance of the following vessels: CG 23, CG 24 and CG 25;
- provision of \$20.5 million will be allocated for the maintenance contract for management fees inclusive of spare parts

and its scheduled upkeep for twelve (12) Damen vessels procured in fiscal 2016;

- \$70 million will be allocated for the acquisition of two (2) Naval Cape Class Patrol military vessels to aid in border control exercises; and
- an investment of \$5 million will be made to the TTCG for the upgrade of its dated utilities, such as water, electrical and wastewater systems at Staubles Bay Base

Strengthening our Military Capability

In addition to the mandate to defend the sovereignty of the state, and assisting in maintaining law and order as well as to provide humanitarian assistance, and respond effectively to natural disasters when they arise, the Trinidad and Tobago Regiment (TTR) remains strategically focussed on increasing operational readiness and capability. Therefore, in fiscal 2021, the TTR will receive an allocation of \$38.2 million for the upgrade of facilities at various bases throughout Trinidad and Tobago, and to procure specialised equipment to improve operations for disaster preparedness. As a result, the ensuing works will be undertaken at the following bases:

Camp Cumuto:

- a provision of \$2.0 million will be allocated to the Engineering Battalion to increase the serviceable fleet of military specification vehicles and equipment necessary in disaster relief operations; and

- a major investment of \$15 million would be allocated for the refurbishment of the main workshop at Camp Cumuto for improvement of the operational capacity and reduce vehicle maintenance and repair costs for the TTDF. Additionally, the TTR will resume work with the Specialised Youth Services Programme (SYSP) to train students in maintenance of vehicles and equipment at this facility.

Camp La Romain:

- In fiscal 2021, an allocation of \$10 million will be invested into the development of infrastructure at Camp La Romain inclusive of drainage, sewerage, which are necessary for adherence with standards of health and safety, and a carpark. There is a greater demand for support from the TTR in the southern peninsula to provide critical infrastructure security, border security and the interdiction of illegal arms and ammunition, drugs and trafficked persons and to mitigate the illegal entry of immigrants in the southern region. Therefore this development of the base will impact the presence of the military in the southern peninsula.

Teteron Barracks:

- an allocation of \$3.5 million will be made available for the refurbishment of the wastewater treatment plant. WASA assessed the performance of the current plant and concluded that refurbish works are critical to ensure the health and safety of the officers on the base as well as the immediate environment at Teteron Bay;
- a provision of \$1 million will be made for the upgrade of the fuel station in alignment with the standards of the National Petroleum Company Limited of Trinidad and Tobago to improve services and meet the needs of the TTR as well as other formations located in the western peninsula; and
- an investment of \$5 million will also be made to initiate the construction and outfitting of the other rank facilities.

The Trinidad and Tobago Defence Force Headquarters (TTDF) and the Defence Force Reserves (TTDFR) will receive an allocation of \$0.4 million each in fiscal 2021 to procure passenger buses to assist in COVID-19 related transportation services. Additionally, the sum of \$0.3 million will be allocated to the TTDFR to initiate the construction of an office building, and a dining and kitchen facility at the Tobago base as part of the development to move towards meeting military standards.

Ensuring Aviation Security

As the aerial arm of the TTDF, the Trinidad and Tobago Air Guard (TTAG) will be allocated \$5.2 million for improvement works to the infrastructure at the air base. The sum of \$2.8 million will be provided for the upgrade of the sewerage system to connect the Ulric Cross Air Station to WASA's sewerage connection. Additionally, an investment of \$0.3 million will be allocated to upgrade the surveillance equipment on the fixed-wing aircraft and \$2.0 million will be invested in an AW 139 twin turbine helicopter to restart the rotary arm of the TTAG.

Building our Fire Fighting Capability

In fiscal 2021, to improve its response in emergencies and provide optimum service to the citizenry, the Trinidad and Tobago Fire Service (TTFS) will undertake several critical initiatives including the construction of two (2) new fire stations; the purchase of new vehicles; refurbishing of equipment; and improvement works to existing fire service stations.

Specifically the TTFS will be seeking to undertake the following key initiatives:

- initiate construction of new fire stations at Arouca and Point Fortin in the sum of \$20 million, under the programme for the *Construction/Reconstruction of Fire Stations in Trinidad and Tobago*;
- payment of construction costs of \$20 million incurred from the completion of the Penal Fire Station and the Fire Services Regional Headquarters at Roxborough completed in fiscal 2020;
- purchase of new vehicles in the sum of \$2 million to enhance the fleet of emergency vehicles and refurbishment of existing equipment for a further sum of \$2 million to cater for emergencies; and
- refurbishment works at the Crown Point Fire Station, Tobago, with a provision of \$9.8 million, which will entail upgrades to the dormitory, extension of the appliance bay and folding doors to increase the lifespan of appliances, as well as upgrades to the electrical and plumbing at the station. These upgrades will ensure the Crown Point Fire Station remains functional and relevant as well as OSH compliant.

Rehabilitation of Offenders

As an arm of the Criminal Justice System, the Trinidad and Tobago Prison Service (TTPrS) is committed to the protection of society and the prevention of crime by facilitating the opportunities for habituation/rehabilitation of offenders while maintaining control under safe, secure and humane conditions. In fiscal 2021, an overall allocation of \$49.7 million will enable the TTPrS to continue the upgrade of various prison facilities and will include:

- reconstruction of a ration room and construction of a security perimeter fence at the Golden Grove Prison;
- construction of a new sewer plant at the Prisons Training College;
- installation of new alarm system at the Maximum Security Prison Complex;
- installation of a Closed Circuit Television (CCTV) Master System at the Maximum Security Prison which will provide the required safety and security for officers and inmates at all of the nation's prisons;
- installation of a Desalination Plant to provide potable water for the Carrera Convict Prison;
- repurposing of the nursery building into a Community Residence/ Rehabilitation Centre to accommodate female offenders who are committed into the custody of the state by the courts;
- upgrade of the plumbing and electrical system at the Remand Yard Prison; and
- construction of a Rehabilitation Centre for Girls at Youth Training Centre (YTC) in compliance with international standards as mandated by the United Nations for juvenile offenders.

Regional Development Planning

The National Development Strategy 2016-2030 (Vision 2030) is the national development planning document which lays the foundation and charts a pathway for Trinidad and Tobago to achieve developed country status by the year 2030. Vision 2030 defines the priorities and overarching thrust of Trinidad and Tobago's national development agenda. The policy framework

outlines national goals spanning three (3) planning horizons. The first planning horizon (which spanned the years 2016 to 2020) concludes in December of this year and the period 2021-2025 marks the commencement of the second planning horizon. To this end, the MPD will provide strategic oversight and lead the development of a Medium Term Plan for the new planning horizon 2021 to 2025 by implementing initiatives to give effect to the Vision 2030 Goals. Funds in the sum of \$0.5 million will be allocated to facilitate capacity building of staff in national and sectoral planning to support the development of the Vision 2030 Medium Term Plan 2021-2025, part of the overall National Development Strategy.

Development Planning

Government's Roadmap for Recovery Plan emphasises acceleration of the process of building a digital nation to facilitate the delivery of e-services for the citizenry. To support this endeavour, the Ministry of Planning and Development will continue to champion the transformation and reengineering of the Town and Country Division, in collaboration with other Ministries, Departments and Agencies to increase efficiency towards the ease of doing business and improve coordination and synergies which will in effect improve our ranking in the Global Competitiveness Index.

In fiscal 2021, an allocation of \$1.3 million will be provided for the continued implementation of the DevelopTT Automated Construction System and its roll out across the country's Planning Regions. This project is part of the Government's institutional reform process aimed at increase the efficiency of service delivery. It will enable applications for planning permission,

building permits, completion certificates and other property development approvals to be submitted and tracked online. The platform also facilitates an enhanced level of organisational responsiveness, with seamless approvals across the regulatory agencies involved in the process. In 2021, the Ministry will continue to monitor the efficiency of the software system to determine any required design modification to improve TCPD's process flow. Stakeholder sensitisation sessions and system training for users will also be facilitated.

A provision of \$3.6 million will be made to continue work on the project *Implementation of the Automated Workflow Process* for the digital conversion of the TCPD's paper-based development data to facilitate interoperability with the DevelopTT interface. In 2021, the digitisation of files and maps at the East Regional Office and Tobago Regional Office will be undertaken. Funds will be utilised for file storage rental, file storage and sorting supplies, shredding services and administrative costs.

Regional Development Initiatives

In 2021, Government will embark on a key urban transformation initiative through the *Revitalisation of Port of Spain* project which is to ensure that the nation's capital has modern, high quality infrastructure and is attractive to those who live, work and visit the city. The master plan for this initiative will identify public and private sector projects that will focus on priority development areas including social development, transport and traffic management, safety and security, residential renewal, as well as commerce and

investment. An allocation of \$3.9 million will be provided to the project. The scope of this project will include the following:

- Memorial Plaza development;
- Salvatori site development;
- Piccadilly Street development;
- PowerGen site development;
- City Gate development;
- Foreshore Green space; and
- Inner City Transit System.

Government's investment in regional development will also be directed to the continued development of the Chaguaramas peninsula to improve the experience of visitors to the area and towards the transformation of Chaguaramas into a safe, revenue generating and environmentally conscious destination. Cognisant of the potential of this region with heritage sites, recreational facilities and natural amenities, a total of \$1.87 million will be allocated for further improvement works by the Chaguaramas Development Authority under the three (3) projects outlined below:

- *Upgrade of Chaguaramas Golf Course* – activities will be undertaken for the rehabilitation of seven playing greens, renovation of the tractor shed and erosion control measures for the river course;
- *Development of Nature Trails and Parks* – works will be undertaken to improve the washroom facilities, flooring and railings, and install new plumbing fixtures and water lines at Gasparee Cave, Gaspar Grande Island;

- *Installation of Sewer Lift Station*– this new project will be undertaken at the William Bay Police Post to rectify issues with the existing sewer system and avert major health and safety risks to the marine environment.

It is envisaged that these enhanced facilities will provide an enabling environment for increased participation in leisure and recreation activities, and ultimately positively impact the well-being of citizens.

PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET

Community Development

Construction and Refurbishment of Community Centres

The Ministry of Sport and Community Development, through the *Programme for the Construction and Upgrade of Community Facilities* will continue to provide the community infrastructure to support the implementation of innovative programmes aimed at enhancing the social and economic skill capacity of the community. Community facilities play an important role in the development of vibrant neighbourhoods by providing a meeting space to allow individuals, groups and organisations to meet and plan programmes and projects for the benefit of their communities.

Investments totalling \$36 million will be provided for the continued construction and refurbishment of community centres throughout the nation. The community centres will feature amenities such as a training kitchens, computer rooms, auditoria with stages, male and female dressing rooms, serveries, classrooms, offices, washrooms and gyms. The planned programme of works will be as follows:

- continued construction of eighteen (18) community centres in the areas of Arima, Morvant, Tacarigua, Maitagual, Belmont, Cascade, El Socorro, Harmony Hall, Lisas Gardens, Caiman, Diego Martin North, La Horquetta, Surrey Village, Corinth Hills, Maraval, Edinburgh 500, Pelican Extension and Enterprise;
- construction of ten (10) new community centres in the areas of Belle Vue, Trincity, Wallerfield, Las Cuevas, Olera Heights, Roy Joseph Street and Claxton Bay; and
- refurbishment of eight (8) centres located at Shende Street, Balmain, Beausejour, Damarie, La Seiva, Lower El Dorado, Maracas and La Horquetta Regional Complex.

Self Help Programmes

The main objective of the National Commission for Self-Help is to improve and transform the lives of citizens through micro and macro infrastructural development, aid deserving individuals and motivate communities to become self-sufficient. As such, funding totaling \$15 million will be allocated for the provision of financial assistance to vulnerable groups through the Minor Repairs and Reconstruction Grant (MRRG), Emergency Repairs/Reconstruction Grant (ERRAG) and the Low Cost Housing Grant (LCHG). Additionally, building materials will be provided to communities for the construction of retaining walls, box drains, bridges, paving of roads and school yards, upgrade of recreation grounds and laying of pipes.

Education

The Ministry of Education has proven to be responsive, innovative and adaptable to the changing environment brought on by the COVID-19 Pandemic. The Government's continued support to systems and initiatives

in the education sector has ensured that learning continues even during the pandemic. The foundation of the learning structure has been tested and the Ministry of Education has been propelled to quickly actualise a national development goal of creating a modern, relevant and accessible education system. The relevant support services will continue to be provided to teachers, students and parents to ensure that they can fully benefit from the education experience. Also, the Government will ensure that the physical spaces at the educational institutions are facilitative of student learning and that programmes of study are aligned to the needs of the economy and promote green technology.

Early Childhood Education

The GORTT will invest \$5 million for the advancement of five (5) Early Childhood Care and Education (ECCE) centres in fiscal 2021, under the Infrastructure Development Fund (IDF). The funding will facilitate the:

- construction of the La Pastora Government ECCE Centre to house a displaced ECCE;
- completion of the Marabella Government ECCE Centre which is 98 percent complete;
- completion of the Tulsi Manas (APS) ECCE Centre which is 95 percent complete; completion of the Maracas Valley (SDA) ECCE Centre which is 95 percent complete; and
- completion of the Springvale (SDMS) ECCE Centre which is 94 percent complete.

A total of \$1.5 million will be allocated for the outfitting of approximately five (5) ECCE centres with new furniture and equipment, which is scheduled for completion in fiscal 2021.

The *Improvement, Refurbishment and Extensions to ECCE Centres* programme, will be allocated \$3 million to be utilised for the payment of outstanding commitments and repair work to twenty-five (25) schools.

Primary School Education

In an effort, to reduce the loss of teaching time with the temporary closure of schools, the Government has transitioned to teaching virtually, with both low and high technology options inclusive of television programming and online platforms, respectively. To support online learning, an investment of \$ 50 million has been allocated to secure the acquisition and delivery of laptops to secondary schools students and tablet computers to primary schools students.

The MOE will continue the construction and upgrade of primary schools in an effort to improve the physical environment for teachers and students. \$63.9 million has been allocated for the Ministry to undertake the following activities:

- settlement of previous commitments and the restoration of approximately 300 primary schools, by way of an allotment of \$20.0 million to the *Improvement, Refurbishment and Extensions to Primary Schools* programme. The refurbishment schedule includes; electrical, sewer, plumbing, flooring, ceiling and roofing repairs;

- replacement of derelict furniture in new primary schools, outfitting them with new furniture and equipment through the allocation of \$1.5 million;
- provision of emergency and unplanned repairs to schools with a \$2 million allotment, which is a pre-emptive
- measure to reduce the occurrence of school shutdowns, due to health and safety issues, fires and natural disasters; and
- settlement of payments to final accounts and outstanding consultancy fees by way of an allotted \$12.2 million for the undermentioned eleven (11) primary schools.

Secondary Education

The Secondary Schools Sector will receive an investment of \$32.5 million. This sum is allocated for various projects aimed at improving and expanding the secondary schools infrastructure. Some major initiatives include:

- some existing secondary schools have deteriorated and are decades old, thereby requiring refurbishment and upgrades for which most of the resources will be utilized during the vacation periods with funding in the sum of \$25 million;
- outfitting and equipping of the Science Laboratories, installation of a new public address system and refurbishment of toilets at the St Mary's College;
- \$3 million will be allocated under the project *Replacement/Construction of New Blocks within existing Secondary Schools*;

- \$2 million will be provided for outfitting works including the procurement of furniture and equipment; and
- \$2 million will be allocated for secondary school construction and other infrastructural works.

Tertiary Education

The University of Trinidad and Tobago (UTT)

The UTT's Strategic Plan 2020-2024 proposes to fully upgrade all UTT campuses over a five (5) year period. The implementation is based on the assumption that the funding will be available to execute the projects.

As UTT establishes its main campus at the Tamana E-Teck Park Wallerfield, a number of campuses are being restructured, and will be repositioned at Tamana, which presents significant additional capacity, and will create an opportunity for UTT to reduce operating costs at the Valsayn, Corinth, Chaguanas and O'Meara campuses. An allocation of \$70 million in fiscal 2021 will advance work being undertaken on East Block, Central Plaza, Auditorium, West Block and Physical Plant.



West Block – West Block 2 - Facade

Rehabilitation and upgrades will continue on the undermentioned UTT campuses in fiscal 2021:

For the Eastern Caribbean Institute of Agriculture and Forestry (ECIAF), which emphasises programmes in Biosciences, Agriculture, and Food Technology (BAFT), a total of \$7.0 million will be allocated for the following:

- refurbishment of the engineering building;
- refurbishment of the meat processing facility;
- supply and installation of perimeter fencing of 20.5 hectares to create three (3) animal grazing areas;
- upgrade of the campus electrical system under Phase II; and
- construction of new sheep and goat pens under Phase II.

The San Fernando Technical Institute will receive an allocation of \$1.0 million to provide for:

- upgrades to the laboratories for accreditation and purchase of equipment for the civil engineering, soil mechanics, fluids mechanics and auto workshop laboratories; and
- upgrade of washrooms in Blocks B and D.

The John S. Donaldson Technical Institute is a creative campus, specialising in fashion design, animation and performing arts. An investment of \$1.0 million will be provided to facilitate the upgrade of the main electrical

supply and distribution system including electrical rewiring works in the north block.

The Point Lisas Campus is a major supplier of trained personnel to support the operation of the petroleum and petrochemical sectors. With a provision of \$1.3 million, the campus will have funds for the acquisition of:

- accessories for use with the High Temperature High Pressure laboratory equipment;
- relocation of the reservoir mechanic laboratory; and
- biomechanical laboratory research equipment.

With an approved cost of \$96.2 million, the UTT Camden campus will deliver certificates, diplomas and degree programmes in aviation. In fiscal 2021, the UTT will utilise an allocation of \$5.0 million to complete the outfitting of the main and adjacent buildings, satisfy accreditation requirements, by way of the installation of an elevator to ensure that persons with special needs have full access to the buildings and installation of a hangar door to secure the Boeing 737 aircraft currently housed within the building.

Tobago Campus - The UTT Tobago Campus will benefit from an investment of \$0.7 million in fiscal 2021, for the installation of ICT equipment for distance learning.

The University of the West Indies (UWI)

During fiscal 2020 the majority of UWI's proposed projects were negatively impacted by the COVID-19 restrictions. These projects were deemed necessary to address deficiencies in the campuses' physical infrastructure, operations, and health and safety issues. The GORTT will invest a sum of \$14.2 million in fiscal 2021, to continue with UWI's priority projects, as follows:

- *Design and construction of a new Wastewater Treatment Plant at the St. Augustine Campus* – an allocation will be made for project management services, procurement of materials, construction of buildings and tanks, piping and cabling installations, roads construction and other related works at a cost of \$7.0 million;
- *Upgrade of 12Kv Cables and Switchgear* – The first leg of the project was completed in January 2020. The old cables have been replaced with new cables which are currently in service. An allocation is provided for the contract for the Switchgear which was tendered at an estimated cost of \$4.2 million.

School Improvement Project (SIP)

The sum of \$10 million will be allocated towards the SIP in the community of Laventille, which provides critical services in the areas of: Literacy Teacher Training and Development, Numeracy Teacher Training and Development, Promoting Discipline in Schools, Parenting in Education and Upgrade of Infrastructure and Aesthetics. Major benefits realised from the implementation of this project, impacting 6,400 participants since fiscal 2017 include: improved student performance; upgraded physical

infrastructure and recreational amenities; greater parenting and community involvement and reduced indiscipline and violence in schools within the community.

Support to Non University Tertiary Education

The Support to Non University Tertiary Education programme will receive funding in the sum of \$4 million for the following major projects which were delayed in the previous fiscal year due to the COVID-19 outbreak:

- UTT - Establishment of a Renewable Energy (RE) Laboratory at the Manufacturing Campus, San Fernando – This project aims to develop a renewable energy laboratory to support renewable energy engineering programmes offered by the UTT, specifically the Diploma in Renewable Energy Engineering. This project would directly contribute to the growth of the local downstream Petrochemical and Heavy Industry Sector. Therefore, this project will not only foster growth in the emerging renewable energy sector but also strengthen the mature Petrochemical sector. Ultimately, the large-scale adoption of RE for electricity generation would greatly assist in increasing the country's revenue and foreign exchange earnings. Further, this RE Laboratory will be the only one that offers technical vocational training in this area. The RE Laboratory will train 30 RE engineering technicians annually, at the diploma level. This will contribute towards accelerating and supporting the adoption of RE in the domestic utility power generation sectors. The RE Laboratory will be furnished with practical and modern equipment that focuses on the

technologies most applicable to Trinidad and Tobago and the region, including Solar and Wind Technologies, as well as the emerging technologies such as Smart Grids, battery storage and the Internet of Things (IoT).

- **MIC-IT – Pilot of a Plastics Recycling Course** – This is a multifaceted training course which is in direct alignment with Theme V of Vision 2030, which intends to “place the environment at the centre of social and economic development’ and is “focused on achieving sustainable economic growth through greater diversification of the economy, as well as improving the social conditions and quality of life of citizens in an inclusive and environmentally sensitive manner”. This certificate course will cater to ten (10) Engineers-in-Training (EITs) in Plastics Processing and Recycling Technology over the course of seventeen (17) months; culminating in the design and manufacture of a fully installed and operational Plastics Recycling line, capable of producing plastic products for sale from waste plastic.

Skills Development

It is the GORTT’s view that Skills Development and Training Programmes enable employees/students to learn precise skills or knowledge aimed at improving their work performance. Many such programmes are conducted by the Metal Industries Company (MIC), National Energy Skills Centre (NESC), the National Institute of Higher Education Research Science and Technology (NIHERST) and Collage of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT). In order to provide support to these agencies

funding will be provided for the following major initiatives:

MIC - \$7 million

- procurement of furniture at Diego Martin;
- construction of a retaining wall at the O’Meara Centre;
- re-tooling of equipment for laboratories and workshops at Macoya;
- procurement of office furniture and fixtures at Ste. Madeleine;
- upgrade of the building infrastructure and workshops at Point-a-Pierre;
- upgrade of the workshop at Point Fortin and Pleasantville;
- continuation of outfitting works at Penal/Debe;
- procurement of specialised training and security equipment under the Acquisition of Capital equipment project; and
- provision of training subsidies for forty (40) Journeymen and ten (10) Engineers.

NESC - \$7.8 million

- upgrade of workshops and classrooms at Tobago;
- upgrade of the buildings at Ste. Madeline and La Brea;
- upgrade of the electrical, pipe rack and diesel storage systems at the NESC Drilling Academy; and
- upgrade works to workshops and classrooms at Point Lisas.

NIHERST- \$5.6 million

- Relocation of NIHERST (National Science Centre), from D'Abadie to UTT's O'Meara Campus, entails; space planning, performance of minor infrastructural works by NIHERST, transportation and reassembly of exhibits, as well as transportation of equipment and other assets. In particular these improvements will result in an increase in visitor satisfaction and a consequential broadening of the NIHERST's audience. This will result in savings with the removal of rental costs which will be utilised for its operations.
- payment of project management salaries for the continuation of the Teach Me programme which aims to improve the performance of students in SEA, CXC and CAPE science and technology subjects. Approximately two hundred and twenty (220) students benefit annually from this programme with a deeper understanding of Science, Technology, Engineering and Mathematics (STEM) concepts.
- commencement of *Sectoral Innovation Mapping for the Tourism Sector in Tobago* project which will focus on positioning the industry on a viable growth path whilst promoting trade and attracting investment. In doing so, this study will unearth information to support evidence-based decision-making with regards to Government's efforts to diversify the economy and to assist in COVID-19 recovery; and
- commencement of the *Enhancing Agriculture through Technology* project which seeks to promote and modernise agriculture through the use of vertical farming technology as well as to foster

entrepreneurship and innovation among students, farmers and other interested persons. This pilot project brings investment into the Agriculture Sector and re-tools and re-trains students and industry personnel on modern, high-production farming. It also provides on-the-job training within the school curricula.

COSTAATT - \$5.0 million

The sum of \$5.0 million will be allocated for the purchase of various hardware and software components for the COSTAATT Technology upgrade project which is expected to enhance the digital and physical technology environment at the college to ensure efficiency of service delivery. Students will access high quality teaching and learning technology resources, to support the attainment of improved retention and completion rates. Further, an estimate of over five thousand (5,000) students will benefit from the technology upgrade project over the three (3) year cycle.

Upgrade works will commence with an allocation of \$2.0 million to bring various college campuses including the City Campus, Sangre Grande, El Dorado, and South Campuses into compliance with health and safety standards. An estimated two thousand (2,000) students and two hundred (200) faculty and staff members will directly benefit from these improvements.

Scholarships

Government's financial investments in the nation's scholars with regard to their tuition and compulsory fees, personal maintenance allowance, books, special equipment, salary and allowances will continue with an allocation of \$168.2 million.

An estimated 2021 scholars will benefit from the following programmes as outlined below:

- President's Medal and Non-Advanced Level Examination
- National/Additional Scholarships based on Advanced Level Examinations;
- Annual Scholarship and Technical Assistance Programme;
- Undergraduate Scholarship Scheme for Students with Disabilities;
- Scholarships and Bursaries

Libraries

Developing modern library and information services continues to contribute to the advancement of our human capital. In an effort to ensure that no child is left behind the NALIS will focus on the following projects to facilitate access to ICT infrastructure for students and children in underprivileged communities. In fiscal 2021 an allocation of \$21.1 million will be provided for the following:

- Construction of Chaguanas Library;
- Construction of Mayaro Library;
- Restoration of Heritage Library;

- Construction of Diego Martin Library; and
- Construction of La Horquetta Library.

Health/HIV AIDS

Government has outlined its commitment to the development of the health sector, which is closely aligned to Thematic Area I of the NDS: "Putting People First: Nurturing Our Greatest Asset." There are two (2) fundamental goals that are pivotal to this process that is having a health care system that is sustainable, modern and delivers a higher standard of healthcare; and one that empowers citizens to lead a healthy lifestyle.

In the wake of the COVID-19 pandemic, various policy and public health interventions were implemented to improve the current health care system, reduce the transmission of COVID-19, and improve the delivery of the health sector development programme resulting in an increase of the implementation rate of 32 percent in 2015 to 80 percent in 2020. These interventions included the completion of the Diego Martin Health Centre, the Sangre Grande Hospital, the Port of Spain General Hospital Central Block, and continuation of the Lithotripsy Service at the San Fernando General Hospital, as well as the development and continuation of a parallel health care system specifically for the treatment and care of COVID-19 patients.

In this regard, Government continues to be focused on achieving the goal of having a healthcare system that is sustainable, modern and delivers high standards of care. Fundamentally, health drives productivity and facilitates growth, and as such, Government reaffirms that a robust healthcare system is essential to the country achieving its post COVID-19 development agenda on the road to recovery.

Although COVID-19 has been the health challenge that Government and the world are focused on addressing, the Sustainable Development Goal 3- 'Ensuring Healthy Lives and Promote Wellbeing for all at all Ages' is encapsulated in the health initiatives planned for this fiscal period. To this end, Government remains resolute in its focus on placing the health sector as a significant priority, through the development and implementation of varying measures to strengthen the resilience of the public health system and the health security of the citizens of Trinidad and Tobago.

New Public Health Facilities

Improving public health infrastructure remains a priority for Government and continues with the establishment of new facilities across Trinidad and Tobago. These facilities are expected to increase the country's healthcare capacity and strengthen frontline services. Two (2) facilities that will be focused on in fiscal 2021 will be the construction of the Sangre Grande Hospital and the Diego Martin Health facility.

The Sangre Grande Hospital will provide basic primary and secondary healthcare to persons in the community and environs. The addition of this state of the art, three (3)-storey building will create a campus-style facility (with the adjacent existing Sangre Grande Hospital and the Enhanced Health Centre) to improve the quality of services administered by the Eastern Regional Health Authority (ERHA).

The new building will include a medical ward, surgical ward, trauma and orthopaedic ward, general ward, high dependency and an intensive care unit. The introduction of this hospital will improve the ease of access to health facilities, increase access to a wider range of services available as well as a reduced the burden being placed on other

existing hospitals. A total of \$55 million will be allocated to facilitate continued works on the construction of the new Sangre Grande Hospital.

Funds in the sum of \$4 million will also be provided to facilitate the completion of the new Diego Martin Health Centre by UDeCOTT within the first quarter of fiscal 2021. The Centre will offer enhanced community-based outpatient services to better serve the western region.

Improvement of Public Health Infrastructure

To ensure that health care structures are aligned to international codes and standards as well as meet the population's changing needs, existing health care facilities are being refurbished and redeveloped. This will allow the public sector to maintain its ability to serve the same capacity of persons annually. In this fiscal period, Government will focus on the re-development of the Port of Spain General Hospital (POSGH) along with facilities across the Regional Health Authorities.

The re-development of POSGH with the construction of the new Central Block building is another key transformational project of the Ministry of Health. An allocation of \$40 million will be provided in fiscal 2021 for implementation of phase two (2) of the project, which entails construction of the thirteen (13) storey, five hundred and forty (540) bed tower, towards providing a more contemporary, safe and efficient General Hospital.

In 2021, other existing public health facilities across the four (4) Regional Health Authorities (RHAs) are also earmarked for improvement works under the *Physical Investment Programme*. Funds totalling \$50

million will be allocated to undertake works inclusive, of the following:

- expansion of clinical facilities at the Toco Health Centre;
- expansion of the Accident and Emergency Department and the kitchen at POSGH in support of the new Central Block building;
- electrical upgrade of the main building and nurses hostel at the San Fernando General Hospital (SFGH);
- upgrade of the kitchen (phases four and five) at the SFGH;
- rehabilitation and upgrade of the roofing at the Caura Hospital; and
- upgrade of hospital equipment at the Caura Hospital.

Medical Equipment Upgrade

The ability to deliver modern state of the art care is the direction in which Trinidad and Tobago is heading. This will be realised with the furnishing of medical facilities with the requisite equipment to provide diagnostic services and treatment in response to the population's health needs. The sum of \$50 million will be utilised for the procurement of a wide range of medical equipment, including the following priority items:

- analogue mammography machine and computed radiographic (CR) system for the ERHA;
- medical equipment for ophthalmology and dental clinimobile for the ERHA;
- three (3) anaesthetic machines for the POSGH;

- six (6) cardiac monitors and sixty-five (65) patient beds for St. James Medical Complex;
- thirteen (13) multi-gas monitors and thirteen (13) anaesthetic machines for the main operating theatres at SFGH
- bronchoscope system (which is used to detect the cause of breathing difficulties and lung problems) for the Intensive Care Unit at SFGH; and
- twenty (20) patient-controlled analgesia pumps for the operating theatre at Eric Williams Medical Sciences Complex.

Health Information System

In keeping with Government's priority of digital transformation, the Ministry of Health will advance efforts towards a more efficient delivery system of healthcare through the establishment of a technology-driven *Health Information System (HIS) for the Arima and Point Fortin Hospitals*.

The HIS will enable a single IT solution to be implemented across the two (2) RHAs, geared towards effective clinical and healthcare management.

The implementation of the HIS will be based on a phased approach, commencing with the implementation of the system in the new hospitals at Arima and Point Fortin. It is expected, that this will be the first (1st) phase in developing a comprehensive HIS for the entire health sector that will allow health agencies to benefit from an integrated technological framework. Resources in the sum of \$20 million will be allocated in 2021 for the procurement of the HIS software.

Housing and Shelter

Stimulating the economy during and post COVID-19 remains paramount on Government's agenda. One (1) of the main industries that is crucial to driving this thrust is the construction sector, in which the Ministry of Housing and Urban Development plays a key role. The Ministry's PSIP projects and programmes employs over thirty thousand (30,000) citizens annually through various contractual arrangements. As such, in fiscal 2021, the housing sector will receive an investment of \$168.4 million to expand the stock of low and middle income homes in Trinidad and Tobago, ensure access to decent housing, and provide the infrastructure necessary to improve the living conditions of citizens.

In addition, Government places high importance on stable, healthy families and will work to ensure that appropriate housing solutions are available to those who need it most. Through the provision of appropriate housing solutions, it is expected that the gap between the supply and demand for public housing will be reduced, thus ensuring that decent shelter is both available and accessible. It is expected that these dwellings will help to preserve the health and safety of homeowners by providing quality, basic amenities that uphold fundamental human dignity.

Thus, in fiscal 2021, \$25 million will be invested in the *Housing and Village Improvement Programme* which was designed to improve the living conditions of residents in the areas of Wallerfield, Marabella, Point Fortin, Petite Morne and Beetham Gardens. The programme provides a subsidy to legal occupants of the land with a gross family income equal to or less than \$7,000 a month. A maximum of \$0.12 million is provided to successful applicants

for the purchase of construction materials, of which a maximum of 10% of the subsidy must be allocated towards labour costs. The subsidy amount is tied to the applicant's housing conditions and the disbursement of funds occurs in tranches to ensure effective project monitoring. Upon completion, the homeowner will occupy a one (1) bedroom home which includes a bathroom, living room and kitchen.

In addition to the Housing and Village Improvement Programme, the *Housing Grant Programme* will continue in fiscal 2021 capitalized with \$8 million. This Programme provides home improvement grants to low income families whose homes are dilapidated and in urgent need of repairs. A maximum grant of \$15,000 is given in two (2) equal tranches to maintain, improve or upgrade homes, with a focus on safety, security, disaster preparedness, health, sanitation, and reduction of overcrowding. In addition, special attention will continue to be placed on serving the most vulnerable households, including those owned by the elderly and disabled persons.

Further, Government continues to invest in raising the standard of living for the people of Trinidad and Tobago through the *Regularisation of Squatter Communities Programme*, where \$10 million will be allocated to implement the policy set out by the State Land Regularisation Tenure (SLRT) Act. The Act seeks to protect specified squatters from ejectment from State Land; to facilitate the acquisition of leasehold titles by both squatters and tenants in designated areas; and to provide for the establishment of Land Settlement Areas. This programme, therefore, seeks to implement incremental physical upgrading works, the provision of services to designated and land settlement areas as well as the provision of leasehold titles.

Additionally, the Ministry of Housing and Urban Development will also invest a sum of \$20 million towards the Rehabilitation and Maintenance of HDC Rental Apartments and Housing Units. These housing units and apartments were constructed over sixty (60) years ago and over time, their internal and external structures have deteriorated significantly. The refurbishment of these buildings, along with a continued programme of maintenance will prolong the life of these state assets and provide comfortable homes for the families that occupy them.

Social Development

In accordance with the theme “Putting People First: Nurturing Our Greatest Asset,” Government continued its investment into the social services sector to protect and support vulnerable citizens in society so that no one will be left behind in circumstances of poverty and neglect. The programmes that will be implemented under the social sector will seek to enhance the efficiency of the social safety net, reduce the dependence on social assistance and close existing gaps in social protection floor.

As such, funding in the amount of \$19.3 million will be provided for the continuation of social projects that will better serve the needs of elderly persons, children, differently-abled persons and other vulnerable groups. Concurrently, funding will also be provided to initiatives to assist in creating opportunities to support economic improvement through skills training and education, as well as social and community programmes to improve living conditions and promote integration in society. In this regard, the following initiatives will be undertaken in fiscal 2021:

Establishment of Social Displacement Centres

The Ministry of Social Development and Family Services (MSDFS) will invest a total of \$2 million for the provision of transitional housing facilities at Carapo, La Horquetta and Caura. At these transitional facilities, socially displaced persons will receive opportunities to learn important life skills, to enable a seamless reintegration into society.

Diagnostic Research Educational and Therapeutic Centre for the Hearing Impaired (DRETCHI) Refurbishment

The project for the *Refurbishment of DRETCHI* seeks to undertake upgrades to better facilitate the work of the diagnostic and therapeutic arms of the centre. The upgrade of the facility will continue with an allocation of \$0.1 million for the replacement of the roof and other ancillary works.

Development Centre for Persons with Disabilities (National Enrichment Centre)

An allocation of \$1.5 million will be provided for the payment of management fees to the service provider for the National Enrichment Centre (NEC) and for the procurement of therapeutic equipment. At the NEC, persons with disabilities will be able to access integrated services including diagnosis and treatment for various types of disabilities.

Implementation of a Social Mitigation Plan

The implementation of the National Social Mitigation Plan will continue with an allocation of \$0.5 million for the following:

- establishment of a Social Support and Empowerment Unit;
- payment of consultancy fees;
- establishment of two (2) Community Health and Wellness Centres; and

- rollout of the communication plan and the National Values, Attitudes and Behaviours Campaign.

The Street Dwellers Rehabilitation and Re-Integration Project

The sum of \$1 million will be provided for the reconstruction of a staircase at the Centre for Socially Displaced Persons, at Riverside Car Park in Port of Spain to ensure that the facility is compliant with the standards set out by the Occupational Health and Safety Authority (OSHA).

Homes for the Elderly

The MSDFS will continue its upgrade of facilities to accommodate elderly persons with an allocation of \$1.7 million for the outfitting of Hernandez Place in Arima, and for the refurbishment of older persons homes located at Chaguanas, Mayaro and Siparia.

Child Development

The National Children's Registry will provide a more efficient and effective method of monitoring child development specifically aimed at reducing child abuse, neglect and exclusion. The Registry will be a database to collect and store information on all children (persons under the age of 18 years) in Trinidad and Tobago. The Office of the Prime Minister will embark on the build phase of the Registry in 2021 with an allocation of \$1 million. The build phase will involve the selection of a vendor to supply an electronic data management system and development of software to operate the registry.

Gender Affairs

The reconstruction of the Josephine Shaw House will commence in fiscal year 2021 with an allocation of \$12 million. A three

(3)-storey building will be constructed to provide temporary housing for single women as they transition from living in community residences to independent living.

Funds totalling \$1.9 million will also be provided for the upgrade of community residences including the St. Dominic's Children's Home for Children, and the St. Jude's Home for Girls. A perimeter wall will be constructed at the St. Dominic's Home for Children which will improve the safety and security for the residents of the facility. The St. Jude's School for Girls at Belmont will undergo extensive refurbishment with an allocation of \$0.8 million. The facility will be upgraded to ensure that compliance with the *Benchmark for Children's Homes and Community Residences* as stipulated by the Children's Authority of Trinidad and Tobago (CATT) and the Occupational Health and Safety Authority. The upgrade will include renovation of the kitchen, electrical upgrade and repairs to the building.

Refurbishment of Safe Houses

The *National Policy on Gender Development* identifies domestic violence as a major factor that hinders the growth and development of women in society. As such, the Office of the Prime Minister will continue renovation of residential properties for the establishment of two (2) safe houses for survivors of domestic violence. Once operational, the safe houses will provide accommodation and social support services for survivors to ensure a smooth reintegration into society.

Sport and Recreation

Government recognizes that sport and recreation can benefit both the nation's economy and the health of our citizens. In order to encourage communities to engage in sports and recreational activities, and to

attract business and investments from international sporting organisations, Government will seek to create an enabling environment to ensure that modernised, well maintained, fully functioning facilities are available and accessible.

In this regard, the Ministry of Sport and Community Development (MSCD) in discharging its responsibilities is guided by the National Policy on Sport (2017-2027), which seeks to adopt and embody a holistic and multi-sectoral approach to sport development. The policy aligns itself to the national development framework, as well as the requirements of the national sport fraternity which emphasises the creation of an enabling environment for sport and athletic excellence through world class training and facilities. Therefore, Government is committed to the geographic dispersion of opportunities for sport and recreation across Trinidad and Tobago, and will focus on key projects and programmes as follows:

Community Swimming Pools

Recreational opportunities for the community, contributes to fostering increased community participation and interaction among children, young people, women, girls, senior citizens, and the specially challenged. The community swimming pools promote aquatic sports and equal opportunity to develop a healthy, disciplined, united society, through greater participation in sport and physical recreation. Hence, \$4 million will be allocated for the ***Construction of Community Swimming Pools*** in the following areas:

- Maloney;
- Morvant; and
- Malabar.



On-going works at the Morvant Community Swimming Pool



On-going works at the Morvant Community Swimming Pool

To ensure the functionality of the various community swimming pools, the sum of \$1.2 million will be allocated to the *Upgrade of Swimming Pools* project. The MSCD will be undertaking upgrade works to swimming pools in the following areas:

- Diego Martin;
- La Horquetta;
- Siparia;
- Cocoyea, San Fernando; and
- Couva.

Development of a Master Plan for Sport and Youth Facilities

There are many benefits to be gained from hosting sporting events in communities and proper facility maintenance such as direct revenue, foreign exchange generation, foreign investment and participation and stimulation of economic activity. Proper facility maintenance ensures the safety of athletes and spectators and the long term sustainability of the country major sport and youth facilities. For fiscal 2021, the sum of \$0.5 million will be allocated to this project to establish the standards and implement the recommendations from the development of the Master Plan. The plan will provide the MSCD with the necessary protocols and tools to analyse the status of its infrastructure, anticipate and prevent possible defects, repair damages early and maintain the general functionality and extend the life of its facilities.

Improvement of Indoor Sporting Arenas

Improvement works at the indoor sporting arenas will continue, with a view of encouraging persons and participants to patronise sporting programmes. The improved facilities will create opportunities for increased activities by both community and national sporting organisations. The aim is to provide modernised, well maintained, fully functioning facilities able to accommodate organised sporting and recreational activities in a safe, secure comfortable and healthy environment. The sum of \$1.2 million will be allocated for upgrade works at indoor sporting arenas in the following areas:

- Central Regional;
- St. Paul Street;
- Mayaro; and
- Eastern Regional.

Recreational Facilities

Development of regional recreation facilities in multiple communities across the country is a key strategy in achieving Government's national policy objective for developing a fit and healthy nation through sport and recreation with the aim of commercialisation of the facilities. In recognizing that there are both health and economic benefits to be gained from the focus on sports, MSCD will leverage our sport – asset base to maximize their commercial value which includes world class facilities for seven sporting disciplines. A sum of \$2.5 million will be allocated to the *Development and Upgrading of Recreational Grounds, Parks and Spaces* for the completion of the pavilion at the Bourg Mulatresse Recreation Ground and the construction of an outfield as well as pavilion repairs at the North Eastern Recreation Ground, Sangre Grande.



*On-going works at Bourg Mulatresse
Recreation Ground*



*On-going works at Bourg Mulatresse
Recreation Ground*

The Ministry will continue its expansion programme to improve existing facilities and provide new recreational sport sites located in high demand areas, as well as in rural areas. A sum of \$4 million will be allocated to the *Upgrading of Corporation Grounds* project to upgrade twelve (12) recreational grounds. Additionally, the sum of \$11.6 million will be allocated to the MRDLG for the upgrade of recreational facilities in the 14 Municipal Corporations.

Upgrade of Multi-purpose Stadia

The MSCD has embarked on improvement works to the multi-purpose stadia in keeping with its strategic thrust of providing modern, safe and well-equipped facilities. These facilities are in need of upgrade works and as such, the Ministry proposes to continue developmental works to meet health, safety and international standards for competition venues. Additionally, these facilities will be used to promote the sports brand of Trinidad and Tobago as a sporting destination, using marketing and promotional space in regional airports and internationally. The sum of \$3 million will be allocated to this project for refurbishment and upgrading works at the following stadia:

- Hasley Crawford Stadium;
- Jean Pierre Complex; and
- Ato Boldon Stadium.

Upgrade of Mahaica Oval

The *Upgrade of Mahaica Oval* is in alignment with the MSCD's National Policy on Sport (2017-2027) which articulates the vision of "the establishment of clear pathways towards holistic sport development and sporting achievement, which leads to the evolution and growth of our nation and its citizens". This facility also is in keeping with the Ministry's strategic thrust of providing modern, safe and well-equipped facilities. The sum of \$10 million will be allocated to this project for structural steel works, building, enabling and plumbing works. The Mahaica Oval is expected to be completed in fiscal 2021.

Upgrade of Dwight Yorke Stadium

The Dwight Yorke Stadium is Tobago's only world class sporting facility which is utilised for various sporting and cultural events. The Dwight Yorke Stadium was constructed in the year 2000 and is in need of refurbishment and upgrading works. Phase I and II were completed in fiscal 2019 and Phase III started in fiscal 2020. The sum of \$5 million will be allocated to this project to continue Phase III works which include refurbishment of the gym, rehabilitation of the athletic track, installation of LED lighting and other associated works.



***Dwight Yorke Stadium, Tobago
Redevelopment of Skinner Park***



***Dwight Yorke Stadium, Tobago
Redevelopment of Skinner Park***

Skinner Park has a legacy of hosting sporting, cultural and recreational activities in San Fernando. It is also used for various family friendly activities like kite flying and amusement parks. The popularity and frequency of the use of Skinner Park meant significant spin-off economic opportunities for the Government and members of the community. However, the current age of the pavilion and lack of robust maintenance and refurbishment schedule has resulted in a dilapidation of the facilities and consequent decline in the frequency of usage. Funds in the amount of \$15 million will be allocated for major construction works to be done at Skinner Park. Some of the major works to be undertaken include:

- construction of 6,000-seater stands;
- underground parking;
- basketball courts;
- tennis courts;
- refurbishment of the cycle track;
- refurbishment of the playing field;
- installation of LED lighting towers;
- supply and installation of a digital score board; and
- general refurbishment and upgrade of the facility.



On-going works at Skinner Park



On-going works at Skinner Park

Culture and the Arts

The creative and cultural industries are emerging as a new engine of growth and development in the world economy. As such, creating an enabling environment for these industries locally will facilitate the transmission of positive values among the citizenry. The government remains committed to this process and will continue to strengthen the infrastructure of the industry, create spaces and inspire experiences that celebrate an understanding of ourselves and our world. They will enable the exploration, interpretation, and preservation of the cultural heritage of Trinidad and Tobago and attract and nurture talent as well as share and develop skills and competencies through informal learning opportunities that can translate into economic benefits.

In this regard, initiatives and strategies proposed for implementation within the 2021 Capital Expenditure Programme for the sector Culture and the Arts are aligned to Government's strategic objectives. The Creative and Cultural Industries are linked to Themes I and IV of Vision 2030 – ‘Putting People First: Nurturing Our Greatest Asset’ and ‘Building Globally Competitive Businesses’ respectively. Consistent with Theme IV, Government will continue to implement projects which will unlock the economic potential of the creative and cultural industries, create jobs and generate export earnings while at the same time promote social inclusion, cultural diversity and human development of the country.

The sum of \$13.3 million will be provided for the execution of projects both in the Consolidated Fund and the IDF. Details of some of the key projects are outlined below:

Museums

Government will ensure that all museums are modern, interactive and celebrates the evolution, development and diversity of the people of Trinidad and Tobago. The museums will serve as a repository for the history and artefacts of our nation and provide a unique tourist attraction to all foreigners. All works at the following museums are geared towards the achievement of this goal.

National Museum Development

A more focused, planned and proactive approach will be taken to the sustained preservation of the National Museum (Carnival Museum) building. This will be achieved by conducting a structural assessment of the building, which includes an evaluation of the mechanical, electrical and plumbing systems of the facility. Once completed, this structural assessment will provide a priority listing of the required renovation works for the building. In fiscal 2021, an allocation of \$0.5 million will be provided for the structural investigation. In addition, funds in the sum of \$0.04 million will be allocated for the retention payment for the Cazabon Display Area Extension/Old Curator's Office. Upon the completion of these works, it is expected that the Museum will have enhanced prominence to attract visitors and be in a stronger position to generate income.

Museum of the City of Port of Spain (Carnival Museum)

The proposed works for fiscal 2021 include the completion of the infrastructural upgrade of the Museum of the City of Port of Spain. Works are ongoing at the museum and funding in the amount of \$0.5 million will be provided for retention payment for the replacement of the railing and walkways. This retention payment will cover the construction of a new gallery space, including the construction of tiled flooring and electrical works.

Other activities for this fiscal will include the purchase and installation of an air conditioning system for the entire building. Painting of the external and internal of the building including the underside of the wooden flooring, minor electrical works such

as the installation of lighting for museum features, landscaping and outfitting of office spaces and the kitchen. It is the intent that this museum will be the Carnival, Steelband and Festival Museum, which will be utilised as the repository for the history, research and artefacts of our nation's carnival. Both staff and visitors will benefit from the completion of these works, while enhancing the museum's ability to generate income.

Upgrade of Cultural and Arts Facilities

It is the goal of Government to have purpose-built venues for various types of activities and provide world-class facilities for a range of artistes in the creative industries. Such major facilities include the Naparima Bowl, National Academy for the Performing Arts (NAPA), Queen's Hall and the Southern Academy for the Performing Arts (SAPA). Details of the planned works on these facilities are highlighted below:

Naparima Bowl

The Naparima Bowl is a prominent facility located in the heart of San Fernando. A phased approach will be used in the implementation of upgrade works to the facility. Phase I works include the purchase and installation of additional audio, lighting, video and multimedia equipment and software for improved production values. These upgrades will provide a higher quality service to clients for online streaming of live and pay-per-view productions. This will also aid in increased cost effectiveness and efficiency in the creative and production processes to both the main auditorium and amphitheatre by catering to the diverse needs of clients and stakeholders. Upgrade works to the stage equipment for the main auditorium and amphitheatre inclusive of ramps, risers and trussing will also be

accomplished in fiscal 2021. The continuation of repairs and upgrade works to the facility will provide cultural spaces for the meeting and practice of art and craft as well as provide artists and producers with the opportunity to present higher quality and more innovative events.

National Academy for the Performing Arts (NAPA)

Since its opening in 2009, a number of projects have been identified to bring NAPA to a state-of-the-art calibre. These projects fall into three (3) categories and the respective proposed works are as follows:

- safety and security – installation of an additional guard booth and access control barriers;
- improved cultural experience – installation of a bar concession and electronic signboard; and
- improved health – cleaning and sealing of the overhead beams over the stage in the auditorium.

The amount of \$3 million will be allocated for the above programme of works for this fiscal. Funds have also been allocated for the purchasing of a broadcast system for video monitors which allows for the transmission of the activity taking place on stage to be viewed on the monitors installed throughout the building. NAPA is also in need of line arrays to supplement the audio equipment which will improve the sound quality for the audience. The funding provided will also assist in purchasing this item. When these proposed works are completed, it is expected to raise the level of safety and security, and

the overall client and patron experience at NAPA.

Refurbishment of Queen's Hall

The upgrading of audio-visual communications technologies and super structural works have been identified as required works for Queen's Hall. This upgrade will provide improved technology and infrastructure that can allow for web streaming, video conferencing, live broadcast services, and "drive by" outdoor events which can increase opportunities for revenue generation.

Other main tasks for completion in fiscal 2021 are the upgrade of lighting equipment and associated infrastructure (Phase III), purchase and installation of a trap door for the stage theatrics, construction of the roof covering for the stand-by generator and installation of an awning on the northern side of the facility. An allocation in the amount of \$1.5 million will be provided to facilitate these works.

Development of the First Peoples

The GORTT is committed to supporting the development of the First Peoples by promoting their food, music, dance and spirituality, in order to preserve the culture and ensure its continuity in Trinidad and Tobago. Cabinet agreed that the First Peoples community be provided with twenty-five (25) acres of land for the specific purpose of the establishment of a Model Amerindian Village. This Village will comprise of farming, cassava processing, craft production, communal spaces/facilities, recreational spaces, a visitor centre and an exhibit space, spaces for spiritual and traditional ceremonies and performances,

workshops, and reserved forested areas (for conservation of traditional plant and animal life).

A feasibility study is to be undertaken in fiscal 2021 at a cost of \$1 million. Post completion of the study, some of the projected works in Phase I include:

- construction of a perimeter fence, the pyramidal square, along with the traditional village square, spiritual centre, an art and craft pavilion, and food preparation sheds;
- all sustainable services for connection of utilities, finishes, drainage and lights will be established and;
- construction of traditional earthen ovens, and the drilling of water wells to provide the compound with an adequate water supply.

This project will have a positive impact on the environment being eco-friendly. It has the potential for earning/saving foreign exchange, generating employment, contributing to the development of skills, and has the potential to be financially profitable.

Remedial Works to SAPA

SAPA experienced two (2) fires, one in 2016 which occurred in the CCTV room and caused damage to the Fire Detection and Suppression System of the building and the other in 2018 in the administrative area of the building. Consequent to the fires, the Trinidad and Tobago Fire Services (TTFS) highlighted the importance of having a functioning Fire Detection and Suppression System and recommended remedial works to

bring the system up to the required standard. Additionally, the Ministry sought the assistance of UDeCOTT to repair the damage to the facility caused by the fires.

These remedial works have been completed and an allocation of \$5 million will be provided for an outstanding payment for the project *Remedial Works to SAPA*. The benefits of the remedial and additional priority works to SAPA outweighs the cost as these works will ensure the safety of users of the facility, and result in the proper functioning of major systems that are critical for the smooth operations of SAPA. These remedial works will contribute to a sustainable improvement in the welfare of the beneficiaries (artist, promoters, patrons, etc.) and to the country.

MONITORING AND MEASURING PERFORMANCE

With limited resources and the need to demonstrate ‘real results’ and ‘value for money,’ it is essential that we adopt a robust Monitoring and Evaluation (M&E) Framework to monitor, measure and ensure the successful implementation of a performance driven public investment programme. As such, Government affirms its continued commitment to ensuring the sustainable measurement and management of the PSIP.

As a result, all projects and programmes within the PSIP will be carefully monitored and evaluated to provide a systematic and objective assessment of the progress made towards developmental results. In this regard, expected results and specific targets have been identified to be achieved in fiscal 2021. Using selected key performance indicators, the performance of the PSIP will be measured against these targets to ensure maximum returns on all strategic areas of investment.

In this regard, the following expected results, targets and performance indicators were identified to monitor and measure the performance of the PSIP in all 11 strategic areas in fiscal 2021:

1.0 Food Security and Sustainability

Agriculture continues to be a strategic priority of Government. Transformation of the sector is imperative to achieving national food security and sustainability; supporting economic diversification; and generating employment opportunities. As such, the following key targets have been set to measure our performance against each of these areas:

Key Performance Indicator	Target 2021
Food Import Bill (\$)	Reduce the Food Import Bill to \$4.48B
Percentage Employment in Agriculture Sector	Increase employment in the agriculture sector to 4.2 percent
Percentage Contribution of Agriculture to National GDP.	Increase the contribution of the Agriculture sector to National GDP to 1.3 percent

2.0 Tourism

The tourism industry is another strategic area for expansion and development. In fiscal 2021, Government will seek to address the expansion of domestic/community tourism to support SME development; and increase Foreign Direct Investment (FDI). Accordingly, the following targets and key performance indicators have been identified to support measurement towards success in these areas.

Key Performance Indicator	Target 2021
Average expenditure (TT\$) at tourist attractions in Trinidad and Tobago	Increase average expenditure at tourist attractions in Trinidad and Tobago by TT\$3,500.00.
Value of Non-energy FDI (TT\$)	Increase the Value of Non-energy FDI to TT\$30M.

3.0 Citizen Safety and Security

Citizen safety and security remains a top priority of Government to improving the quality of life of all citizens. As such, in fiscal 2021, Government will continue its efforts on creating a safe and secure place to live, visit and do business in Trinidad and Tobago. Thus, using selected performance indicators to monitor and measure performance, Government anticipates to achieve the following targets by the end of fiscal 2021:

Key Performance Indicator	Target 2021
Crime Rate (Violent Crime, Serious Crime, and White Collar Crime) per 100,000	Reduce the Crime Rate (per 100,000) to 340.45 per 100,000 (Violent Crime); 838.5 per 100,000 (Serious Crime); and 36.0 per 100,000 (White Collar Crime)
Detection Rate (Violent Crime, Serious Crime, Murder and White Collar Crime)	Increase Detection Rate to 30 percent (Violent Crime); 35 percent (Serious Crime); 25 percent (Murder); and 30 percent (White Collar Crime)
Percentage of arrests leading to convictions	Increase arrests leading to convictions to 2 percent
Average time (mins) taken to respond to calls by the TTPS ERP	Reduce in the average time (mins) taken to respond to calls by the TTPS Emergency Response Patrol (ERP) to eight (8) mins
Level of confidence in the TTPS on a scale of 1-10	Increase level of confidence in the TTPS on a scale of 1-10 to 5.5/10
Percentage of persons feeling safe on the streets of their neighbourhood during the day and at night (average of both measures)	Increase persons feeling safe on the streets of their neighbourhood during the day and at night to 45 percent
Percentage of joint border security operations between the TTPS and the TTDF	Increase in joint boarder security operations between the TTPS and the TTDF to 34.83 percent
Percentage of joint border security operations resulting in captures and seizures	Increase joint boarder security operations resulting in captures and seizures to 25.83 percent

Additionally, to improve the justice system and ensure fair and equal justice for all, it is anticipated that the following key targets to improve the timely access to justice for citizens will be achieved:

Key Performance Indicator	Target 2021
Percentage of hearings (Remand and Bail) via video conferencing	Increase in hearings (Remand and Bail) via video conferencing to 35 percent
Percentage of hearings (Civil High Court, Criminal High Court, Family Court and Children Court) conducted via video conferencing	Increase in court hearings (Civil High Court, Criminal High Court, Family Court and Children Court) conducted via video conferencing by 35 percent

4.0 Putting People First- Human Capital Formation

The development of the mental, physical and intellectual state of the citizens of Trinidad and Tobago remains a priority on the agenda of Government. In this regard, Government intends to

increase its investment in education as well as health for the continued development of our human capital. Therefore, the following targets have been identified for each of these areas:

Education

Key Performance Indicator	Target 2021
Participation Rate in Technical and Vocational Education and Training (TVET) Programmes	Increase in the Participation rate in TVET Programmes by 5 percent

Health and Wellness

Key Performance Indicator	Target 2021
Client Satisfaction Rate	Increase Client Satisfaction Rate to 85 percent
*Proxy measure of Number of deaths related to mental health illness will support measurement	Premature mortality from mental health related issues reduced by 2 percent

5.0 Accessing and Recovery Services in the Community

Government remains focused on bringing government services closer to the citizenry and ensuring that there is an efficient and direct response to the people who need these services the most. As such, Government intends to improve accessibility and responsiveness to social services delivery. Key targets have been identified for this expected goal along with measures to track progress.

Key Performance Indicator	Target 2021
Percentage of ease of access to social services	Increase ease of access to social services by 10 percent
Percentage of Government's Responsiveness to citizen needs	Government's responsiveness to citizens needs increased by 15 percent

6.0 Building Smart and Quality Infrastructure

Government remains committed to the provision of high quality, sustainable infrastructure that supports all economic activity. Specifically, in addition to many other strategic areas, in fiscal 2021, crucial emphasis will be placed on Expanding/Upgrading Transportation Systems; Reducing Flooding; and Improving the Supply of Water to communities throughout Trinidad and Tobago.

As such, to ensure the attainment of these expected results, Government progress will be monitored through the use of selected key performance indicators against specific targets.

Key Performance Indicator	Target 2021
Percentage in the kilometre (Km) of roads repaved per year	Increase km of roads repaved per year by 10 percent
Percentage of the average age of Public Transport Service Corporation (PTSC) bus fleet in years	Average age (years) of PTSC bus fleet reduced by 10 percent
Percentage in the number of buses in the PTSC bus fleet	Increase number of buses in the PTSC bus fleet by 10 percent

Key Performance Indicator	Target 2021
Percentage in the number of incidences of flooding per year	Reduce incidents of Flooding by 40 percent
Percentage of Non-Revenue Water (NRW) lost per year	Reduce NRW lost per year by 10 percent
Percentage of the population with 24/7 water supply	Increase supply of 24/7 water to the population by 10 percent

7.0 No Child Left Behind

The nation's children continue to also be a priority of Government. The focus is on ensuring that they are well protected and served. Government expects in fiscal 2021 to refine the overall performance of our nation's students and promote transformational teaching. Progress in attaining the following expected result will be monitored via performance of the following key performance indicators.

Key Performance Indicator	Target 2021
Percentage of student participating in online classes	100 percent student participation in online classes
Percentage of students with access to online classes	100 percent student access to online classes
Percentage of curriculum delivered online at all levels of education (primary, secondary, post-secondary, tertiary)	100 percent of curriculum delivered online at all levels of education

8.0 Economic Recovery: Building Lives and Livelihoods

Economic diversification, in conjunction with innovation, is vital to achieving economic sustainability and stability. As such, Government in fiscal 2021 will seek to promote macroeconomic recovery and accelerate the pace of development. Consequently, progress in attaining the expected will be monitored via the performance of the following selected key performance indicators against specific targets.

Key Performance Indicator	Target 2021
Value of Non-Energy Exports (US\$)	Increase the Value of Non-Energy Exports to US\$900M
Unemployment Rate	Reduce the Unemployment Rate by 1 percent
Youth Unemployment Rate	Reduce Youth Unemployment Rate to 5 percent
Value of Non-energy Foreign Direct Investment (FDI)	Increase the Value of Non-Energy FDI to TT\$30M
Real GDP Growth Rate	Increase Real GDP Growth by 1 percent

9.0 Retooling and Restructuring the Economy – Digital Transformation

In fiscal 2021, strategic focus on will be placed on retooling and restructuring the economy through Digital Transformation. As such, Government will seek develop ICT as a foundational pillar for socio-economic transformation; and develop ICT as an industry to generate wealth and employment. In this regard, Government has outlined several key results and targets aimed at this transformation. The measurement of the attainment of these results against the targets will be undertaken with the use of the following selected key performance indicators.

Key Performance Indicator	Target 2021
Global GITR Overall Government usage of ICT Score	Increase Overall Score in the Global IT Report (GITR) 8 th pillar that relates to Government usage of ICT to 3.8/7
Global GITR Government Online Service Index Score	Increase GITR score in Government Online Service Index to 0.7/7
Global GITR Impacts of ICTs on New Services and Products Score	Increase GITR Score in the area of Impacts of ICTs on new services and products to 4.2/7
Global GITR Impact of ICTs on Access to Basic Services Score	Increase GITR score in the area of Impact of ICTs on access to basic services to 4.0/7
Percentage in the number of new ICT businesses registered	Increase number of new ICT based businesses registered by 5 percent
Percentage in the ICT sector contribution to GDP	Increase the contribution of the ICT sector to national GDP by 5 percent

10.0 Improving Public Sector Management

Public institutions are critical to ensuring that national development is achieved and the needs of citizens are met. Therefore, throughout fiscal 2021, special emphasis will be placed on increasing the efficiency and effectiveness of the delivery of Government services; and creating a public sector that is robust, relevant, dynamic, customer-focused through radical transformation and adaptable to the global environment. For this reason, the following performance indicators and targets have been selected to monitor the progress of Government in achieving the expected results.

Key Performance Indicator	Target 2021
Corruption Perception Index Score (CPI) Score	Improve the Corruption Perception Index Score (CPI) Score to 46/100
GITR Public Sector Performance: E-Participation Score	Increase GITR Score (Public Sector Performance: E-Participation) by 5 points
Percentage of government services online; and	Increase Government services online by 10 percent
Percentage of government transactional services online	Increase Government transactional services online by 5 percent

To determine whether the results of Government have been achieved with the implementation of several initiatives in the PSIP to create a public sector that is robust, relevant, dynamic, customer-focused it is anticipated, Government intends to:

Key Performance Indicator	Target 2021
Perception rate of the public service	Increase customer satisfaction ratings of the public service to 5.5/10

11.0 Building Climate and Environmental Resilience

Contributing to a circular economy and building climate and environmental resilience remains an underlying pillar essential to the social and economic growth of Trinidad and Tobago. Given the significant importance of building climate resilience as well as keeping in mind international obligations, progress in attaining the expected results over fiscal 2021 will be monitored via the performance of the following selected key performance indicators.

Key Performance Indicator	Target 2021
Quantity of waste requiring final disposal (tonnes per day)	50 percent reduction in waste requiring final disposal
Percentage of implementation plans in all vulnerable sector which incorporates climate risks	100 percent implementation of plans in all vulnerable sector which incorporates climate risks
Percentage share of renewable energy power generation	Increase in the share of renewable energy used for power generation to 10 percent
Percentage of reduction in habitat loss	20 percent reduction in habitat loss
Percentage of terrestrial and inland water managed	Manage 17 percent of all terrestrial and inland waters
Percentage of coastal and inland waters managed	Manage 10 percent of all coastal and marine areas

In addition to the continuous monitoring of interventions, Government is also committed to the systematic conduct of evaluations of interventions to ascertain their success or lack thereof. As such, programmes and projects will be evaluated to ensure that the PSIP portfolio is achieving its intended outcomes. By embarking on the systematic use of evaluations in all PSIP projects and programmes, Government will seek to improve the performance of these interventions as well as maximize value for money.

Consequently, to support the successful implementation of the PSIP and the attainment of the desired results, the following actions will be undertaken:

1. Monitoring of projects and programmes, including the continuous assessment of performance indicators against stated targets to track the achievement of PSIP project/programme outputs and outcomes;
2. Evaluations of selected projects and programmes to ensure that intended outcomes/results are achieved. Evaluations will be conducted throughout the project's life cycle, including

pre-planning/start-up (ex-ante evaluations), during implementation (process evaluations) and also after the end of the project (ex-post evaluations);

3. The strengthening of the data collection and management systems across the public sector to facilitate the frequent, systematic and consistent collection of relevant, timely and quality data to facilitate evidence-based decision making;
4. The establishment of functional M&E Units within Ministries, Departments and Agencies to adequately monitor and evaluate the progress and performance of projects and programmes within the PSIP; and
5. The ramping up of building M&E capacity within Ministries, Departments and Agencies.

Chart IV: Public Sector Investment Programme 2020 by Thematic Area

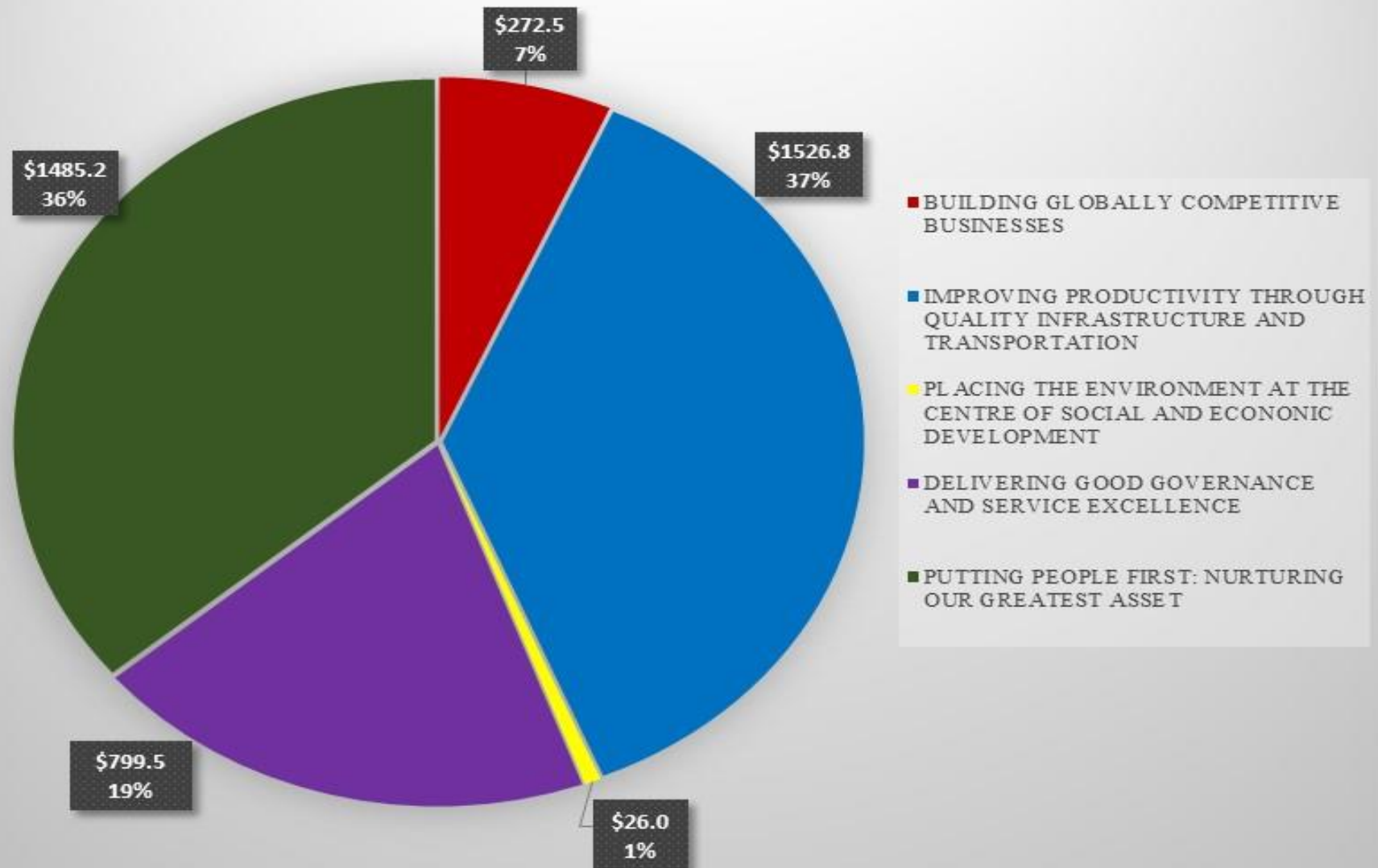


Chart V
Public Sector Investment Programme - Sources of Financing
(TTS Millions)

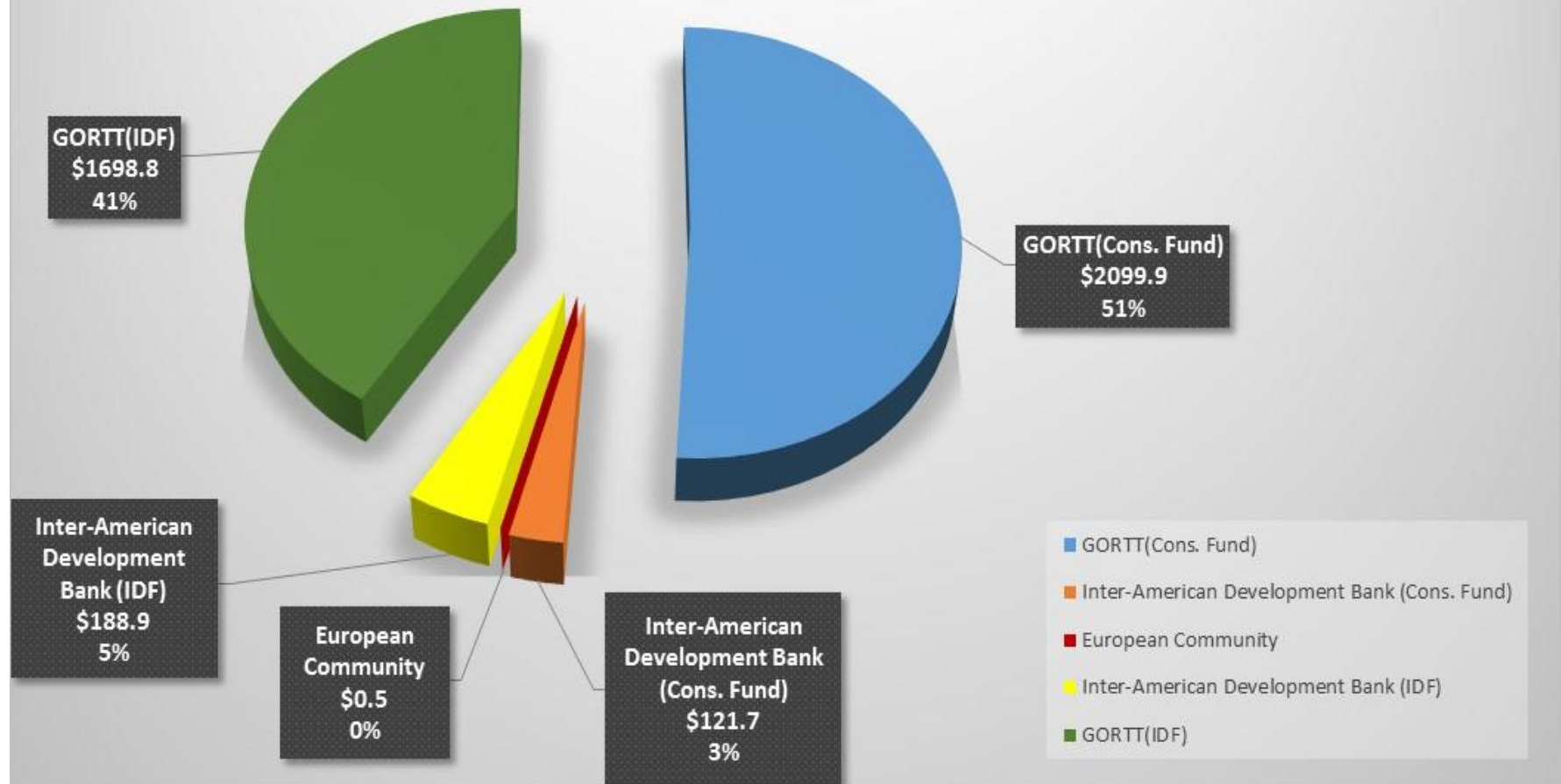
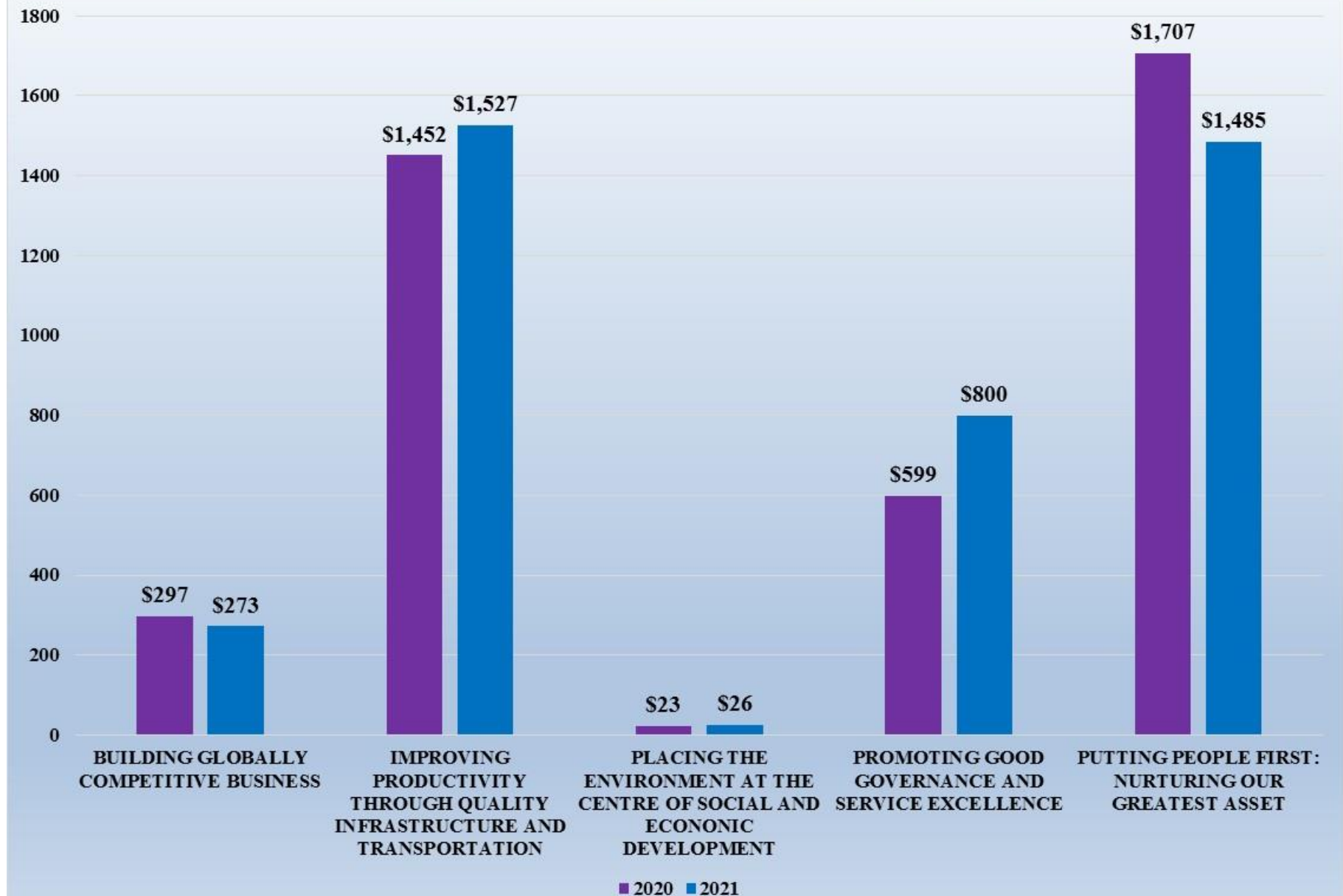


Chart VI: Comparison of Allocation by Thematic Areas 2020-2021



APPENDIX I
PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2020
EXPENDITURE BY VISION 2030 THEMATIC AREAS

SECTOR	Total Revised Expenditure	Budgeted Expenditure Consolidated Fund	Revised Expenditure Consolidated Fund	Budgeted Expenditure IDF	Revised Expenditure IDF
BUILDING GLOBALLY COMPETITIVE BUSINESS	297.0	214.7	182.5	56.4	114.5
Agriculture	97.6	69.4	49.0	10.0	48.5
Economic Restructuring and Transformation	42.2	58.9	42.2	0.0	0.0
Foreign Policy and Trade Relation	0.1	0.0	0.1	0.0	0.0
Industrial Development	0.0	1.0	0.0	0.0	0.0
Manufacturing	26.3	8.0	1.3	35.9	25.0
Tourism	103.7	66.4	85.7	6.5	17.9
Youth Development and Entrepreneurship	27.2	11.0	4.1	4.0	23.1
IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION	1,452.0	746.0	574.6	1,153.7	877.4
Drainage	180.0	131.5	93.1	92.4	86.9
Electricity	30.4	43.9	30.4	0.0	0.0
Information Technology and Infrastructure	82.8	203.3	82.8	0.0	0.0
Roads and Bridges	780.6	152.3	139.6	697.8	641.0
Transportation	241.7	167.7	207.4	208.0	34.3
Urban and Regional Development	5.6	0.3	5.6	0.0	0.0
Water Security	131.0	47.0	15.7	155.5	115.3
PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT	22.6	37.6	21.8	2.0	0.7
Energy/Renewable Energy Alternatives	2.0	2.0	2.0	0.0	0.0
Environment	20.6	35.6	19.8	2.0	0.7
PROMOTING GOOD GOVERNANCE AND SERVICE EXCELLENCE	598.8	693.4	379.1	307.7	219.7
Administration	233.8	163.9	120.4	161.3	113.4
Capacity Building/Institutional Strengthening	65.7	164.2	65.7	0.0	0.0
Communication	5.0	7.4	5.0	0.0	0.0
Law Enforcement	99.0	107.4	37.1	66.8	61.9
Law Reform	0.0	0.0	0.0	0.0	0.0
Public Safety and Citizen Security	192.3	243.5	147.9	79.6	44.4
Planning & Project Development	2.9	7.0	2.9	0.0	0.0
PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET	1,707.2	897.0	649.3	1,157.5	1,057.9
Community Development	102.0	31.6	19.9	132.0	82.0
Culture	25.6	18.6	13.3	13.0	12.3
Early Childhood Education	24.7	1.0	1.0	23.0	23.7
Health/HIV AIDS	503.6	272.3	216.4	332.6	287.3
Housing and Shelter	419.9	106.0	83.9	260.0	336.0
Primary Education	127.3	26.0	13.1	86.2	114.1
Science, Research and Development	0.7	2.9	0.7	0.0	0.0
Secondary Education	82.5	9.3	9.1	73.5	73.4
Skills Development	20.3	35.8	20.3	0.0	0.0
Social Development	33.4	18.3	8.9	46.6	24.5
Special Education	9.2	8.5	8.5	5.0	0.7
Sport and Recreation	85.6	45.5	35.3	105.6	50.3
Tertiary Education	272.4	321.2	218.7	80.0	53.7
GRAND TOTAL	4077.5	2588.7	1807.3	2677.3	2270.2

TRANCHE I

PUBLIC SECTOR INVESTMENT
PROGRAMME 2021Conversion rates of US\$1 = TT\$6.77 and Euro 8.33 =
TT\$8.40 were used

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT \$TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	LOAN/GRANT DRAWDOWNS 2021 TT\$ Mn.	DETAILS OF ACTIVITY 2021
ECONOMIC INFRASTRUCTURE							
<u>Economic Restructuring and Transformation</u>				30.157	0.000	30.157	
Global Services Promotion Programme	117.000	2014	IDB Loan US\$ 18 Mn	0.157	0.000	0.157	Procurement of an external auditor for Global Services Programme.
Enhancement of the Single Electronic Window	74.500	2016	IDB Loan - US\$ 25Mn	30.000	0.000	30.000	The continuation of the IDB loan-financed enhancement of the Single Electronic Window (SEW).
SOCIAL INFRASTRUCTURE							
<u>Capacity Building/Institutional Strengthening</u>				15.800	0.000	15.800	
Institutional Strengthening of the Ministry of Planning and Development - Technical Co- operation Facility	5.000	1996	(EU Grant)	0.800	0.000	0.800	Building Industry and Academia Linkages and Building the Innovation Ecosystem
Loan Funded Institutional Strengthening Programme	130.000	2003	IDB Loan - US\$20Mn	15.000	0.000	15.000	Continuation of the strengthening of the institutional capacity of the Registrar General's Department (RGD)
<u>Health/HIV AIDS</u>				60.600	4.084	56.516	
Health Services Support Programme	332.100	2016	IDB: US \$48.4 Mn GORTT: US \$3.5 Mn	60.600	4.084	56.516	Implementation of the Non- Communicable Diseases (NCD) Prevention and Control Plan; execution of the Human Resources for Health Plan; implementation of e-Health Information Systems; and Strengthening of Health Facilities Investment Management
Total Tranche I				106.557	4.084	102.473	

TRANCHE II

PUBLIC SECTOR INVESTMENT PROGRAMME - 2021

Conversion rates of US\$1 = TT\$6.77 and Euro 1 = TT\$8.40 were used.

PROJECTS AND PROGRAMMES IN THE COURSE OF IMPLEMENTATION AND/OR ENTAILING FIRM COMMITMENTS	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
ECONOMIC INFRASTRUCTURE							
<u>Agriculture</u>				9.000	9.000	0.000	Improvements to reefs at Buccoo and Speyside, Improvement to Buccoo Reef Marine Park, Management and Ecological Monitoring, Improvement to Beaches and Landing Facilities
Fisheries Development Programme, Tobago	22.300	Annual	General Revenue	2.000	2.000	0.000	
Upgrade of Fishing Facilities, Trinidad	25.135	Annual	General Revenue	3.500	3.500	0.000	Port of Spain Wholesale Fish market (Upgrade to HACCP Standards-dredging of the harbour Basin), Orange Valley Wholesale Fish Market, Rehabilitation/Extension of Southern Wholesale Market-Upgrade to HACCP Standards, Upgrade of Fish Landing Sites
Water Management and Flood Control Programme	2.980	Annual	General Revenue	3.500	3.500	0.000	Development and Implementation of Waste Management System for the Livestock Industry, Water Management and Flood Control
<u>Economic Restructuring and Transformation</u>				5.600	5.600	0.000	
Household and Population Census	9.700	1999	General Revenues	5.600	5.600	0.000	2018-2019 Household Budgetary Survey/Survey of living conditions, CSO physical transitioning to new facilities and update of register of business establishments, Conduct of Pre-Census Activities for the 2020 population, Conduct of the 2019 Multiple Indicator Cluster Survey and Development of Trade in Services Statistics Correspondence Tables by Industry and Product

PROJECTS AND PROGRAMMES IN THE COURSE OF IMPLEMENTATION AND/OR ENTAILING FIRM COMMITMENTS	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
<u>Transportation</u>				98.265	98.265	0.000	
Development of Marine Industry Infrastructure	266.700	1999	General Revenues	96.515	96.515	0.000	Empty Container Yard Paving/ Repair to Container Terminal;Procurement of one (1) Ship to Shore Gantry Crane;Purchase of Two (2) vehicle scanners for GSS Terminal; Expansion of CCTV coverage at the PATT;Acquisition of Specified Equipment for the Port of Port of Spain
Upgrading & Modernization of Navigational Aids	6.000	1995	General Revenues	1.750	1.750	0.000	Upgrading and modernization of navigational aids
PLANNING\PROJECT\PROGRAMME DEVELOPMENT							
<u>Planning & Project Development</u>				2.000	2.000	0.000	
Aerial Survey and Mapping	7.500	1994	General Revenues	2.000	2.000	0.000	Local Roads and Street Signage Programme
PUBLIC ADMINISTRATION							
<u>Administration</u>				4.000	4.000	0.000	
Establishment of a Family Court	42.100	2003	General Revenue	4.000	4.000	0.000	Family Court - Institutional Strengthening
SOCIAL INFRASTRUCTURE							
<u>Communication</u>				5.000	5.000	0.000	
Postal Sector Reform Project	37.900	1998	General Revenues	5.000	5.000	0.000	Refurbishment and Construction, Information Technology Infrastructure Upgrade, Security Infrastructure Upgrade
<u>Housing and Shelter</u>				90.500	90.500	0.000	
Community Facilities on Housing Estates	21.000	Annual	General Revenues	20.000	20.000	0.000	Rehabilitation and maintenance of HDC rental apartments and housing units
HDC Settlement Programme	200.000	1987	General Revenues	10.000	10.000	0.000	Continuation of the Regularization and Regeneration of Communities - Greater POS Region; Emergency Shelter Relief Fund; Housing Grants

PROJECTS AND PROGRAMMES IN THE COURSE OF IMPLEMENTATION AND/OR ENTAILING FIRM COMMITMENTS	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
Land Settlement Agency Squatter Programmes	475.500	Annual	General Revenues	60.500	60.500	0.000	Continuation of Survey of Squatter sites; Regularization of Squatter Communities; Rural Housing and Village Improvement Programme; Government Aided Self-Help Programme; Development of Residential Lots – Petrotrin
<u>Tertiary Education</u> Scholarship and Advanced Training Programme	266.828	Annual	General Revenue	168.200 168.200	168.200 168.200	0.000 0.000	Scholarships - President's Medal and Non Advanced Level Examinations, Annual Scholarship and Technical Assistance Program, Establishment of Undergraduate Scholarship Scheme for Students with Disabilities, National/Additional Scholarships based on Advanced Level Examinations, Scholarships and Bursaries
Total for Tranche				382.565	382.565	0.000	

TRANCHE III

**PUBLIC SECTOR INVESTMENT PROGRAMME
2021**

Conversion rates of US\$1 = TT\$6.77 and Euro 1 = TT\$8.40 were used

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT \$TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
ECONOMIC INFRASTRUCTURE						
<u>Agriculture</u>				52.950	52.950	
Agricultural Land Development, Trinidad	98.557	Annual	General Revenue	15.750	15.750	Survey and sub-division of state lands for distribution to farmers, National Seed Bank Project, Coconut Rehabilitation and Replanting Programme in the East Coast of Trinidad, Provision of Agricultural Access to Targeted Commodities and Strategic Crops, Rehabilitation and Development of Physical Infrastructure at Plum Mitran Project
Agriculture Fisheries and Forestry Development Programme, Tobago	139.803	Annual	General Revenue	21.200	21.200	Agricultural Land Information System and Inventory of State Lands (Tobago), Development of Demonstration and Training Centre at Goldsborough, Development of Government Stock Farm, Water Quality Monitoring Programme, Construction of Jetty at Roxborough, Installation of Mooring Buoys around Tobago Establishment of facilities on Little Tobago, Agriculture access roads, Tobago, Establishment of Root and Tuber Crop Planting material repository Lure Estate Tobago, Invasive Plants Control Project, Indian Walk Root Crop Food Security, Sub-division of Estates, Urban Forestry Programme, Comprehensive State Land Development Project, Development of Home Garden Initiative, Climate Change Monitoring and Mitigation Comprehensive Meteorological Database, Air Quality Monitoring in Tobago, Mangrove Systems Inventory and Monitoring, Goldsborough Agricultural Estate Irrigation Project, Lure Wildlife Nature Park, Sargassum Response
Fisheries Development Programme, Trinidad	3.355	Annual	General Revenue	1.000	1.000	Establishment of Community based Aquaculture Programmes

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT TT\$ Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
Improvements to Markets and Abattoirs, Trinidad	14.000	Annual	General Revenue	3.800	3.800	Improvements to Markets and Abattoirs - Diego Martin, Improvements to Markets and Abattoirs - Port of Spain, Improvements to Markets and Abattoirs - Sangre Grande, Improvements to Markets and Abattoirs - Princes Town, Improvements to Markets and Abattoirs - Point Fortin, Improvements to Markets and Abattoirs - San Fernando, Improvements to Markets and Abattoirs - Arima, Improvements to Markets and Abattoirs - Siparia
Research and Development Programme	55.177	Annual	General Revenue	1.600	1.600	St. Augustine Nurseries - Development and provision of facilities, La Reunion - Development and provision of facilities, Sugarcane Feeds Center
Land Administration Programme	84.000	1999	General Revenue	4.700	4.700	Survey Plans Restoration Project, Aerial and Lidar Survey of Trinidad and Tobago, Establishment of a Spatial Information Management System (SIMS), Upgrade of the Cadastral Management Information System (CMIS), Establishment of Land Management Authority, Establishment of a Land Adjudication Tribunal
Cocoa Rehabilitation Programme (Phase I)	2.500	2003	General Revenue	1.000	1.000	Rehabilitation of Cocoa Industry
Construction of Markets and Abattoirs	7.800	Annual	General Revenue	2.800	2.800	Construction of Markets and Abattoirs - Rio Claro/Mayaro Construction of Markets and Abattoirs- Couva/Tabaquite/Talparo, Construction of Markets and Abattoirs - Chaguanas, Construction of Markets and Abattoirs - Penal/Debe, Construction of Markets and Abattoirs - San Juan/Laventille, Construction of Markets and Abattoirs - Tunapuna/Piarco
Agricultural Youth Apprenticeship Programme	3.924	2003	General Revenue	1.000	1.000	Development of Young Entrepreneurs in Ornamental Horticulture in Rural Communities
Agriculture, Fishing and Forestry Development Programme, Trinidad	100.000	2006	General Revenue	0.100	0.100	Zoonotic Disease Management Plan
Drainage				98.774	98.774	
Drainage Works, Tobago	12.500	Annual	General Revenues	10.300	10.300	Continuation of the construction of Sea Defence Walls at Grange, Argyle, Back Bay and Plymouth
Drainage improvements, Trinidad	82.000	Annual	General Revenues	54.474	54.474	Upgrading of drainage and irrigation systems in local communities throughout Trinidad by Local Government Authorities.
Major Drainage Works, Trinidad	94.100	2006	General Revenues	34.000	34.000	Continuation of the Caroni River Rehabilitation and Improvement Works project and commencement of Phase II of the Diana River Improvement Works.

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT \$TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
<u>Economic Restructuring and Transformation</u>				28.731	28.731	
Development of Small Business Sector, Tobago	10.700	2002	General Revenues	8.100	8.100	Continuation of assistance to the private small and medium enterprises engaged in Agriculture, Fishing, Restaurants and Retail (mini marts); assistance to entrepreneurs through venture capital; continuation of the Enterprise Assistance Grant Programme and Scarborough Esplanade Phase II
Planning and Pre-Investment Studies, Trinidad and Tobago	1.400	Annual	General Revenues	1.400	1.400	Conduct of Seismic Microzonation studies in Trinidad and Tobago
Investment Promotion Programme	10.000	Annual	General Revenues	2.000	2.000	Investment promotion initiatives
Support to Industrial Development Initiatives	80.000	Annual	General Revenue	7.883	7.883	Continuation of the development of the Music, Film and Fashion Industries; Business Development of the Creative Industries; Recycling of Tyre Crumb in Asphalt Mixes and Feasibility Study of Export Financing Mechanism for Services Providers
Trade Promotion Programme	7.000	Annual	General Revenues	1.000	1.000	Implementation of National e-Commerce Strategy; Gateway to Trade and Implementation of the National SheTrades Chapter
Development of Small Businesses Programme	15.000	2003	General Revenues	8.348	8.348	Development of a Business Development Programme/Export Capacity Building and NEDCO - Business Accelerator Programme 2020-2024
<u>Electricity</u>				21.500	21.500	
Electricity Programme, Tobago	2.500	Annual	General Revenue	0.500	0.500	Continuation of priority rural electrification projects and street lighting throughout Tobago.
NPMC Infrastructure Upgrade Programme	10.000	Annual	General Revenue	3.000	3.000	Continuation of the National Street Lighting Programme including installation of new streetlights, upgrading of lamps to 150 Watts, illumination of new highways with 250 Watts, primary roads and new housing developments throughout the country.
Electricity Programme	998.000	2006	General Revenues	18.000	18.000	Replacement of aging transmission infrastructure; Provision of infrastructure for meeting Bulk Power Requirements ; continuation of lighting of parks and recreational grounds in communities; Development of Disaster Preparedness capabilities in T&TEC; new bulk power projects
<u>Energy/Renewable Energy Alternatives</u>				0.270	0.270	
NPMC Infrastructure Upgrade Programme	3.672	Annual	General Revenues	0.270	0.270	Acquisition of Synthetic Aperture Radar (SAR) for the Detection of Oil Spills

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
<u>Environment</u>				0.300	0.300	
Marine Survey and Mapping	0.800	Annual	General Revenue	0.300	0.300	Production of Nautical Charts of the Gulf of Paria
<u>Industrial Development</u>				0.300	0.300	
Non-Petroleum Sector Development	2.000	2005	General Revenues	0.300	0.300	Inward investment - Non petroleum initiatives
<u>Information Technology and Infrastructure</u>				239.031	239.031	
Digital Government Programme	190.383	Annual	General Revenue	215.751	215.751	Upgrade of Networks of the divisions of the Ministry of National Security and other Ministries, Continuation of the Development of a Computer System for the Police Service, Development of Information Technology and Systems for the public service.
Computerisation Programme, Tobago	3.800	Annual	General Revenue	1.900	1.900	Establishment of an Integrated Financial Management System, Technical Assistance Programme, Establishment of a Geographic Information System Platform, THA Wide Area Network and Data Centre
Information and Communications Technology Support Programme, Trinidad	492.000	2003	General Revenue	21.380	21.380	Fisheries Management Research and Development Programme, Implementation of the ICT Plan, ICT Solutions and Infrastructure Programme
<u>Manufacturing</u>				5.750	5.750	
Accreditation of Laboratories	1.000	2003	General Revenues	2.000	2.000	National Quality Infrastructure Enhancement Program
Development of Industry	35.610	2006	General Revenues	3.750	3.750	Energy Conservation and Efficiency Programme for Twenty-One(21) Government Ministries; Renewable Energy & Energy Efficiency Initiatives and Renewable Energy Initiatives
<u>Roads and Bridges</u>				98.287	98.287	
Upgrading & Improvement of Local Roads & Bridges, Trinidad	354.124	Annual	General Revenues	61.450	61.450	Upgrading of priority secondary roads, bridges and landslips throughout Trinidad by Local Government Authorities.
Roads and Bridges Development, Tobago	294.500	Annual	General Revenues	15.000	15.000	Continuation of the Milford Road Bridges, Rehabilitation of Claude Noel Highway, Orange Hill Road, Resurfacing Programme, Windward Road Special Development Programme, Plymouth/Arnos Vale Road, Milford Road Bypass to Smithfield and Milford Road Upgrade
Road Infrastructure Improvement Programme, Trinidad	90.490	Annual	General Revenues	16.837	16.837	Continued support for the PURE and BLT Programmes and Redefinition of Highway Reserves.

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Road Infrastructure Improvement Programme, Tobago	80.000	2006	General Revenues	5.000	5.000	Continuation of Major Improvement Works on Secondary Roads
<u>Science, Research and Development</u>				8.442	8.442	
Science and Technology Development	196.645	Annual	General Revenue	8.442	8.442	Establishment of a Research and Development Facility, Teach Me, STI Mapping and Priority Setting, Establishment of Marine Research Field Station Tobago, Enhancing Agriculture through Technology-NIHERST, Relocation of National Science Centre-NIHERST
<u>The Arts and Multiculturalism</u>				9.196	9.196	
Cultural Programmes and Facilities, Tobago	11.200	2002	General revenue	1.300	1.300	Restoration of Historical Homes, Establishment of a Heritage Marine Museum, Orange Hill Community Workshop and Art Gallery
Construction and Upgrade of Cultural Facilities, Trinidad	588.700	2006	General revenue	7.896	7.896	Establishment of a National Heritage Site on Nelson Island, Establishment of an Archaeological Heritage Site at Banwari Trace, National Museum Development, Museum of the City of Port of Spain/Carnival Museum, Upgrade of Facilities - Naparima Bowl, Upgrade of Facilities- National Academy for the Performing Arts (NAPA), Refurbishment of Queen's Hall and Development of First Peoples.
<u>Tourism</u>				29.620	29.620	
Chaguaramas Area Development	41.500	Annual	General Revenues	1.870	1.870	Upgrade of Chaguaramas Golf Course - Phase I, development of nature trails and parks and installation of a sewer lift station at Williams Bay Police Post
Improvement in Basic Tourism Infrastructure, Tobago	106.635	Annual	General Revenues	14.050	14.050	Upgrade of Beach Facilities and Tourist Attractions in Tobago.
Tourism Development Programme	60.192	Annual	General Revenue	13.700	13.700	Local Government Tourism Programme - Siparia, Local Government Tourism Programme (Culture and Celebrations) - Pt. Fortin, Local Government Tourism Programme - Couva, Tourism Development Programme - Sangre Grande, Local Government Tourism Programme - Princes Town, Tourism Sites and Attractions Upgrade, Development of the National Tourism Policy (2018), Maracas Beach Facility Management Project, Tourism Trinidad Limited, Caribbean Small Tourism Enterprise Project (STEP) formerly Tourism Stakeholders Enterprise Programme (TSEP)

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
<u>Transport and Communication</u>				4.000	4.000	
Sea Transport	20.567	2009	General Revenues	4.000	4.000	Removal and Disposal of Wrecks and Derelict Vessels
<u>Transportation</u>				63.800	63.800	
Purchase of Vehicles and Equipment, Tobago	17.000	Annual	General Revenues	1.000	1.000	Purchase of Vehicles and Equipment - THA Divisions
Improvement in Public Transportation Services	121.800	1998	General Revenues	14.200	14.200	Development of Terminus facilities at Sangre Grande, San Fernando and Scarborough;Development of Rio Claro Passenger Facility;Purchase of new buses;Procurement of one Standby Generator for use at the PTSC Bus Depot, Port of Spain;Design and Construction of a New Passenger Terminal Depot at Sangsters Hill Tobago;Upgrade of Priority Transit mall Facilities at San Juan, Curepe and Tunapuna;Development of a National Transportation Plan
Airport Infrastructure Development	114.200	1997	General Revenues	45.100	45.100	Security Systems (CCTV and Access Control Systems);Airfield Pavement Rehabilitation ANRRRIA;Airfield Pavement Rehabilitation PIA;Landslip and Coastal Stabilization - ANRRRIA;Repairs to Perimeter Fence - ANRRRIA;Upgrade and Replacement of Airfield Signage for Aerodrome Certification - PIA;Expanded Aircraft Parking Ramps- Flood Lighting
Implementation of Traffic Management Measures	36.150	2001	General Revenues	1.000	1.000	Provision for Data Collection
Purchase of Vehicles and Equipment, Trinidad	19.500	Annual	General Revenue	1.500	1.500	Strengthening of the Maintenance Capacity of the District Offices of the Highways Division
VMCOTT Capital Works Programme	10.470	2006	General Revenues	1.000	1.000	VMCOTT Capital Works Programme;Expansion of VMCOTT facilities at Beetham roofworks
<u>Water Security</u>				24.400	24.400	
Water Supply Improvements, Tobago	10.000	Annual	General Revenue	12.000	12.000	Desilting and Rehabilitation of Hillsborough Dam in Tobago
Upgrading of Water Distribution Systems	57.740	Annual	General Revenue	1.000	1.000	Construction of Avocat Wells
Public Baths	3.400	2005	General Revenue	0.400	0.400	Local Government Public Convenience Programme - Siparia, Public Convenience Programme, Princes Town, Construction of Public Conveniences, Construction of Public Conveniences-Arima

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Water Supply Projects	32.000	2013	General Revenue	11.000	11.000	Non-Revenue Water Reduction Programme; Community Water Improvement Programm; Well Development Programme; Calvary Tank and Transmission Pipeline
PUBLIC ADMINISTRATION						
<u>Administration</u>				104.634	104.634	
Rehabilitation of Public Buildings, Trinidad	154.543	Annual	General Revenues	33.200	33.200	Refurbishment Works to District Revenue Offices; Refurbishment of Treasury Building; Refurbishment and Re-tooling of Constituency Offices of Members of the House of Representatives; Upgrade of Physical Infrastructure - Finance Building; Upgrade of Physical Infrastructure - Finance Building; Ministry of Works and Transport Offices - Renovation Works; Refurbishment of Customs and Excise Regional Training School; Refurbishment of Work Areas at PTSC Compound; Refurbishment of Administration Building for Head Office; Refurbishment of Offices of the MHUD; Upgrade/Refurbishment and Outfitting of IBIS Building; Upgrade of the Canine Unit Facility; Development and Provision of Facilities at Marper Farm; Provision of office and other facilities for South Region; Provision of office and other facilities for North Region; Upgrade of Infrastructural Facilities at Research Division; Renovation and extension of buildings and offices- MALMR; Outfitting of Buildings for MSDFS Divisions; Fit out of Accommodation for Civil Law Department; Infrastructure Upgrades to Victoria District Office; Refurbishment of Victoria Court; Upgrade and Outfitting of the National Archives Facility
Construction of Public Buildings, Tobago	106.210	Annual	General Revenues	8.850	8.850	Construction of New Licensing Main Office - Scarborough;Construction of Head Office for Tourism and Transportation;Construction of Mini Mall at Charlotteville; construction of New Roxborough Plaza;Construction of Public Conveniences;development of Tobago Spatial Development Strategy;Construction of Bus Shelters and Bus Stops;Construction of Works Main Office

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Improvement/Refurbishment to Court Facilities	262.342	Annual	General Revenue	21.800	21.800	Rehabilitation of the Hall of Justice, Trinidad Rehabilitation of the Hall of Justice (TOBAGO) Refurbishment of Magistrates' Courts Implementation of a Comprehensive Security System in the Judiciary Improvement Works and Furnishing of the Industrial Court Provision of Accommodation for the San Fernando Magistrates' Court Construction of the Video Conferencing Centre at the Golden Groove Arouca Establishment of a Law Museum
Improvement/Refurbishment of Public Buildings, Tobago	39.400	Annual	General Revenues	4.450	4.450	Upgrading of Hansard Unit; Repairs to the Old Scarborough Market; Upgrade of Manta Lodge; Upgrading of Assembly Legislature Chambers and Annex; Refurbishment and Retooling of Constituency Offices of the Members of Tobago House of Assembly
Improvements to Customs and Excise Division	1.500	Annual	General Revenue	0.700	0.700	Infrastructure Upgrade of the Container Examination Station (CES) at POS
Construction of Public Buildings, Trinidad	161.416	Annual	General Revenue	3.225	3.225	Sangre Grande Works Office at Guaico, Chaguanas District Office, Establishment of Mechanical Services Division, Caroni, Refurbishment and Expansion of the Siparia Magistrates' Court
Construction of Court Facilities	1.550	2006	General Revenues	3.000	3.000	Outfitting of the Building located at No. 271 Naparima/Mayaro Road, Princess Town for use as a Court in the Victoria East Magisterial District
Construction of Public Buildings, Trinidad and Tobago	199.678	Annual	General Revenue	4.309	4.309	Construction of Judges and Magistrates' Housing in Tobago, Accommodation for Tobago Office of the Industrial Court, Construction of Institute of Marine Affairs,
Rehabilitation of Public Buildings, Trinidad and Tobago	113.779	Annual	General Revenue	17.600	17.600	Upgrade of Local Government Building at the 14 Corporations. Outfitting of Accommodation for the Director of Public Prosecutions North, Outfitting of Accommodation for the Director of Public Prosecutions South, Upgrade to the Immigration Detention Centre (Aripo), Renovations to New City Mall, Provision of Accommodation for the legal Aid and Advisory Authority, Customization and Outfitting of a New Office Building at NO. 3 Alexander St, St. Clair, Outfitting of Accommodation for Registrar General Department, Relocation of Divisions of the Ministry of Tourism, Culture and the Arts.

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Restoration of Historic Buildings	7.000	2006	General Revenues	3.500	3.500	Continuation of minor refurbishment work to the Red House.
Improvement to Law Administration	6.900	Annual	General Revenue	3.000	3.000	Establishment of the Juvenile Court in Trinidad and Tobago
Implementation of the Dog Control Act (2013) and the Dog Control Amendment Act (2014)	14.191	2014	General Revenue	1.000	1.000	Implementation of Stray Animal Control
<u>Environment</u>				24.896	24.896	
Forestry Development Programme	14.500	Annual	General Revenue	8.104	8.104	Reforestation of Denuded Northern Range Hillside, Commercial Repository, Improvement of Forest Fire Protection Capability, Improved Management to the Natural Forest of South East Conservancy, Wetlands Management Project, Forestry Access Roads, National Parks and Watershed Management Project, Outreach, Community Empowerment and Mobilization, Sustainable Management of Wildlife Resources in Trinidad and Tobago
Development of Infrastructure for installation of Meteorological Equipment	36.700	Annual	General Revenue	10.942	10.942	Equipment for the Meteorological Services Division
Environmental Conservation & Management Programme	2.820	Annual	General Revenue	2.450	2.450	Establishment of an Ambient Air Quality Management Programme, Environment Enhancement and Preservation, Development of Ambient Water Quality Standards
Solid Waste Management Programme	56.400	2004	General Revenue	3.400	3.400	Environmental Protection and Rehabilitation – Point Fortin Borough, Upgrade of Recovery and Recycling Facilities
<u>Law Enforcement</u>				110.068	110.068	
Establishment of Municipal Police Units	15.374	Annual	General Revenue	21.867	21.867	Equipping of the Municipal Police Service of the Local Government Authorities.
Improvements to Police Stations	79.000	Annual	General revenue	53.417	53.417	Improvement Works to Police Stations and Police Administration Buildings; Refurbishment of Riverside Plaza and Residential Quarters- San Fernando; Establishment of New Facilities for Traffic and Highway Patrol Branch, Divisional Property Rooms, facilities for Divisional Command Centres, Supplemental Works- New Phase 1 Police Station, Social Work Unit East, Upgrade of Detention Cells at Police Stations, Purchase of Equipment for the Police Service, Pre Feasibility Study for the Barracks (PTA).

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Improvements to Police Service	15.600	Annual	General Revenue	29.417	29.417	Refurbishment of Police Headquarters, Upgrade of Medcial Centre, Establishment of Police Youth Club Facilities, Upgrade of Administrative Offices, Tobago, Purchase of Vehicles for the Police Service, Establishment of a Coastal and Riverine Patrol Unit
Improvement in Law Enforcement	12.000	2013	General Revenue	5.367	5.367	Establishment of Electronic Monitoring Programme; Programme for the Rehabilitation of Young Offenders and Offender Management Programme.
<u>Public Order and Safety</u>				0.200	0.200	
Improvement to Prison Facilities	0.000	Annual	General Revenue	0.200	0.200	Installation of CCTV system at YTC
<u>Public Safety and Citizen Security</u>				160.894	160.894	
Improvement to Fire Stations	64.000	Annual	General Revenue	9.757	9.757	Improvements to fire service buildings.
Improvement to Prison Facilities	114.000	Annual	General Revenue	6.759	6.759	Continuation of Improvement Works at Prison Buildings; Refurbishment of Youth Training Centre and Maximum Security Prison; Purchase of CCTV Equipment.
Improvement to the Coast Guard	484.600	Annual	General Revenue	5.650	5.650	Improvement Works to Coast Guard Facilities at Staubles Bay and Tobago; Logistical support of vessels; Electrical Upgrades.
Construction and Upgrade of Regiment Facilities	32.000	Annual	General Revenue	31.200	31.200	Refurbishment of the Wastewater Treatment Plant and the Fuel Station at Teteron; Base Infrastructure for a Camp at La Romain
Construction of Prison Facilities	24.800	2006	General Revenue	2.000	2.000	Community Residence/Rehabilitation Centre to accommodate Female Child Offenders
Improvement to the Air Guard	62.300	Annual	General Revenue	3.230	3.230	Sewer Interconnection for the Air Station and Upgrade of Fixed Wing Fleet Surveillance Equipment.
Equipping of National Security Divisions and Agencies	42.000	Annual	General Revenue	102.298	102.298	Purchase of vehicles and equipment for the Air Guard, Regiment, Defence Force Headquarters and Reserves, Fire Service and Prisons Service; Purchase of vessels for the Coast Guard.
<u>SOCIAL INFRASTRUCTURE</u>						
<u>Capacity Building/Institutional Strengthening</u>				67.762	67.762	
Improvement in Administrative Services, Tobago	13.900	Annual	General Revenues	1.200	1.200	Continued training of staff of Divisions of the Tobago House of Assembly, granting of scholarships under the Human Resource Development Programme and the establishment of the Energy Secretariat

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Institutional Strengthening of Public Sector Administrative Services	23.600	Annual	General Revenue	6.250	6.250	Strengthening of Records Management in the Judiciary, Dangerous Dogs Act - San Fernando City Corporation, Televising and Broadcasting of Parliamentary Proceedings, Administrative Services, Institutional Strengthening of the National Archives
Institutional Strengthening of Ministries and Departments	136.100	Annual	General Revenue	51.812	51.812	Continuation of Training and Capacity Building initiatives in Ministries and Departments
Institutional Strengthening of the Ministry of National Security Divisions and Agencies	11.500	Annual	General Revenue	8.500	8.500	Training for the Fire Service; a National Baseline Survey to measure public safety and security and Cure Violence
<u>Communication</u>				3.000	3.000	
Public Sector Reform Computerisation	2.500	Annual	General Revenue	3.000	3.000	Digitalising and Archiving of Laws of Trinidad and Tobago, Transformation of the Court Recording System in the Judiciary
<u>Community Development</u>				27.800	27.800	
Upgrading of Cemeteries and Cremation Facilities	7.000	Annual	General Revenues	0.900	0.900	Continuation of the upgrade to cemeteries and cremation sites by Local Government Authorities.
Establishment of Mediation Centres	6.100	Annual	General Revenues	1.000	1.000	Establishment of Mediation Centres.
Construction and Upgrading of Community Facilities, Tobago	71.865	Annual	General Revenues	5.900	5.900	Construction and Upgrading of Community Facilities in Tobago.
Improvement to Community Facilities, Trinidad	87.485	2005	General Revenues	4.800	4.800	Social and Economic Programme for East Port of Spain, Improvement of Export Centres and Civic Centres.
Construction and Upgrade of Community Facilities	5.958	Annual	General Revenues	1.000	1.000	Refurbishment of the Community Education, Training, Information and Resource Centre at St Anns.
Disaster Preparedness and Mitigation Programme, Trinidad	28.000	2012	General Revenue	14.200	14.200	Disaster Management Capacity - Head Office, Disaster Preparedness Programme - Siparia, Disaster Preparedness Programme - Penal/Debe, Disaster Preparedness Programme - POS, Disaster Preparedness Programme - S/F'do, Disaster Preparedness Programme - Arima, Disaster Preparedness Programme - Chaguanas, Disaster Preparedness Programme - Mayaro, Disaster Preparedness Programme - P/Town, Disaster Preparedness Programme - D/Martin, Disaster Preparedness Programme - S/Juan/L'tille, Disaster Preparedness Programme - T'puna, Disaster Preparedness Programme - S/Grande, Disaster

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<u>Early Childhood Education</u>				0.800	0.800	
Early Childhood Education Programme, Tobago	4.300	Annual	General Revenue	0.800	0.800	Extension and Improvements to Existing Childhood Centres, Establishment of Early Childhood Care and Education Unit
<u>Health/HIV AIDS</u>				324.034	324.034	
Health Sector Reform Programme	1253.000	1991	General Revenues	80.000	80.000	Upgrade and refurbishment works at hospitals and health centres nationwide; enhancement of the Health Emergency Operations Systems Centre and implementation of a computerized Health Information System
Medical Facilities Upgrading Programme, Tobago	128.000	Annual	General Revenues	15.000	15.000	Procurement and installation of medical equipment and establishment of an integrated data network to link health facilities.
Public Health Facilities, Tobago	19.800	Annual	General Revenues	12.900	12.900	Upgrading of Waste Facility at Studley Park; expansion of primary health care and expansion of district dental services.
Public Health Facilities, Trinidad	75.900	Annual	General Revenues	13.400	13.400	Procurement of heavy equipment and vehicles by local government authorities for waste collection and disposal, refurbishment of accommodation for the Vertical Division of the Ministry of Health.
Infrastructure Improvements at Regional Health Authorities	206.000	Annual	General Revenues	50.000	50.000	Purchase of equipment for health institutions in all four Regional Health Authorities in Trinidad.
Special Programmes for Chronic Diseases	159.000	2001	General Revenues	150.900	150.900	Continuation of treatment programmes for Adult Cardiac Disease, continuation of Tissue Transplants and reduction of waiting lists for surgeries.
Implementation of HIV/AIDS Programmes	250.000	2003	General Revenues	1.834	1.834	Finalization of the National HIV and AIDS Policy and implementation of programmes to treat with substance abuse, HIV and AIDS.
<u>Housing and Shelter</u>				26.000	26.000	
Housing and Settlements Expansion Programme, Tobago	190.230	Annual	General Revenues	26.000	26.000	Funding for works at the Adventure Housing Estate, Plymouth Road; Blenheim Housing Estate Phase II; Castara Housing Estate Development; Development Works at Signal Hill Housing Estate; Home Improvement Grant, Tobago; Home Improvement Subsidy, Tobago; Land Development Adelphi Estate; Roxborough Town Expansion; Shirvan Road Land Development and Riseland Housing Development

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<u>Primary Education</u>				22.370	22.370	
Primary Schools Programme, Trinidad	30.000	Annual	General Revenue	10.000	10.000	Implementation of the School Improvement Projects in selected schools in the Laventille Community
Primary Schools Programme, Tobago	20.700	Annual	General Revenue	12.370	12.370	Construction of Scarborough Methodist, Extension and Improvement to Plymouth Anglican School, New Construction of Scarborough Roman Catholic School, Extension and Improvement to Bon Accord Government, Reconstruction of Mason Hall Government Primary, Improvement Works to Moriah Government, Improvement Works to Signal Hill Government, Improvement Works to Delaford Anglican, Establishment Research Unit for Primary School Teachers, Teacher Training Programme, Improvement/Refurbishment/Extension to Primary School, Programme for Improvement of Security at Primary Schools, Primary School Maintenance Grant, Programme for the Computerization of Primary Schools, Extension and Upgrading works to St Patrick's Anglican, Extension and Improvement Works to Lambeau Anglican, Development of Physical Education and Sports in Primary School, Establishment of Visual Arts and Performing Theatres (VPAT) in Primary Schools, Extension and Improvement works at L'Anse Fourmi Methodist, Installation of CCTV Security at Primary Schools
<u>Secondary Education</u>				10.800	10.800	
Secondary Schools Programme, Tobago	7.000	Annual	General Revenue	10.800	10.800	Extension and Improvement to Roxborough Composite, Construction of Mason Hall Government Secondary, Reconstruction of Scarborough Secondary School, Tobago Multi-Faceted Education Complex, Improvement/Refurbishment/Extension to Secondary Schools, Expansion of Goodwood High School, Expansion of Speyside High School, Teaching and Learning Strategies, Furniture and Equipment Replacement and Upgrade in Schools, School Construction Programme, Development of Physical Education and Sports in Secondary School, Extension and improvement to Signal Hill Senior Comprehensive School, Extension and improvement to Bishop's High School, Extension and improvement to Scarborough Secondary School, Resources for Schools E-Testing

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<u>Skills Development</u>				26.388	26.388	
Skills Development Programme	248.869	Annual	General Revenue	24.788	24.788	Upgrade of the NESC Skills and Technology Centre Goldsborough, Construction of HYPE Administration and O'Meara Centre, National Skills Development Centre at Macoya, Metal Industries Company - Training Subsidy, Upgrading of Technology Centres Ste Madeline, POS, PaP, Laventille, Support to Non-University Tertiary Education (EU Grant), Upgrade of NESC Technology Centre- La Brea, Establishment of a Training Facility in Chaguanas Woodford Lodge, Upgrade of NESC Skills and Technology Centre- Ste. Madeleine, Morgua Technology , Centre, Upgrade of Infrastructure and Equipment at the NESC Drilling Academy, Upgrade of NESC Skills and Technology Centre- Point Lisas, MY PART- Hall of Residence (NESC), Establishment of La Horquetta Skills and Technology Centre,
Skills Development Programme, Tobago	4.500	Annual	General Revenue	1.600	1.600	Upgrade of Roxborough Trade Centre, Establishment of Skills Development Centre at Whim, Upgrade of Technical Vocational Facility at Signal Hill, Bon Accord Trade Centre
<u>Social Development</u>				13.475	13.475	
Establishment of Social Services Facilities and Facilities for the Socially Displaced	55.800	Annual	General Revenues	8.125	8.125	Establishment of Two Drug Rehabilitation Centres, Establishment of a National Children's Registry; The Street Dwellers Rehabilitation and Re-Integration Project, Development Centre for Persons with Challenges, DRETCHI- Refurbishment/Reconfiguration; Establishment of Social Displacement Centre and Refurbishment of Hernandez Place.
Social Services Programme, Tobago	7.550	Annual	General Revenues	4.850	4.850	Establishment of Probation Hostels, Project for the Realization of Achievement (REACH), Programme for Adolescent Mothers, Golden Apple/Adolescents Partnership and Establishment of the Tobago Elderly Housing and Rehabilitation.
Social Services Programmes, Trinidad	100.000	2006	General Revenues	0.500	0.500	Implementation of a Social Mitigation Plan.

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT TT\$ Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
<u>Special Education</u>				6.430	6.430	
Special Education Programme, Tobago	18.350	Annual	General Revenue	2.650	2.650	Construction of School for the Deaf, Programme for Improvement of Security at Secondary Schools, Upgrade of Happy Haven School, Research Study on Student under- Achievement in Tobago, Surveillance and Research on Youth at Risk in Schools, School Intervention Strategy, Tobago GIS School Project, Spanish in Primary Schools, Workshop for secondary school teachers on Reading in the content area, Reading Enhancement and Development Project
Special Education Services Programme, Tobago	7.500	Annual	General Revenues	2.480	2.480	Chief Secretary's Award for Excellence in Science, Teaching, Research, Innovation, Development and Empowerment; Music in Schools Programme; Implementation of Pan in the Classroom; Tobago Literacy Unit Project.
Special Science, Technology, Research Education Programme, Tobago	2.800	Annual	General Revenue	0.600	0.600	Tobago Sci-Tech Exposition, Family Institute of Research, Science and Technology (F.I.R.S.T)
Special Information Technology Education Programme, Tobago	1.800	Annual	General Revenue	0.200	0.200	Establishment of a Management of Information System Unit, Establishment of Computerized Asset Register
Special Tertiary Education Programme, Tobago	7.000	Annual	General Revenue	0.100	0.100	Development of Tobago Technical School
Special Sport, Youth Education Programme, Tobago	2.100	Annual	General Revenue	0.400	0.400	Tobago Primary and Secondary School Tennis Championships, Teaching Tobago's Young People to Swim
<u>Sport and Recreation</u>				23.450	23.450	
Construction/Upgrade of Sport and Youth Facilities, Tobago	35.400	Annual	General Revenue	6.200	6.200	Shaw Park Sporting Complex, Mobile Youth Health Centre, Construction of Regional Indoor Centre, Establishment of Project Implementation Unit, Construction of Parks and Recreation Sites, Lighting of Playing Fields, Sports Development Programme, Establishment of a Sport Advisory Unit, Construction of Pavillions and Sporting Facilities, Establishment of Management Information System, Youth Power Programme, Shaw Park Regional Recreation Ground and Cultural Complex, Establishment of Tobago Youth Development Institute
Construction/Upgrade of Sport and Youth Facilities, Trinidad	250.000	Annual	General Revenue	3.200	3.200	Upgrading of Swimming Pools, Improvement to Indoor Sporting Arenas, Sport Social Programme

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT \$TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2021 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$Mn	DETAILS OF ACTIVITY 2021
Development of Recreational Facilities	30.000	Annual	General Revenue	14.050	14.050	Upgrade of Recreational Facilities in the 14 Corporations, Rehabilitation of Facilities at Botanic Gardens, Development of Queen's Park Savannah, Upgrade of Caroni Bird Sanctuary Visitor Centre.
<u>Tertiary Education</u>				41.392	41.392	
Refurbishment of Technical Institutes	14.847	Annual	General Revenue	9.000	9.000	Improvement to facilities at ECIAF, Refurbishment and Extension to John S. Donaldson Technical Institute, Upgrade of San Fernando Technical Institute, Upgrade of San Fernando Technical Institute, Upgrade of San Fernando Technical Institute
Libraries Programme, Tobago	21.200	Annual	General Revenue	1.200	1.200	Roxborough Library, Charlotteville Library, Operationalization of New Scarborough Library, Development of Public Library Facilities
Establishment of a National Community College - COSTAATT	74.190	1999	General Revenue	7.000	7.000	COSTAATT Technology Upgrade, COSTAATT campuses Health and Safety Compliance
Establishment of the University of Trinidad and Tobago	219.261	2004	General Revenue	10.000	10.000	UTT's Tobago Campus, UTT Pt. Lisas Campus, Establishment of the Aviation Institute-UTT Camden Campus, Establishment by the UTT- The Brian Lara Cricket Academy- Phase 1
Development Works at the University of the West Indies	452.450	Annual	General Revenue	14.192	14.192	Upgrade of the Campus' Sewer collection system and sewer treatment plant, Upgrade of 12Kv Cables and Switchgear, Upgrade of the Rudtanath Capildeo Learning Centre
<u>Youth Development and Entrepreneurship</u>				53.500	53.500	
Youth Programme, Trinidad	100.000	2003	General Revenue	53.500	53.500	Development of a Youth Employment Policy, Implementation of the National Youth Policy, Refurbishment of Youth Training Facilities, Refurbishment of the Youth Development and Apprenticeship Centre, Youth Social Programmes, Construction of Youth Development Apprenticeship Centres, Establishment of a Farm School - Moruga, Refurbishment building for the CHINS project (for the OPM/Child and Gender Affairs Unit) - St. Michael Schools for Boys, Installation of a Wide Area Network, Construction of the Salvation Army - Josephine Shaw House, Youth Development Project Formulation
Total for Tranche III				1733.244	1733.244	

**PUBLIC SECTOR INVESTMENT PROGRAMME
- 2021**

TRANCHE V

Conversion rates of US\$1 = TT\$6.77 and Euro 1 = TT\$8.40 were used.

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
ECONOMIC INFRASTRUCTURE							
<u>Agriculture</u>				14.000	14.000	0.000	
Fisheries Development Programme, Trinidad T5	310.000	2006	General Revenue	14.000	14.000	0.000	Upgrading/Construction of Fishing Facilities in Trinidad, Construction of an Integrated Fishing Port and Facilities at Gran Chemin, Moruga
<u>Drainage</u>				54.300	54.300	0.000	
Major Drainage Works, Trinidad T5	248.000	2006	General Revenues	54.300	54.300	0.000	Continuation of projects under the National Programme for the Upgrade of Drainage Channels, Comprehensive Drainage Development Studies and the Flood Mitigation Programme, Coastal Protection Programme, Dredging of Sea-Lots Main Channel and Turning Basin
<u>Environment</u>				0.500	0.500	0.000	
Solid Waste Management Programme T5	4.000	2017	General Revenue	0.500	0.500	0.000	Establishment of an Engineered Sanitary Municipal Solid Waste (MSW) Landfill, Forres Park
<u>Manufacturing</u>				28.930	28.930	0.000	
Development of Industry T5	112.400	2006	General Revenues	28.930	28.930	0.000	The Single Electronic Window for trade, business facilitation, Wallerfield Industrial and Technology Park. Upgrade of Drainage and Fire Hydrants at Industrial Estates; Installation of a Floating Jetty and Four (4) Subsea Pipelines at NP's Fuel Receiving Terminal, Crown Point, Tobago and New to Industry Gas Station at Sangre Grande
<u>Roads and Bridges</u>				568.000	568.000	0.000	
Road Infrastructure Improvement Programme	2403.816	2006	General Revenue	568.000	568.000	0.000	Continued rehabilitation of roads and bridges throughout Trinidad, implementation of traffic management measures and alternative access routes, designs and construction of new highways in Manzanilla and continuation of the construction of the Solomon Hochoy Highway Extension to Point Fortin, the construction of single lane highways in Moruga and Toco and the Construction of a Vehicular Overpass in the vicinity of Powder Magazine, Diego Martin.

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
<u>Sewerage</u>				130.000	130.000	0.000	
Wastewater Network Expansion T5	459.000	2013	General Revenues	130.000	130.000	0.000	Waste Water Network Expansion; Multi-Phase Wastewater Rehabilitation Programme- Phase 1
<u>The Arts and Multiculturalism</u>				6.000	6.000	0.000	
Academy for Performing Arts T5	1105.000	Annual	General Revenue	1.000	1.000	0.000	Academy for the Performing Arts
Construction and Upgrade of Cultural Facilities, Trinidad T5	69.000	Annual	General revenue	5.000	5.000	0.000	Remedial Works to SAPA
<u>Tourism</u>				4.000	4.000	0.000	
Tourism Action Programme T5	133.299	Annual	General Revenue	4.000	4.000	0.000	Maracas Beach Facility Improvement Project
<u>Transport and Communication</u>				70.000	70.000	0.000	
Air Transport	434.790	2009	General Revenues	70.000	70.000	0.000	Construction of a Terminal and Associated Facilities at the ANR Robinson International Airport
<u>Transportation</u>				35.350	35.350	0.000	
Sea Transport	702.450	2007	General Revenues	33.350	33.350	0.000	Feasibility Study for a Fast Ferry Port in Toco; Major Asset Renewal of the Water Taxi and Fleet of Vessels; Purchase of Two (2) Inter-Island Ferries
Traffic Management Programme T5	14.405	2013	General Revenues	2.000	2.000	0.000	Traffic Management Programme: installation of rails and barriers
<u>Urban and Regional Development</u>				7.044	7.044	0.000	
San Fernando Waterfront Development Programme T5	61.600	Annual	General Revenues	7.044	7.044	0.000	Reclamation of Land at King's Wharf North
<u>Water Security</u>				14.000	14.000	0.000	
Water Supply Projects T5	90.000	Annual	General Revenues	14.000	14.000	0.000	Water Supply to Labidco and Union Industrial Estate; Tobago Well Development; Integrated Water Improvement Programme North West Trinidad
<u>PUBLIC ADMINISTRATION</u>							
<u>Administration</u>				159.727	159.727	0.000	
Construction and Rehabilitation of Public Buildings, Trinidad and Tobago T5	246.506	Annual	General Revenue	71.292	71.292	0.000	Upgrade of C40 Building at Chaguaramas; Construction of new state-of-the-art Facility for Forensic Laboratory and Pathology services; Construction/Acquisition of Immigration Building - San Fernando; Construction of Administrative Complex; Construction of the Ministry of Planning & Development Tower; Co-Location of Libraries, Construction of Toco Library,

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
Construction of Court Facilities T5	76.183	2005	General Revenue	32.323	32.323	0.000	Upgrade, Refurbishment and Renovation of the Port of Spain Magistrates' Court Building, Construction of a New San Fernando Magistrates' Court on State Land situated at No. 46 Irving Street, San Fernando, Outfitting Tower D International Waterfront Complex to accommodate the relocation of the Civil High Court, Port of Spain and the Civil Division of the Court of Appeal, Provision of accommodation for San Fernando Family Court - Cor. Lord and Paradise Streets, San Fernando, Restoration of the San Fernando Supreme Court Building.
Restoration of Historic Buildings T5	745.647	2006	General Revenues	56.112	56.112	0.000	Payment of outstanding bills for the completion of Historical Buildings. Restoration of the Trinity Cathedral and provision of a grant for the Construction of a Baptist Cathedral.
<u>Law Enforcement</u>				74.141	74.141	0.000	
Construction and Upgrade of Police Stations T5	212.000	Annual	General Revenue	74.141	74.141	0.000	Construction of Police Stations Programme: Cumuto, Moruga, La Brea, Piarco, St. Clair, Brasso, Oropouche, Shirvan Road, Roxborough, Maloney, Carenage and Arima. Establishment of New Police Headquarters and Marine Division at the Carenage Police Station
<u>Public Safety and Citizen Security</u>				92.287	92.287	0.000	
Construction and Upgrade of Coast Guard Facilities T5	100.000	Annual	General Revenue	6.487	6.487	0.000	Upgrade utilities at Staubles Bay and Construction of an Integrated Logistics Support Facility at Heliport Base
Construction and Upgrade of Prison Facilities T5	829.045	2005	General Revenue	37.500	37.500	0.000	Construction of a perimeter fence and infrastructure works at MSP, Installation of a perimeter fence at Golden Grove Prison, construction of a Correctional Facility at Hope, Tobago and upgrade of plumbing and electrical work at Remand Yard Prison.
Construction and Upgrade of Regiment Facilities T5	18.700	Annual	General Revenue	5.300	5.300	0.000	Construction of Other Ranks Facility at Teteron Barracks: Construction of Kitchen and Dining Facility at Tobago Base.
Construction of Fire Stations, Trinidad T5	900.000	Annual	General Revenue	43.000	43.000	0.000	Construction of a fire station at Penal Roxborough, Point Fortin and Arouca.

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
<u>SOCIAL INFRASTRUCTURE</u>							
<u>Community Development</u>				128.163	128.163	0.000	
Community Development T5	330.000	2005	General Revenues	77.163	77.163	0.000	Development of Rural Communities; Building Sustainable Communities, one community at a time; Urban Redevelopment; Urban Upgrading and Revitalization; Latrine Eradication
Construction and Upgrade of Community Facilities, Trinidad T5	526.366	Annual	General Revenues	36.000	36.000	0.000	Construction and Refurbishment of Community Centres.
Implementation of Self Help Programmes T5	240.000	Annual	General Revenues	15.000	15.000	0.000	Continuation of infrastructure works in communities aimed at improving the supply of water, electricity, roads, drains, recreational facilities and community centres; and financial assistance to vulnerable citizens for repair and upgrade of their homes under the Minor Repairs and Reconstruction Grant, Emergency Repair/Reconstruction Assistance Grant (ERRAG) and Low Cost Housing Grant (LCHG).
<u>Early Childhood Education</u>				9.500	9.500	0.000	
Early Childhood Education Programme T5	74.000	Annual	General Revenue	9.500	9.500	0.000	Early Childhood Care Programme - Ministry of Education, Improvement/Refurbishment/Extension to ECCE Centres, Procurement of Furniture and Equipment for ECCE Centres
<u>Health</u>				45.000	45.000	0.000	
Health Sector	87.000	2006	General Revenues	45.000	45.000	0.000	Procurement of equipment for the operationalization of the Couva Medical and Multi-Training Facility and for the San Fernando General Hospital
<u>Health/HIV AIDS</u>				205.000	205.000	0.000	
Arima Hospital Construction T5	1500.000	Annual	General Revenues	36.000	36.000	0.000	Continuation of the construction of the Arima Hospital.
Construction of Health Facilities T5	47.000	Annual	General Revenues	59.000	59.000	0.000	Construction of Sangre Grande Hospital, Construction of Diego Martin Health Centre
Health Sector Reform Programme T5	280.000	2006	General Revenues	90.000	90.000	0.000	Physical Investments (Hospitals, DHF, HC) and Redevelopment of the Port of Spain General Hospital
Point Fortin Hospital Construction T5	1500.000	Annual	General Revenues	20.000	20.000	0.000	Continuation of the construction of the Point Fortin Hospital.

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
<u>Primary Education</u>				63.927	63.927	0.000	
Primary Schools Programme, Trinidad T5	332.000	Annual	General Revenue	63.927	63.927	0.000	Payment of final accounts and outstanding fees to Primary Schools: New Grant Government, Egypt Village Government, St. Barbara's Spiritual Shouter Baptist, Union Presbyterian, Tranquility Government, Monkey Town Government, Rio Claro Presbyterian, Flanigan Town RC, Lower Cumuto Government, Egypt Oasis Primary, Eckel Village AC, St. Clements Vedic and Freeport SDMS, . Construction of Arima Hindu Primary, Montrose APS (Vedic) and Woodbrook Presbyterian Emergency Upgrade to Primary Schools, Improvement/Refurbishment/Extensions to Primary Schools, Procurement of Furniture and Equipment for Primary Schools,
<u>Secondary Education</u>				32.500	32.500	0.000	
Secondary Schools Programme, Trinidad	260.000	Annual	General revenue	32.500	32.500	0.000	Replacement/Construction of Blocks Within Existing Secondary Schools, Secondary School Construction and Other Infrastructure Works, Procurement of Furniture and Equipment for Secondary Schools, Improvement/Refurbishment/Extension to Secondary Schools, Improvement/Refurbishment/Extension to St. Mary's College(CIC)
<u>Social Development</u>				5.918	5.918	0.000	
Establishment of Social Services Facilities and Facilities for the Socially Displaced T5	47.000	Annual	General Revenues	5.918	5.918	0.000	Refurbishment of St Dominic's Home for Children; Reconstruction of St Mary's Home for Children; Refurbishment of St Jude's Home for Girls, Renovation of Josephine Shaw.
<u>Special Education</u>				2.000	2.000	0.000	
Upgrade of Facilities for Special Education Programmes	5.000	Annual	General Revenue	2.000	2.000	0.000	Development of a school for special education at Pointe-a-Pierre, Repairs and Maintenance of Special Schools

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2021 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2021 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2021 TT\$ MIN.	DETAILS OF ACTIVITY 2021
<u>Sport and Recreation</u>				57.347	57.347	0.000	
Improvements to Recreational, Sport and Youth Facilities, Trinidad T5	159.000	Annual	General Revenue	57.347	57.347	0.000	Improvement and Expansion Works, Emperor Valley Zoo, Development of West Park, Development of a Master Plan for Sport and Youth Facilities, Upgrade and Rehabilitation of Former Caroni Sport Facilities, Development and Upgrading of Recreation Grounds, Parks and Spaces, Upgrading of Corporation Grounds, Upgrade of Multi-purpose Stadia, Construction of a Swimming Pool - Laventille, Upgrade of Mahaica Oval, Upgrade of the Dwight Yorke Stadium, Construction of Community Swimming Pools, Redevelopment of Skinner Park
<u>Tertiary Education</u>				70.000	70.000	0.000	
Establishment of the University of Trinidad and Tobago T5	451.970	2004	General Revenue	70.000	70.000	0.000	UTT Main Campus Tamana E-Teck Park Wallerfield
<u>Youth Development and Entrepreneurship</u>				10.000	10.000	0.000	
Youth Programme, Trinidad T5	20.000	Annual	General Revenue	10.000	10.000	0.000	Establishment of a Multi-purpose Youth Facility - Moruga
Total for Tranche V				1887.634	1887.634	0.000	

APPENDIX III
PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2021
ALLOCATION BY SECTOR

SECTOR AND AREA	Total Allocation	Consolidated Fund	%	IDF	%
BUILDING GLOBALLY COMPETITIVE BUSINESSES	272.5	215.6	9.7	56.9	3.0
Agriculture	76.0	62.0	2.8	14.0	0.7
Economic Restructuring and Transformation	64.5	64.5	2.9	0.0	0.0
Industrial Development	0.3	0.3	0.0	0.0	0.0
Manufacturing	34.7	5.8	0.3	28.9	1.5
Tourism	33.6	29.6	1.3	4.0	0.2
Youth Development and Entrepreneurship	63.5	53.5	2.4	10.0	0.5
IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION	1526.8	648.1	29.2	878.7	46.6
Drainage	153.1	98.8	4.4	54.3	2.9
Electricity	21.5	21.5	1.0	0.0	0.0
Information Technology and Infrastructure	239.0	239.0	10.8	0.0	0.0
Roads and Bridges	666.3	98.3	4.4	568.0	30.1
Sewerage	130.0	0.0	0.0	130.0	6.9
Transportation	271.4	166.1	7.5	105.4	5.6
Urban and Regional Development	7.0	0.0	0.0	7.0	0.4
Water Security	38.4	24.4	1.1	14.0	0.7
PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT	26.0	25.5	1.1	0.5	0.0
Energy/Renewable Energy Alternatives	0.3	0.3	0.0	0.0	0.0
Environment	25.7	25.2	1.1	0.5	0.0
DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE	799.5	473.4	21.3	326.2	17.3
Administration	268.4	108.6	4.9	159.7	8.5
Capacity Building/Institutional Strengthening	83.6	83.6	3.8	0.0	0.0
Communication	8.0	8.0	0.4	0.0	0.0
Law Enforcement	184.2	110.1	5.0	74.1	3.9
Public Safety and Citizen Security	253.4	161.1	7.2	92.3	4.9
Regional Development Planning	2.0	2.0	0.1	0.0	0.0
PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET	1485.2	859.9	38.7	625.4	33.1
Community Development	156.0	27.8	1.3	128.2	6.8
Culture	15.2	9.2	0.4	6.0	0.3
Early Childhood Education	10.3	0.8	0.0	9.5	0.5
Health/HIV AIDS	634.6	384.6	17.3	250.0	13.2
Housing and Shelter	116.5	116.5	5.2	0.0	0.0
Primary Education	86.3	22.4	1.0	63.9	3.4
Science, Research and Development	8.4	8.4	0.4	0.0	0.0
Secondary Education	43.3	10.8	0.5	32.5	1.7
Skills Development	26.4	26.4	1.2	0.0	0.0
Social Development	19.4	13.5	0.6	5.9	0.3
Special Education	8.4	6.4	0.3	2.0	0.1
Sport and Recreation	80.8	23.5	1.1	57.3	3.0
Tertiary Education	279.6	209.6	9.4	70.0	3.7
GRAND TOTAL	4110.0	2222.4	100.0	1887.6	100.0

