



GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

STATE ENTERPRISES INVESTMENT PROGRAMME

2021

*RESETTING THE ECONOMY
FOR GROWTH AND INNOVATION*



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Foreword

According to the June 2020 update of the World Economic Outlook (WEO) published by the International Monetary Fund (IMF), global growth is projected at -4.9 percent for 2020 on account of the unabated spread of the COVID-19 pandemic, down from the 3.3 percent growth projection in January 2020. Advanced economies comprising United States, Euro Area, United Kingdom and Japan are the main drivers behind this slide in expectation. On the other hand, the expectation for 2020 was buoyed by less fallout in economies like China, ASEAN-5 and, to a lesser extent, Sub-Saharan Africa.

The IMF has stated in its update that its 5.4 percent in global growth projection for 2021 would leave the GDP figure at some 6 ½ percentage points lower than the pre-COVID projection in January 2020. The Emerging Markets and Developing Economies headed by China and ASEAN-5 lead in the projection, but Advanced Economies of the Euro Area, namely France, Italy and Spain, plus the United Kingdom, stand out. The June 2020 WEO update has admitted though, a higher-than-usual uncertainty surrounding the 2021 forecast.

In Trinidad and Tobago, as a containment measure to forestall the spread of COVID-19, the Stay-at-Home Order implemented on March 30, 2020 required all non-essential businesses and schools to close until further notice. For the fiscal period ending March 2020, total expenditure under the State Enterprises Investment Programme (SEIP) amounted to \$2,096 million, some \$561 million above that of the same period for the previous year. The increase was driven by significant investments by the Heritage Petroleum Company Limited in the energy sector, prior to the plummet in oil prices in April 2020, acceleration of the Phoenix Park Industrial Estate project by Evolving Technologies and Enterprise Development Company Limited (eTeck) and acquisition of two fast ferries for the Seabridge along with continuation of the San Fernando to Point

Fortin Highway project by National Infrastructure Development Company Limited (NIDCO). As domestic economic activities such as manufacturing, transportation and major services dropped, consumer spending and overall aggregate demand contracted, while supply chains were disrupted. As containment measures have eased somewhat, expenditure under the SEIP for the period April to September 2020 is projected at \$2,793 million, just under \$461 million below projections for the same period in the previous year.

To treat with the economic fallout from the pandemic, the IMF has suggested to countries where lockdowns or Stay-at-Home measures continue, that economic policy should continue to cushion household income losses with sizable, well-targeted measures as well as provide support to firms suffering the consequences of mandated restrictions on activity.

Domestically, targeted interventions have been channeled through State Owned Enterprises as alleviation measures. In April 2020, the Government approved a USD Foreign Exchange Facility with a ceiling of US\$75 million to assist local importers and manufacturers to purchase food, pharmaceuticals and other essential COVID-19 related items. This facility was operationalised through the sale of US dollars by the Central Bank of Trinidad and Tobago to the Export Import Bank of Trinidad and Tobago (EXIMBANK). In June 2020, Government agreed that the Ministry of Finance partner with a State Enterprise, the National Entrepreneurship Development Company (NEDCO) for the establishment of a \$30 million Grant Facility for businesses with less than \$1.0 million in annual revenue. Under this facility, each applicant is eligible for a maximum grant of \$20,000. For small and medium enterprises earning more than \$1.0 million, up to \$20 million in annual revenue, Government implemented a \$300 million loan facility through the

First Citizens Bank, a subsidiary of the wholly owned State-Owned Enterprise, First Citizens Holdings. This facility availed qualified firms of loans in proportion to their annual revenue.

Through their investment programmes, State-Owned Enterprises are projected to ramp up overall expenditure by some \$2,769 million to \$6,545 million

in fiscal 2021. Of that sum, approximately \$1,100 million will be invested for projects in the Health sector and another \$1,100 million for expenditure on schools. As in the past, investment in the Energy sector is projected to command a major proportion of the SEIP, amounting to some \$1,348 million in the upcoming fiscal year.



Introduction

The State Enterprises Sector comprises 57 companies of which 44 are wholly-owned, eight are majority-owned and five in which GoRTT has a minority shareholding.

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

In 2019, GoRTT's equity holding in the State Enterprises Sector totalled \$15,711.8 million¹ with a Return on Capital Employed (ROCE) of seven percent. This Sector contributes to the economy through foreign exchange earnings, employment, dividend payments and taxes.

The following table details performance by sector:-

* Profit/(Loss) by Sector:

Sectors	Profit/(Loss) After Tax 2019 \$million
Energy and Energy-Based	(\$3,198.1)
Financial Services	\$3,496.6
Manufacturing and Agro-Based	\$17.7
Services	(\$261.6)
Transport and Communication	(\$22.5)
TOTAL	\$32.1

The restructuring of the energy and energy-based sector contributed to a reduction in losses in 2019 and the sector continued to be a major earner of foreign exchange for GoRTT. Further, the financial services sector maintained its growth trajectory in 2019, which contributed to the overall results of the State Enterprises Sector.

The Enterprises that contributed to Government's revenue in 2019 are outlined hereunder:-

Enterprises	Profit/(Loss) Before Tax (\$million)	Corporation Tax (\$million)	Foreign Exchange (\$million)
TPHL	621.9	0.2	10,755.8
NGC	470.9	75.2	12,405.6
NEL	15.8	3.3	0
NPMC	10.5	24.1	397.6
CLICO Trust	1,148.5	0	0
FCH	1,059.6	311.0	0

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

As at March 31, 2020 the State Enterprises Sector expended \$2,096.2 million on various projects and has projected an estimated amount of \$2,793.1 million to be utilised for the remainder of fiscal 2020. The projected expenditure for fiscal 2021 is \$6,545.4 million. Details of these projects are outlined in Appendix II.

¹ Reflects Stated Capital of State Enterprises

Divestment

Sale of Assets Programme

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

- (i) The sale through competitive processes of 50 percent of the industrial estates now under the remit of Evolving Technologies and Enterprise Development Company Limited (eTeck). The sale of selected estates is ongoing.
 - (ii) The sale of the Rice Mills Operations of National Flour Mills located at Carlsen Field is on hold.
 - (iii) The partial divestment of 49 percent of the shareholding of Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) to an international strategic partner is ongoing.
 - (iv) The divestment (wholly or partially) of The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) is on hold.
- Government Human Resource Services Company Limited (100% State-owned) – a liquidator was appointed;
 - Seafood Industry Development Company Limited (100% State-owned) – undergoing pre-liquidation activities;
 - Tourism Development Company Limited (100% State-owned) – undergoing pre-liquidation activities; and
 - Union Estate Electricity Generation Company Limited (100% State-owned) – undergoing pre-liquidation activities.
 - National Health Services Company Limited (100% State-owned) – undergoing winding up activities.

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

Dissolution of Companies

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

- Caroni GREEN Limited (100% State-owned) – a liquidator was appointed;
- Community Improvement Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- Government Information Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- National Broadcasting Network Limited;
- Rum Distillers of Trinidad and Tobago Limited;
- Trinidad and Tobago Entertainment Company Limited;
- Trinidad and Tobago Export Trading Company Limited;
- Trinidad and Tobago Forest Product Company Limited;
- Trinidad and Tobago Revenue Authority Management Company Limited; and
- Human Capital Development Facilitation Company Limited



Procurement

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

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

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

Overview of the State Enterprises Investment Programme – 2021

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

Economic Infrastructure

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

Social Infrastructure

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

Administration

- public order and safety
- public administration

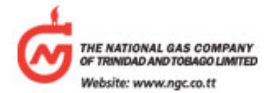


Economic Infrastructure

Business and Trade Expansion – Energy Sector

Energy, Petrochemicals and Mining

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



The National Gas Company of Trinidad and Tobago (“NGC”) was established in 1975 to purchase, compress, transport and distribute natural gas to industrial users. The company is a key player in the development of the local natural gas industry of Trinidad and Tobago.

Despite the current challenges in supply, NGC’s strategic goal remains to manage and secure its obligations to the downstream, power and light industrial customers with improved stability and availability. NGC has also looked for alternative income streams to bolster its long-term sustainability. Whereas in its early years the company was primarily a midstream player, today, NGC has profitable investments along the entire value chain, with opportunities even beyond Trinidad and Tobago.

NGC’s Corporate Social Responsibility (CSR)

NGC seeks to drive CSR initiatives that embrace its responsibility to stakeholders and the environment in keeping with the NGC Group of Companies strategy. CSR initiatives are delivered in alignment with Trinidad and Tobago’s National Development Strategy as well as guided by the United Nation’s Sustainable Development Goals. NGC’s current financial situation has brought about a contraction of CSR spend with a renewed emphasis on a more data driven, strategic approach. The company’s mandate remains as a responsible corporate citizen, adding value in the communities within which it operates, and at a national level.

Health, Safety, Security and Environment (HSSE)

Managing significant risk forms the foundation of the company’s overall HSSE strategy. Having already adopted a Risk Based Process Safety Management (RBPSM) framework, NGC’s initiatives are focused on improving its safe systems of work in several areas. Principal among these were process improvements for job hazard assessment and control of work, managing exposure to hazardous energy, industrial hygiene management, and plans for crisis management and emergency response. To this end, the company revised its system for reporting, investigating and learning from incidents, whilst leveraging opportunities for sharing of lessons learnt across the industry.

Core Business

NGC continues to play a critical role in the development of the country by expansion of natural gas-based industries in Trinidad and Tobago through the creation of exceptional national value from its operating assets. During fiscal 2020, NGC continued work on several projects aimed at improving the infrastructure to support the expansion of the natural gas industry and its transformation into liquefied natural gas (LNG), natural gas liquids (NGLs), compressed natural gas (CNG), methanol, ammonia, iron and steel and other gas-based products. There were additional investments in exploration and production.

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

- **Replacement of 4" Pipeline to Longdenville:** NGC commenced works for the replacement of its existing pipeline to Longdenville to supply light industrial users. The project commenced in 2007 and was on hold, however, it was restarted in fiscal 2020 and engineering design works are in progress. The estimated cost of the project is \$36.7 million and the projected expenditure for fiscal 2021 is \$15.0 million.

- **Charleville Diversion Pipeline:** NGC initiated works to re-route sections of its pipeline network through less populated areas, from Point Lisas to Port of Spain to maintain compliance with safety standards. In this regard, NGC commenced works to replace approximately 5.2 km of this pipeline using 24" FBE-coated steel pipes.

The estimated cost of the project is \$91.2 million. Construction works commenced in 2018 and are now scheduled to be completed in fiscal 2020. The estimated expenditure for the period April to September 2020 is \$ 24.4 million.

- **Odourization Facilities Installation Project:** This project includes the installation of four odourization facilities on the 16" diameter mains to Port of Spain and Penal and retrofitting of existing metering facilities with zero-emissions regulators. Construction has been completed on two of the four proposed odourization stations, at Couva and Gasparillo. Construction of the remaining two odourizer stations is now scheduled to commence in fiscal 2021.

The estimated cost of the project is \$42.1 million and the projected expenditure for the period April to September 2020 is \$0.7 million and \$13.6 million for fiscal 2021.

- **Construction of Pipelines to Small Customers:** NGC continues to target Light Industry Consumers (LIC) as potential consumers of natural gas. The pipeline to UTT, Tamana was completed and the PPVS Eco-Park is expected to be implemented by September 2020 at a cost of \$15.0 million. This project involves the supply of gas to eTeck's

Industrial Park. The other projects for Tai Pan Industries, Micro Milling Limited and Jusamco (Forres Park) are on hold.

- **Caribbean Gas Chemical Limited (CGCL):** This project was completed at a cost of \$16.0 million.
- **Dragon Field via NCMA pipeline:** NGC forms part of the Joint Coordinating Committee (JCC) established to pursue the opportunity of import of gas from Venezuela's Dragon field. NGC conducted preliminary works which included design works and project management, the fabrication and installation of 24 km of 24" offshore pipeline, 9 km of 24" onshore pipeline and associated gas receiving facilities.

The revised estimated cost of the project is \$236.2 million. Discussions amongst the parties continue and there has been no capital expenditure to date.

- **Alternative Gas Supply:** This project entails the construction of a natural gas pipeline connection (with metering station facility) from NGC's domestic 36" diameter pipeline to the 56" Cross Island Pipeline (CIP) at Picton, via an existing 24" future connection valve off the CIP, north of the Mainline Valve Station 2. Construction commenced in 2019 and is scheduled to be completed by December 2020. The estimated cost of the project is \$14.0 million. Projected expenditure for the period April to September 2020 is \$4.0 million and \$2.0 million for fiscal 2021.
- **PPVS Main Bypass:** This project involves the implementation of a new by-pass to facilitate improvement in system reliability to downstream customers during adverse emergency scenarios. The estimated cost for the project is \$65.0 million. There has been no expenditure to date. Construction is now expected to commence in fiscal 2021. The estimated expenditure for fiscal 2021 is \$1.0 million.

- **Low Pressure Switchover:** The project involves decommissioning the 16" diameter low pressure pipeline that begins at City Gate Valve Station and ends at the Powergen Port of Spain facility. This pipeline was commissioned in 1963 and since then



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there have been seven confirmed leaks due to corrosion and cracks along the pipeline.

The estimated cost for the project is \$6.9 million. Projected expenditure for the period April to September 2020 is \$3.0 million and \$1.1 million for fiscal 2021. The project is now scheduled to be completed in fiscal 2021.

- **Pipeline from Grenada to Point Lisas:** This project comprises the construction of a subsea/onshore 24" diameter pipeline from the planned, offshore development in Grenada to Trinidad and Tobago. The total estimated cost of this project is \$3,385.0 million. This project is dependent on a successful outcome of the appraisal drilling programme.
- **Union Estate Gas Receiving Facility (UEGRF):** Blast Resistant Control Building: This project is designed to improve the safety and reliability of NGC's Union Gas Receiving Facilities by relocating, designing and construction of a new blast resistant control building. The estimated cost of the project is \$13.0 million. Projected expenditure for the period April to September 2020 is \$1.8 million and \$5.0 million for fiscal 2021.

The NGC CNG Initiative

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

- **Implementation of the CNG Initiative:** The original estimated cost of this initiative for Phases I & II was \$2.07 billion for a five-year period. Phase I initially entailed the construction of 22 service stations and conversion of 17,500 vehicles, which was revised to the conversion of 19,000 vehicles. The estimated cost of Phase I of the project is \$271.0 million.

The specific goals of NGC CNG include:

- o Increasing the acceptability of CNG as an alternative fuel in Trinidad and Tobago.
- o Increasing the availability of CNG nationally via new to industry, upgraded and retrofitted CNG fuel stations.
- o Entering into arrangements with existing refuellers and selecting the most appropriate sites.
- o Developing and owning CNG stations if and as required.
- o Owning and operating a mobile CNG refueling system to improve reach of coverage.
- o Providing a reliable CNG service nationally.
- o Providing the public with an alternative low-priced fuel.
- o Partnering with the public transportation sector to allow conversion of existing fleets of vehicles.
- o Facilitating the process of CNG conversion nationally—fleet owners, licensed and qualified converters, private vehicles.
- o Minimising Trinidad and Tobago's carbon footprint.
- o Strengthening national contribution by reducing the subsidy burden as each liter of CNG sold displaces an equivalent one litre of liquid fuel known as the Subsidy Offset (SO) and making the displaced liquid fuel available for sale in the open market, thus generating potential foreign income known as Annual Potential Foreign Income (APFI).

The projected expenditure for the period April to September 2020 is \$46.6 million and \$70.0 million for fiscal 2021. The expenditure is expected to be incurred for the construction of the NGC CNG flagship CNG station in Preysal; mobile refuelling units and trailers; grants and incentives; sales and marketing activities to foster CNG demand; procurement and implementation of the CNG Vehicle Management System (CVMS).

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

- **Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations:** The scope of the initial project was 17 stations and now expanded to accommodate 30 stations at an estimated cost of \$36.0 million. The NGC CNG Preysal Interchange – Gas supply activities and Cyrus Road, El Socorro projects were completed and construction at Munroe Road is expected to be completed by the end of fiscal 2020. Expenditure for the period April to September 2020 is estimated at \$4.4 million.

Modification Works

- **Upgrade of the Liquid Contingency Handling at PPVS:** This project involves the installation of a storage tank and associated infrastructure to ensure that abnormal liquids received at PPVS from the transmission network are effectively handled without negative impact on the downstream customers. The estimated cost of the project is \$50.0 million. Projected expenditure for the period April to September 2020 is \$0.5 million and \$15.0 million for fiscal 2021.
- **Upgrade of the Union Gas Receiving Facility (UGRF):** The project involves the upgrade of the UGRF to increase capacity to 400mmscfd. The estimated cost of the project is \$36.6 million. The estimated expenditure for the period April to September 2020 and \$9.1 million for fiscal 2021.
- **Refurbishment of Five (5) Metering Stations:** This project entails the refurbishment of the Picton, AUM, Yara and Tringen 1 & 2. The work will be executed in two (2) packages: Package 1 – Picton and AUM and Package 2 – Tringen 1 & 2 and Yara; however, works on the Yara metering station is on hold. The estimated cost of the project is \$3.6 million. Projected expenditure for the period April to September 2020 is \$0.3 million and \$3.3 million for fiscal 2021.

- **Beachfield Facilities formerly known as Upgrade of the Beachfield Condensate Storage and Compressor Facility:** The Beachfield Condensate Storage Facility is designed to provide a safe, reliable and efficient system to receive, process, measure, store liquids and dispatch condensate to potential buyers. The Compressor Facility was initially intended to increase flexibility of gas supply on NGC's Gas Transmission Network, thereby guaranteeing gas supply to Union Industrial Estate. The revised estimated cost of the project is \$650.0 million. The estimated expenditure for the period April to September 2020 is \$19.0 million and \$24.0 million for fiscal 2021.
- **Domestic Interconnect to Beachfield:** This project will provide NGC with improved reliability of its Beachfield gas transmission and distribution infrastructure. Detailed engineering commenced in fiscal 2020 and construction is anticipated to commence in fiscal 2021. The estimated cost of the project is \$27.5 million. The estimated expenditure for fiscal 2021 is \$15.0 million.

Other Projects

- **Corporate Building:** The initial concept of a Corporate Complex was revised to a Corporate Building and is in the pre-feasibility stage. The estimated cost of the project is \$75.0 million. The estimated expenditure for the period April to September 2020 is \$1.0 million and \$1.0 million for fiscal 2021.
- **Refurbishment of Warehouse Facility:** The project involved the refurbishment of approximately 13,500sq.ft. of building space in the Fleet Services Building and is scheduled for completion by September 2020. The revised estimated cost of the project is \$15.0 million. The estimated expenditure for the period April to September 2020 is \$1.9 million.
- **Carbon Dioxide Pipeline Project (Provisional):** NGC had partnered with Petrotrin to construct a pipeline to transport 30 million cubic feet of carbon



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- dioxide. This line was intended for processing flue gas effluent on the Point Lisas Industrial Estate to a hub circa a mature aging oil field south east of La Brea. This gas was to be used in the lifting of oil for processing to enhanced oil recovery and to reduce the nation's carbon foot-print. This project is on hold and will be revisited pending the re-start of the Point-a-Pierre Refinery.
- **Implementation of Pipeline Simulation software:** The project is being undertaken to allow for real-time simulation of current network conditions to support faster decision-making and allow the optimal balance of supply and demand of gas. It will also allow for better forecasting and alignment of activities based on planned consumer and supplier activities. The estimated cost of the project is \$6.2 million and the estimated expenditure for fiscal 2021 is \$2.8 million.
 - **UIE Control and Safety System Upgrade:** The project involves the replacement of obsolete control infrastructure used to monitor and control the operations at the UIE Gas Receiving Facility to ensure continuous safe and reliable operations as well as cater for additional infrastructural upgrade. The estimated cost of the project is \$2.5 million and the estimated expenditure for fiscal 2021 is \$2.5 million.
 - **Implementation of EFM for Custody Transfer:** The project involves the replacement of infrastructure as the Supervisory Control and Data Acquisition (SCADA) equipment that monitors operating conditions and determines the volume of gas passing through the pipeline is obsolete. The estimated cost of the project has been revised from \$5.2 million to \$4.8 million and the estimated expenditure for fiscal 2021 is \$3.3 million.
 - **Corporate Upgrade Project:** The NGC Corporate Upgrade Project (CUP), which will be implemented at two locations, seeks to upgrade the office spaces at NGC's Orinoco House (Head Office) and Pacific House (Warehouse Complex). The initial planning for these works commenced in fiscal 2020. The estimated cost of the project is \$36.0 million. Projected expenditure for the period April to September 2020 is \$10.5 million and \$25.5 million for fiscal 2021.
 - **Cove Control System Replacement:** This project was initiated in 2020 to replace the obsolete infrastructure at Cove facility to ensure continued safe and reliable delivery of gas to the power generation facility in Tobago. The estimated cost of the project is \$3.0 million and the estimated expenditure for fiscal 2021 is \$3.0 million.

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



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

National Energy expended \$25.4 million for the period October 2019 to March 2020 on its ongoing projects. The projected expenditure for the period April to September 2020 is \$10.4 million to be utilised on planned projects. As part of its on-going programme to improve efficiency and customer satisfaction, as well as attracting new investors, the company has a projected \$68.3 million spend for fiscal 2021. The projects are as follows:

- **Upgrade of Savonetta Piers:** This upgrade involves improvement works on the Savonetta Piers (1, 2, 3 & 4) and ISCOTT Dock to accommodate vessels and handle cargo safely. It includes the upgrade of major safety equipment/general infrastructure and the installation of terminal firewater/foam systems, conveyor systems, mooring equipment and platforms, general inspection and maintenance of steel superstructures, gas and fire detection systems and replacement of marine berthing fenders.

The estimated total cost of the programme is \$79.3 million. The estimated expenditure for the period April to September 2020 is \$1.9 million and \$48.9 million for fiscal 2021.

- **Refurbishment of vessels:** This is an ongoing project that includes dry-docking and overhaul of engines at approximately two and a half year intervals to maintain asset integrity and National Energy Lloyd's classification. The estimated cost of the project was revised to \$97.7 million from \$79.6 million. The estimated expenditure for the period April to September 2020 is \$6.0 million and \$16.8 million for fiscal 2021.
- **Relocation of Residents at Union Industrial Estate:** This project involved the relocation of residents situated on the buffer zone in the vicinity of the Union Industrial Estate. The project was completed at a cost of \$35.0 million.
- **Union Industrial Estate Water Reticulation and Firewater System:** This project entails the completion of existing infrastructure on the estate and servicing existing tenants that require potable and fire water at an estimated cost of \$11.2 million. The estimated expenditure for the period April to September 2020 is \$2.5 million and \$2.6 million for fiscal 2021.



National Marine and Maintenance Services Company Limited (NMMSC)

National Marine and Maintenance Services Company Limited (NMMSC) was incorporated on June 17, 2020 as a wholly owned State Enterprise to acquire CL Marine Limited and its subsidiaries.

La Brea Industrial Development Company Limited (LABIDCO)



La Brea Industrial Development Company Limited (LABIDCO) provides industrial land for leasing, lay-down and fabrication yard facilities, bio-remediation and port and dock services at the La Brea Industrial Estate and the Port of Brighton. The company is 91.55 percent owned by NGC and 8.45 percent by Petrotrin. LABIDCO continues to implement projects to upgrade the infrastructure facilities at the La Brea Industrial Estate. Its capital expenditure programme includes:

- **Upgrade of the Drain Corridors:** This project is to ensure adequate runoff of surface water and to address tenants' concerns on the Estate. The estimated cost of the project is \$6.1 million. The estimated expenditure for fiscal 2021 is \$2.3 million.
- **Well Re-abandonment:** This project involves the installation of safety features to meet Health and Safety standards and includes the construction of access to wells, gas vents, flares and containment sumps. The estimated cost of the project is \$10.0 million and scheduled to commence in fiscal 2021. The estimated expenditure for fiscal 2021 is \$10.0 million.
- **Upgrade of Secondary Access Roads:** This project involves the maintenance of the road infrastructure on the LABIDCO Estate at an estimated cost of \$11.0 million. The estimated expenditure for fiscal 2021 is \$6.8 million.
- **Infrastructure Design Services for La Brea Industrial Estate:** This project involved the comprehensive design for the La Brea Industrial Estate inclusive of roads, drains, water and fire water. The project was completed at a cost of \$2.0 million.
- **Installation of Fire Water System at Port of Brighton:** This project involves the procurement and installation of a fire water system at Berth 2, La Brea and is estimated to cost \$1.5 million. The project is scheduled to be completed in fiscal 2021.
- **Upgrade of the New Port and Security Building:** This project involves the upgrade of the accommodation of Customs, Immigration and Security personnel at the port's entrance inclusive of a CCTV system. The estimated cost of the project is \$5.0 million and is scheduled to commence in fiscal 2021.

Trinidad Petroleum Holdings Limited (TPHL)

Trinidad Petroleum Holdings Limited (TPHL) was incorporated in October 5, 2018 and is a wholly owned integrated oil and gas holding company. TPHL is the parent company of Petroleum Company of Trinidad and Trinidad (Petrotrin), Heritage Petroleum Company Limited, Paria Fuel Trading Company Limited and The Guaracara Refining Company Limited.

Heritage Petroleum Company Limited (HPCL)



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

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

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

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

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

- Offshore
- Land
- Mid-Stream
- Joint Ventures

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

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

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

HPCL has been vested with the **Joint Venture (JV)** contracts previously held by Petrotrin. This programme is viewed as another mechanism to increase reserves and expand its participation in new upstream business opportunities. Planned initiatives include Lease Operatorships (LO), Farmout (FO), Incremental Production Services Contracts (IPSC) programmes as well as drilling and work-over activities in some blocks. As operations continue to increase work in these blocks, increased production is expected.

HPCL has focused on fostering an economically sound model expected for delivery of oil winning activities to positively impact on reserves in a safer and more efficient environment. HPCL intends to explore new and innovative methodologies aimed at cost savings and move the company strategically into the preferred industry quartiles.

To achieve these plans, some of the major projects earmarked for implementation are:

OFFSHORE

- **Installation of Subsea Electrical Cables:** This project involves the installation of 13.8kV Subsea Electrical Cables between offshore locations to facilitate the distribution of electrical power. The estimated cost of the project was revised from \$16.0 million to \$5.0 million due to a reduction in the project scope. The estimated expenditure for the period April to September 2020 is \$5.0 million and is expected to be completed in fiscal 2020.
- **Infrastructural Work:** This project involves the installation of pipelines and a small riser platform for the proposed Southwest work programme. The estimated cost of the project was revised from \$245.0 million to \$256.8Mn. The estimated expenditure for

the period April to September 2020 is \$80.0 million and \$150.7 million for fiscal 2021.

- **South West Workovers 2020:** This project involves undertaking 14 workovers outlined in the 2019 work programme as well as allowances for wells which may need servicing. The project was re-classified as a non-capital project.
- **South West Workovers - New Reserve Type (NRT) 2020:** This project involves undertaking three workovers outlined in the 2019 work programme as well as allowances for wells which may need servicing. The estimated cost of the project was \$20.0 million. This project was suspended due to the low oil prices.
- **Non-rig Work/Surveys:** This project involves general well maintenance and diagnostic analyses. The project was re-classified as a non-capital project.
- **Mobile Offshore Production Unit (MOPU) Operations:** This project involves the installation of a temporary production and compression facility, via a two-year lease arrangement, for the restoration of gas-lifting capability to South West Soldado field. The project was re-classified as a non-capital project.
- **SCADA Implementation:** This project involves the implementation of SCADA system. The project was moved to Corporate and merged with IT Software project.
- **Asset Integrity Management System (PL 14 & 21):** This project is to conduct Engineering Assessments, Integrity Plan Development and develop scope of works for repairs. The project was re-classified as a non-capital project.
- **Repair of Offshore Slop Systems:** This project involves the repair of slop systems for six offshore locations to eliminate leaking slop systems and address HSE issues. The estimated cost of the project is \$90.0 million. The project has been deferred due to cost constraints.
- **Offshore Central Workovers - Expense Type Workovers (ETWs) 2020:** This project involves 20 Progressive Cavity Pump (PCP) revamps and 10 gas lift revamps to optimise production. The project was re-classified as a non-capital project.

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- **Strengthening, Modification and Repair to Platforms:** This programme involves the installation of jacket sleeves and braces to extend the life of structures to 15 years. The programme intends to execute strengthening, modification and repairs to PL2, PL5, PL9 BS9, RP3 and BS209. The estimated cost of the project is \$122.9 million. The estimated expenditure for the period April to September 2020 is \$10.0 million and \$25.6 million for fiscal 2021.
- **Project Reporting System:** This project involves the replacement of the current well information system and includes software solution and implementation cost. The estimated cost of the project is \$4.0 million and the estimated expenditure for the period April to September 2020 is \$2.0 million and \$2.0 million for fiscal 2021.
- **2020–2021 Workers (CAPEX):** This project seeks to execute workover operations on four New Type Reserves to aid production increase. Tendering process is being undertaken and execution is due to commence in fiscal 2021. The estimated cost of the project is \$25.1 million and the estimated expenditure for fiscal 2021 is \$25.1 million.
- **Drilling East Field:** This project involves the acquisition of long lead items to support drilling for Cluster and Well build within Soldado East Field. The estimated cost of this project is \$72.2 million and the estimated expenditure for fiscal 2021 is \$22.2 million.
- **Replacement of Boat Landings on PL 21 and BS 209:** This project involves the fabrication and installations of new landings. Replacement landings are required for safe access for the continuity of operations. The estimated cost of the project is \$10.3 million and the estimated expenditure for fiscal 2021 is \$10.3 million.
- **Pile & Structure Restoration for Remote Locations (CL#12 and RP#3):** This project involves the repair and replacement of severely corroded pipe sections and structural members in order to maintain asset integrity and ensure a safe working environment. The estimated cost of the project is \$50.3Mn and the estimated expenditure for fiscal 2021 is \$10.3 million.
- **Oil Spill and other HSSE Equipment 2021:** This project involves the acquisition of occupational health monitoring equipment, sorbent booms,

and flat bottom aluminum boat with diesel driven motors and shoreline sealing booms. The estimated cost of the project is \$2.0 million and the estimated expenditure for fiscal 2021 is 2.0 million.

- **Refurbishment of Remote Deck 1:** This project involves the upgrade of the main power generating facility and the main hub for personnel operating in South West Soldado. The estimated cost of the project is \$3.4 million and the estimated expenditure for fiscal 2021 is \$3.4 million.

LAND

- **Development Drilling – Land – FY 2019/ 2020 (formerly known as Development Drilling – Land):** This project involves the drilling of eight primary wells. The project was deferred from April to July 2020 for technical assistance and subsequently to fiscal 2021. The estimated cost of the project was revised from \$82.4 million to \$72.0 million. The project has been deferred due to depressed oil prices.
- **Heavy Workovers – Land:** This project involves the execution of a 22 well heavy workover programme including at least five new reserve type work overs from July 2019 - March 2020 utilising two heavy rigs. The project was re-classified as a non-capital project.
- **Routine Workovers – Land:** This project involves routine workover activities including coil tubing, swabbing and other well servicing activities to maintain well production. The project was re-classified as a non-capital project.
- **Development Drilling Land – FY 2021:** This project involves the drilling of six primary wells (approximately 5,500ft each). The estimated cost of the project is \$60.0 million and the estimated expenditure for fiscal 2021 is \$60.0 million.
- **Heavy Workovers - NRT – Land:** This project involves the execution of nine New Reserve Type Workovers from April to September 2020. The estimated cost of the project is \$10.0 million. The project was re-classified as a non-capital project.
- **Heavy Workovers - ETWs – Land:** This project involves the execution of nine Expense Type Workovers from April to September 2020. The



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estimated cost of the project is \$10.8 million. The project was re-classified as a non-capital project.

- **Enhanced Oil Recovery (EOR) Pilot Projects – Land – FY 2020:** This project entails the pilot testing of reservoirs for improved oil recovery (IOR) implementation. The estimated cost of the project was revised from \$10.0 million to \$16.4 million. The estimated expenditure for fiscal 2021 is \$15.3 million.
- **Technical Studies – Land:** This project is to conduct technical studies to appraise prospective field development blocks. The project was re-classified as a non-capital project.
- **Production Optimisation – Land:** This is a field revitalisation project which includes provision of eight Dynamometer and Echometer crews over a nine-month period; steam rate and quality monitoring; sand consolidation; acidising and plunger lift. The estimated cost of the project was revised from \$9.6 million to \$17.0 million. The estimated expenditure for the period April to September 2020 is \$5.0 million and \$10.0 million for fiscal 2021.
- **Land Maintenance Programme:** This project involves the following improvement works to the standard set by the regulators:
 - (i) 250 Wellsites - Upgrade wellheads, flowlines and other fixtures in addition to proper standards for landscape; and
 - (ii) 20 Gathering Stations - Blast and coat existing tanks, treat and coat piping, repairs to mechanical equipment, improve outlook of location 3, improvement to signage, electrical outlay, asset integrity related issues.

The estimated cost of the project is \$14.0 million. The project was re-classified as a non-capital project.

- **Deep Drilling Land – FY 2020 (formerly Deep Drilling – Land):** This project entails the conducting of preliminary work towards establishing a deep drilling programme. The estimated cost is \$5.0 million. The project is deferred pending further review.
- **Technical Services – Land:** This project is to upgrade data handling capabilities with the Land Division including log and well file digitisation; upgraded

data storage facility and new software acquisition. The project was moved to Corporate and merged with Technical Services - Land & Offshore – FY 2020 project.

- **Steam Generator Upgrade:** This project involves the refurbishment of steam generators 18, 12, 7 & 9 to facilitate optimisation of land production. The project was re-classified as a non-capital project.
- **Heavy Workovers – New Reserve Type (NRT) – Land – FY2020:** This project involves the recompletion of nine wells. Due to depressed oil prices, only two recompletions were prioritised for August to September 2020. The estimated cost of the project was \$3.7 million. The estimated expenditure from April to September 2020 is \$3.0 million and is scheduled to be completed in fiscal 2020.
- **Heavy Workovers – New Reserve Type (NRT) – Land – FY2021:** The project entails the execution of 12 NRTs, approximately 3500ft each. The estimated cost of the project is \$14.4 million and the estimated expenditure for fiscal 2021 is \$14.4 million.
- **Operations Technology – Capital Equipment:** This project involves procurement of specialised testing equipment for two departments:
 - (i) HPCL Laboratory: Equipment for the analysis of HPCL crude oil sale and waste water for regulatory reporting and the analysis of mud for quality control process;
 - (ii) Drilling and Workover: Equipment for the procurement of selected subsurface tools and equipment critical for removal of well debris from low-cost, low BHP and land reservoirs.

The estimated cost of the project is \$5.5 million. The estimated expenditure for the period April to September 2020 is \$2.7 million and \$2.7 million for fiscal 2021.

- **Capital Equipment – Contingency:** This project entails the procurement of critical capital equipment that may arise from theft/sabotage and/or emergencies. The estimated cost of this project is \$7.0 million. The estimated expenditure for the period April to September 2020 is \$1.5 million and \$5.0 million for fiscal 2021.

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- **Incident Command Post – HSSE:** This project entails the procurement of equipment and software required for HPCL's Incident Command Centre. The estimated cost is \$1.7 million and the estimated expenditure for fiscal 2021 is \$1.7 million.
- **East & West Bridge Maintenance Upgrade Programme:** This project entails structural analysis assessments and major upgrades for bridges in the West and East Fields. The estimated cost of the project is \$2.8 million and the estimated expenditure in fiscal 2021 is \$2.8 million.
- **Land Metering System:** This project entails the installation of meters at key transfer points to seven Tank Farms. The estimated cost of the project is \$4.0 million and the estimated expenditure for fiscal 2021 is \$4.0 million.
- **Operations & Maintenance Equipment:** This project entails the procurement of long lead/high cost electrical and instrument equipment required for operations & maintenance programmes for remote monitoring systems for critical assets. The estimated cost of the project is \$6.5 million and the estimated expenditure for fiscal 2021 is \$6.5 million.
- **Electrical Upgrade – HPCL Lab:** This project entails the electrical rewiring of the HPCL Lab Buildings and installation of an upgraded UPS System. The estimated cost of the project is \$1.2 million and the estimated spend for fiscal 2021 is \$1.2 million.

MID-STREAM

New Tank Farm and Terminal Hub: This project involves the upgrade of tanks, piping, pumps, water treatment and terminal facilities at the Point Fortin Adventure Tank Farm and Terminal. Phase 1 is currently underway. The estimated cost of the project is \$75.0 million. The estimated expenditure for the period April to September 2020 is \$1.0 million and \$5.0 million for fiscal 2021.

- **Upgrade of Metering Systems:** This project involves the installation of mass flow meters at strategic locations throughout the Midstream network in order to improve the accuracy of the crude and condensate fiscalisation process. The project has been rephased in line with delivery dates on meter purchases and consists of four phases. Phases 1 and

2 are now expected to be completed in fiscal 2021 and phase 3 is scheduled to commence in fiscal 2021. The project is scheduled to be completed in 2022.

The estimated cost of the project is \$60.0 million. The estimated expenditure for the period April to September 2020 is \$5.0 million and \$15.0 million for fiscal 2021.

- **Improved Vapor Recovery Systems:** This project involves the installation of vapor recovery systems on midstream assets to recover valuable vapors for re-use as saleable gas, as well as reduction in Green House Gas (GHG) emissions. This project was merged with the MS – Greenhouse Gas Management project.
- **Tankage, Pipeline and Distribution Network Assessment:** This programme entails the following:
 - Upgrade of tanks and pipelines that require repairs or upgrades due to asset integrity issues;
 - Removing existing bottlenecks in the movement of crude oil from locations within HPCL and to the Paria terminal facility;
 - Addressing high ranked HSSE issues at tank farm facilities in Midstream;
 - Upgrading of equipment with new electrical parts;
 - Upgrade works to the ancillary equipment e.g. instrumentation;
 - Process safety and efficiency considerations to manage risk (procedures, standards, policies and having proper reporting and accessibility of information (SAP/SharePoint))

The estimated cost of the project is \$56.2 million. The estimated expenditure for the period April to September 2020 is \$15.0 million and \$29.2 million for fiscal 2021.

- **MS – Greenhouse Gas Management:** This project involves a consultancy to determine the gas inventory and the development of plans to monitor and control values. The recommendations of the consultancy will include capex projects to assist in the reduction of greenhouse gas emissions. Vapour recovery will be executed in a series of capex installations across tanks, prioritised on the basis of volume of losses/emissions.

RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



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The estimated cost of the project is \$32.8 million. The estimated expenditure for the period April to September 2020 is \$0.8 million and \$5.0 million for fiscal 2021.

- **Emergency Response/Safety Equipment:** This initiative will equip Midstream facilities with suitable and functional emergency response equipment including breathing apparatus, detectors, extinguishers, monitors and oil spill response equipment.
- The estimated cost of the project is \$2.0 million and the projected expenditure for fiscal 2021 is \$2.0 million.

JOINT VENTURES AND BUSINESS DEVELOPMENT

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

The estimated cost of the project was revised from \$147.7 million to \$146.4 million. The estimated expenditure for the period April to September 2020 is \$21.0 million and \$80.0 million for fiscal 2021.

- **Central Block Joint Venture:** This is a joint venture between HPCL and Shell Trinidad Central Block Limited. For fiscal 2020, expenditure was incurred to address operations and facilities maintenance and HAZOP concerns.

The estimated cost of the project was revised from \$14.4 million to \$19.8 million. The estimated expenditure for the period April to September 2020 is \$2.3 million and \$8.0 million for fiscal 2021.

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

The estimated cost of the project was revised from \$18.9 million to \$39.0 million. The estimated expenditure for the period April to September 2020 is \$16.7 million and \$17.7 million for fiscal 2021.

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

The estimated cost was revised from \$2.7 million to \$10.7 million. The estimated expenditure for the period April to September 2020 is \$4.2 million and \$2.8 million for fiscal 2021.

- **Block 22:** This is a joint venture between HPCL and BG International Limited and involves the continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The Partners are in discussion with NGC towards the transfer of assets by end of March 2021.

The estimated cost of the project was revised from \$13.9 million to \$135.4 million. The estimated expenditure for the period April to September 2020 is \$50.3 million and \$46.6 million for fiscal 2021.

- **NCMA 4:** This is a joint venture between HPCL and BG International Limited and involves the continued development of the block with first gas expected in fiscal 2022 (Colibri Project). Discussions and negotiations are ongoing with respect to the transfer of assets to NGC and is expected to be concluded in fiscal 2021.

The estimated cost of the project was revised from \$22.0 million to \$186.5 million. The estimated expenditure for the period April to September 2020 is \$22.4 million and \$125.7 million for fiscal 2021.

- **Rio Claro Block (RCB):** This is a joint venture between HPCL and Lease Operators Limited. The estimated cost of the project was revised from \$9.0 million to \$10.5 million. The estimated expenditure for the period April to September 2020 is \$4.7 million and \$5.0 million for fiscal 2021.

- **Southeast Coast Consortium (SECC) Joint Venture:** This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The work programme for fiscal 2020 includes a drilling programme, seismic acquisition and processing and facilities upgrade.

The estimated cost of the project was revised from \$148.7 million to \$105.8 million. The estimated expenditure for the period April to September 2020 is \$43.1 million and \$42.2 million for fiscal 2021.

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- **Block 3A:** This is a joint venture between HPCL, BHP Billiton (Trinidad 3-A) Limited, Chaoyang Petroleum (Trinidad) Block 3A Limited and NGC E&P Netherlands Cooperatief U.A. The work programme for fiscal 2020 is the continuation of works for the market development phase for monetising oil and gas resources.

The estimated cost of the project was revised from \$9.9 million to \$154.5 million. The estimated expenditure for the period April to September 2020 is \$44.4 million.

- **St. Mary's:** This is a joint venture between HPCL (20%) and Range Resources. The estimated cost of the project is \$5.0 million, which represents development costs, and the estimated expenditure for fiscal 2021 is \$5.0 million.
- **Pt. Ligoure, Guapo Bay, Brighton Marine (PGB):** This is a joint venture between HPCL (45%) and Oilbelt Services. Costs associated with capital expenditure. The estimated cost of the project is \$1.1 million. The estimated expenditure for the period April to September 2020 is \$0.3 million and \$0.7 million for fiscal 2021.
- **Ortoire:** This is a joint venture with Primera Oil and Gas. Development works for piping and service facilities. The estimated cost of the project is \$24.7 million. The estimated expenditure for the period April to September 2020 is \$5.0 million and \$19.7 million for fiscal 2021.

CORPORATE

- **IT Software:** This project entails the deployment of IT applications, inclusive of Enterprise Resource Planning, Enterprise Asset Management, Enterprise Health and Safety, Payroll, Integrated Business Planning, Enterprise Architecture, SCADA (HMI)

and AUCERNA Software. The estimated cost of the project is \$90.3 million. The estimated expenditure for the period April to September 2020 is \$35.3 million and \$54.5 million for fiscal 2021. The project is scheduled to be completed in fiscal 2021.

- **IT Assets & Infrastructure:** This project involves the procurement of Computer equipment inclusive of laptops, security devices, smartboards, thin clients, printers, scanners. The estimated cost of the project is \$17.0 million. The estimated expenditure for the period April to September 2020 is \$6.7 million and \$9.0 million for fiscal 2021. The project is scheduled to be completed in fiscal 2021.
- **Security Infrastructure:** This project involves the installations of CCTV cameras on HPCL's assets. The estimated cost of the project is \$5.9 million. The estimated expenditure for the period April to September 2020 is \$1.4 million and \$4.4 million for fiscal 2021. The project is scheduled to be completed in fiscal 2021.
- **Upgrade of Facilities and Fittings:** This project involves the upgrade to HPCL's facilities, furniture and fittings. The estimated cost of the project is \$2.7 million. The estimated expenditure for the period April to September 2020 is \$0.05 million and \$2.3 million for fiscal 2021. The project is scheduled to be completed in fiscal 2021.
- **Technical Services – Land & Offshore – FY 2020:** This project entails the upgrade of data handling capabilities within the Land & Offshore Divisions including log and well file digitisation; upgraded data storage facility and new software acquisition. The estimated cost of the project is \$35.1 million. The estimated expenditure for the period April to September 2020 is \$2.6 million and \$22.1 million for fiscal 2021.



Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC)



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

During fiscal 2021, NPMC will continue its asset maintenance and renewal programme as follows:

- **Service Station Upgrades:** This project was revised to include the full upgrade of three sites over the next two years, namely – NPMC O'Meara, NPMC Cross Crossing, Wayne Mitchell - Maraval. NPMC O'Meara is expected to be completed in fiscal 2020. Three sites previously budgeted for full upgrade, have had its scopes of works revised: Latchu, Cunupia, P. Mohan, Cunupia and Guppy, El Socorro.

The estimated cost was revised from \$32.3 million to \$40.1 million. The estimated expenditure for the period April to September 2020 is \$2.6 million and \$0.1 million for fiscal 2021.

- **Construction of New to Industry (NTI) Service Stations (formerly Construction of Eight New to Industry (NTI) Service Stations)** – The project includes the PTSC, POS site which is designed to be a dedicated CNG site, NPMC Cashew Gardens, NPMC Longdenville, NPMC Sangre Grande, NPMC Mayaro (East), NP Preysal Couva (NP/NGC-CNG). Preliminary works are to begin at the following sites: NPMC Grand Bazaar and NPMC St. Joseph. Preliminary works at Frederick Settlement are on hold awaiting approvals and NPMC El Socorro (South) Service Station was completed.

The estimated cost of the project was revised from \$89.0 million to \$97.2 million. The estimated expenditure for the period April to September 2020 is \$20.7 million and \$15.3 million for fiscal 2021.

- **Upgrade of Fire Water Pumps and Fire Suppression System** – This project includes the installation of two fire water pumps and systems— one at NP's Sea Lots compound and one at the terminal in Tobago. These new installations are expected to provide for an uninterrupted source of water to mitigate the risk of fires and to comply with regulatory requirements. The New Salt Water Pump is located in Sea Lots and the Fire Suppression System is located in Tobago. The estimated cost was revised from \$12.3 million to \$10.9 million. The estimated expenditure for the period April to September 2020 is \$1.6 million and \$0.1 million for fiscal 2021.
- **Acquisition of LPG Cylinders and Valves** – NPMC is required to replace LPG 20 lbs and 100 lbs cylinders and valves annually, in keeping with safety standards. The estimated cost of the project was revised from \$16.8 million to \$19.0 million. The estimated expenditure for April to September 2020 is \$2.5 million and \$2.5 million for fiscal 2021.
- **Upgrade of Retail Sales Company and Dealer Operated Networks:** This project involves continuous canopy and pump/dispenser replacements, forecourt paving, outfitting and rebranding to increase operational efficiency and safety at the service stations, as well as improve brand image. This is an ongoing investment in service stations, undertaken on an as-needed basis. The estimated cost of the project was revised from \$45.2 million to \$47.5 million. The projected expenditure for the period April to September 2020 is \$3.9 million and \$1.6 million for fiscal 2021.
- **Upgrade of Tobago's Terminal:** This project involves the demolition and rebuilding of the Tobago's office to comply with OSH standards and infrastructural changes to the LPG Filling Plant. The estimated cost of the project is \$8.0 million. The estimated expenditure for April to September 2020

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is \$0.2 million and \$0.2 million for fiscal 2021.

- **Refurbishment and Expansion of Delivery Sub-Sea Line:** This project involves the redesign of the line used to discharge product from vessel into terminal storage in Tobago. Estimated at \$10.0 million, the estimated expenditure for the period April to September 2020 is \$1.8 million and \$1.8 million for fiscal 2021.
- **Fuel Upgrades at Dealer Sites:** This project involves the upgrade of fuel storage and equipment and at three dealer sites, Radica Persad - Princes Town, Iris Moonan - Rio Claro and Ramballack, Penal. The estimated cost of the project was revised from \$9.9 million to \$11.3 million. The estimated expenditure for the period April to September 2020 is \$3.6 million and \$0.4 million for fiscal 2021.
- **Upgrade of the Emergency Notification System:** This project involves the upgrade of the alarm systems at NP – Piarco, NP – Tobago, Sea Lots and Natpet. The project is estimated to cost \$1.5 million. The estimated expenditure for the period April to September 2020 is \$0.3 million and \$0.1 million for fiscal 2021.
- **Refurbishing of Tobago Terminal Perimeter Fence:** This project involves the refurbishment of the perimeter fence for the Tobago terminal. The southern part of the fence was completed and the contract for the refurbishment of the western section is under preparation. The estimated cost of the project is \$2.0 million. The estimated expenditure for the period April to September 2020 is \$0.1 million and \$0.1 million for fiscal 2021.
- **Sufferance Wharf** – This project involves the refurbishment of all the structural elements and the protection of the shore line at Sea Lots, Port of Spain, including repair of damage sustained to the immediate left and right of the structure. The revised estimated cost of the project is \$13.2 million. The estimated expenditure for fiscal 2021 is \$4.0 million. This project is to be retendered.
- **Export Loading Bay** – This project involves the construction of a covered loading area to facilitate the export and import of containers and Government customs inspection. The estimated cost of the project was revised from \$2.7 million to \$1.6 million. The projected expenditure for the period April to September 2020 is \$ 1.5 million. Statutory approvals are pending.
- **Upgrade of Security Centre:** This project involves the replacement of the roof, interior renovations and electrical upgrades to the security centre at the Sea Lots Compound. The project was completed at a cost of \$1.0 million.
- **Purchase of two Hydrant Dispensers:** This project involves the acquisition of two Hydrant Dispensers for optimal efficiency, reliability and safety when refuelling aircraft at Piarco. The estimated cost of the project is \$4.1 million and the estimated expenditure for fiscal 2021 is \$1.2 million. The contract was terminated with the current supplier and will be retendered.
- **Construction of Bunkering Facilities:** This project involves the construction of Bunkering Facilities at the Labidco and Port of Spain Ports. The estimated cost of the project is \$16.0 million. The estimated expenditure for the period April to September 2020 is \$0.5 million and \$1.7 million for fiscal 2021. Statutory approvals are pending.
- **Sea Lots Road Paving:** This project involves the upgrade of the road and driveway into the compound, car park, pedestrian walkway. The estimated cost of the project is \$3.4 million and the estimated expenditure for the period April to September 2020 is \$1.7 million.
- **Grease Plant upgrade:** This project involves the upgrade of the grease plant with focus on modernised equipment and filling lines for ancillary products which are necessary to ensure a steady supply of product to the market. The estimated cost of the project is \$12.5 million. The estimated expenditure for the period April to September 2020 is \$1.2 million.
- **Point of Sale Equipment/Fuel Controllers:** This project involves the upgrade of the current Pay at the Pump system to read the new chip card system i.e. Euro Pay, Master Card and Visa (EMV). Seventy-three (73) kits are currently being procured with ten stations already upgraded. The estimated cost of the



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project is \$9.9 million. The estimated expenditure for the period April to September 2020 is \$1.5 million and \$4.4 million for fiscal 2021.

- **Refurbishing of White-Oil & LPG Tank Refurbishing in Tobago:** This project involves the refurbishment of nine white oil and 12 LPG bullets.

The estimated cost of the project is \$1.5 million. The estimated expenditure for April to September 2020 is \$0.2 million and \$0.2 million for fiscal 2021.

National Quarries Company Limited (NQCL)



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

The company completed repairs of its Wash Plants #3 and #4 at a cost of \$6.0 million.

Trinidad Nitrogen Company Limited (TRINGEN)



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

company is engaged in the manufacturing and sale of anhydrous ammonia using two independent production plants known as Tringen I and Tringen II. More than 95 percent of the company's annual production is exported.

Trinidad and Tobago Upstream Downstream Energy Operations Company Limited

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

spearhead GoRTT's investment initiatives in the energy sector.

Alutrint Limited (Alutrint)

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

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



Alutech Limited (Alutech)

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

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



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



Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) is a wholly owned State Enterprise situated in Brighton, La Brea, Trinidad. The company is charged with the commercial development of the La Brea Pitch Lake, the world's largest deposit of natural asphalt. LATT has been involved in the mining, refining, manufacturing and distribution of high-quality road building materials and other asphalt-related products for over one hundred years and is a global organisation with distributors and alliances in five of the seven continents of the world.

LATT processes and exports Trinidad Lake Asphalt (TLA), the company's flagship product, which is mined from the Pitch Lake. LATT is widely recognised as the superior modifier for refinery bitumen and has been used on every continent in the world over the past century in a number of applications including paving works for some of the largest roadways, highways, bridge decks, racetracks and airport runways across the globe.

In addition to TLA, LATT also has on offer a wide range of products from its Emulsion line such as CRS, CSS, CMS and CSS1H and additionally offers the Lasco range of products which includes products such as Black Paint, UBC and Pipe guard which are also used in a wide variety of applications. Further, LATT is a reseller of Refinery Bitumen.

LATT will continue the following projects:

- **Acquisition of Software and Computers:** This project involves the acquisition of software and computer equipment, including a security camera system, for the improvement of operational efficiency, productivity and data integrity. The estimated cost of the project is \$7.3 million. The projected expenditure for the period April to September 2020 is \$0.1 million and \$0.8 million for fiscal 2021.
- **Upgrade to Existing Facilities:** This project involves the upgrade of its existing facilities including the storage yard, loading facilities, warehouse, buildings and drumming, boiler, container storage, emulsion plants and parking lot. The estimated cost of the project is \$66.1 million. The projected expenditure for the period April to September 2020 is \$1.0 million and \$40.6 million for fiscal 2021.
- **Construction of a Cold Mill TLA Plant (formerly Construction of a New Powdered TLA Plant):** LATT initiated measures to construct a new Cold Mill Trinidad Lake Asphalt Plant (TLA), to introduce a new product in an effort to expand and diversify its operations. The estimated cost of the project was initially \$25.0 million but was revised upwards to \$88.0 million and is being funded through a mixture of debt and retained earnings. To date an estimated \$11.7 million was expended on research and development. The projected expenditure for the period April to September 2020 is \$8.3 million and \$67.7 million for fiscal 2021.
- **Acquisition of Laboratory Testing Equipment:** LATT initiated measures to acquire laboratory testing equipment to ensure that product quality standards are being upheld. The estimated cost of the project is \$9.2 million. The projected expenditure for the period April to September 2020 is \$1.4 million and \$3.4 million for fiscal 2021.
- **Development of Onsite Bitumen Storage Facilities:** This project will enhance onsite storage facilities for bitumen to meet the demands of customers, remain a competitive and viable entity in the bitumen business and to address the changing market dynamics, which were brought about by the complete removal of the C.E.T. for bituminous products. The estimated cost of the project is \$20.0 million. The projected expenditure for the period April to September 2020 is \$11.0 million and \$9.0 million for fiscal 2021.

Business and Trade Expansion - Non Energy Sector

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

Agriculture

Agricultural Development Bank of Trinidad and Tobago (ADB)



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

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

National Agricultural Marketing and Development Corporation (NAMDEVCO)



National Agricultural Marketing and Development Corporation (NAMDEVCO) was created by Act No. 16 of 1991, to engage in the marketing of agricultural produce and the operation of fish markets. NAMDEVCO collects retail and wholesale prices from wholesale and retail markets. The Corporation also provides training and technology support for good agricultural practices, integrated pest management techniques and plant doctor clinics. Additional support is provided to the agricultural sector through the provision of market access locally, regionally and internationally for final produce as well as packing house facilities.

NAMDEVCO has completed the Woodford Lodge Central Farmers Wholesale Market at a cost of \$11.9 million. Currently, the Corporation is implementing a project at the Southern Wholesale Market, which involves the demolition and construction of fish and meat stalls. The estimated cost of the project was revised from \$1.6 million to \$2.5 million and the estimated expenditure for fiscal 2021 is \$2.5 million.



Palo Seco Agricultural Enterprises Limited (PSAEL)



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

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

Cocoa Development Company of Trinidad and Tobago Limited (CDCTT)



Cocoa Development Company of Trinidad and Tobago Limited (CDCTT) was incorporated on December 23, 2013 as a wholly owned State Enterprise with responsibility for the revitalisation of the cocoa industry. The CDCTT's mandate spans the value chain of the cocoa sector, affording the company the flexibility of being both driver and catalyst. The mandate includes expanding cocoa production; facilitating and optimising quality assurance, food safety and traceability systems; encouraging more value addition; creating a globally recognisable 'TT Brand' image for innovative products and related services of excellence; facilitating access to new markets locally, regionally and internationally while

retaining established ones; founding of strategic alliances for research, marketing and distribution; supporting farmers and processors; protecting Intellectual Property (IP) and capturing associated royalties; loosening constraints, such as labour; advocating for a supportive policy framework e.g. incentives along the value chain; fostering a regional approach toward energising the sector; creating a platform for synergistic action locally and regionally; developing and implementing an auction pricing system for beans; and instituting an arbitration and mediation mechanism to support transparency in pricing.

Business Facilitation

ExporTT Limited (ExporTT)

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

The main functions of ExporTT include:

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

Evolving TecNologies and Enterprise Development Company Limited (eTeck)

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

For fiscal 2021, eTeck plans to continue and implement the following projects:

- **Refurbishment of Hilton Trinidad & Conference Centre:**
 - the upgrade of the pool and deck area, repairs to the damaged concrete apron, the replacement of demountable walls in the ballroom and repairs of major structural joint have been completed at a cost of \$13.3 million.
- the construction of a kiosk to protect the electrical switch gear, the remodeling of the Tea Terrace area and repair to slope failure near the tennis court at an estimated cost of \$3.7 million. The estimated expenditure is \$3.3 million for fiscal 2021.
- **Acquisition and Implementation of Information Communication and Technology (ICT):** This project comprises the implementation of electronic surveillance of Tamana InTech Park, upgrade of eTeck's ICT infrastructure as well as security upgrades. The estimated cost of the project is \$2.8 million. The estimated expenditure for the period April to September 2020 is \$0.5 million and \$1.8 million for fiscal 2021.
- **Preventative Maintenance and Ongoing Repairs to Flagship Building:** The scope of the project



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was expanded to include the restoration works to louvered panels, heating, ventilation, and air conditioning (HVAC) grilles of the South Block roof, North Block Roof trellis and repairs to roof. The estimated cost of the project was revised from \$7.7 million to \$6.3 million. The estimated expenditure for fiscal 2021 is \$4.2 million.

- **Upgrade of Preventative Maintenance and Ongoing Repairs to Existing Industrial Parks:** The scope of the project includes the construction of box drains at Frederick Settlement, roof refurbishment at Milford Road Industrial Park, refurbishment works to Waste Water Treatment Plant at Debe and electrical upgrade of Frederick Settlement Industrial Park. The estimated cost of the project was revised from \$11.0 million to \$0.9 million and the estimated expenditure for fiscal 2021 is \$0.9 million.
- **Repairs to the Vanguard Hotel:** The project involves the supply and installation of a new boiler plant room, the replacement of the guest room door locking system and HVAC repairs to the chillers and

cooling towers. The estimated cost of this project is \$50.0 million. The estimated expenditure for the period April to September 2020 is \$0.03 million.

- **Construction of the Alutech Facility:** The Alutech Research and Development Facility Project is aligned to one of the objectives of the Tamana Intech Park—the development of the high-value manufacturing sector. It would be a catalyst for new technology capable of revolutionising the downstream aluminum production whilst improving Trinidad and Tobago's competitive advantage. The estimated cost of the project is \$98.0 million. The estimated expenditure for the period April to September 2020 is \$16.4 million and \$2.2 million for fiscal 2021.
- **Development of Phoenix Park Industrial Park:** This project entails the designs and construction of an industrial park at Phoenix Park, California, in the ward of Couva. The estimated cost of the project is \$709.0 million. The estimated expenditure for the period April to September 2020 is \$281.0 million and \$131.0 million for fiscal 2021.

InvesTT Limited (InvesTT)



InvesTT Limited (InvesTT) was incorporated on November 08, 2011 as a subsidiary of eTeCK. The company was made a wholly owned State Enterprise in 2013. InvesTT's mandate is to:

- Increase Trinidad and Tobago's attractiveness to foreign and local investors via effective branding and promotion of Trinidad and Tobago as the place to invest and do business;
- Stimulate new growth through investor sourcing in targeted sectors;

- Facilitate and provide aftercare of local and foreign investors to retain and grow investment; and
- Stimulate growth through sector ecosystem innovation.

The company promotes investment opportunities within the country's targeted non-energy sectors, which are Aviation Services, Creative Industries, Fish and Fish Processing, Maritime Services and Software Design and Applications.

Trinidad and Tobago Creative Industries Company Limited (CreativeTT)



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

developed in the creative industries include festivals, film, music, fashion, literature and publishing and broadcasting. The company is the parent company of Trinidad and Tobago Film Company Limited (FilmTT), Trinidad and Tobago Music Company Limited (MusicTT) and Trinidad and Tobago Fashion Company Limited (FashionTT).

Trinidad and Tobago Free Zones Company Limited (TTFZ)



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

The Free Zones Programme of Trinidad and Tobago was designed to attract local and foreign investment in export-driven projects that create jobs, develop skills, create external markets for products, generate net foreign exchange earnings and deepen the country's technology base. This is part of the Government's drive to diversify the economy away from energy.

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



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

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



Communication Technologies

TTT Limited (TTT)



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

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

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

National Information and Communication Technology Company Limited (iGovTT)



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

of Government's enterprise-wide Information and Communication Technology (ICT) strategies and programmes, such as ttconnect, in which Government services are provided online.

Electricity

Trinidad and Tobago Electricity Commission (T&TEC)



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

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

These annual upgrades are executed through projects funded by retained earnings which are classified as follows:

- **Rehabilitation/Upgrade of Existing Substations:** This project involves the installation of new larger transformers and upgrade or change out of circuit breakers or switch board to meet the increased demand of electricity at the respective load centres. The estimated cost of this project was revised from \$167.8 million to \$184.6 million. The projected expenditure for the period April to September 2020 is \$20.0 million and \$79.1 million for fiscal 2021.
- **Construction of Overhead Lines and Underground Cable Circuits:** This project involves the construction of overhead lines and underground extensions and 12kV feeders to supply electricity to new developments. The estimated cost of the project was revised from \$72.9 million to \$44.0 million. The projected expenditure for the period April to September 2020 is \$22.8 million and \$11.2 million for fiscal 2021.
- **Rehabilitation and Upgrade of Existing Overhead Lines & Underground Cables:** This project involves the re-conducting of existing overhead lines and

the replacement of existing underground cables to facilitate change out of aging infrastructure or bring additional capacity on to the national grid. The estimated cost of the project was revised from \$86.2 million to \$76.0 million. The projected expenditure for the period April to September 2020 is \$33.8 million and \$26.7 million for fiscal 2021.

- **Upgrade of IT, Communication, Metering, Protection and Security Infrastructure:** This project involves the purchase of new supporting equipment for SCADA backup upgrade to OSI Master Station and further upgrades to the Call Centre. Construction of Point Fortin communication tower and video surveillance installations at various locations. The estimated cost was revised from \$20.1 million to \$30.5 million. The projected expenditure for the period April to September 2020 is \$7.2 million and \$16.1 million for fiscal 2021.
- **Upgrade of Office Buildings, Equipment and Facilities:** This project involves the upgrade of office buildings and facilities and procurement of equipment to support administrative, operations and project activities. The estimated cost was revised from \$270.1 million to \$191.6 million. The projected expenditure for the period April to September 2020 is \$27.7 million and \$134.7 million for fiscal 2020.
- **Other Projects:** The project scope includes the replacement of Oil RMUs, acquisition of the Fyzabad/Otaheite Right of Way and LED street lighting project. The estimated cost was revised from \$19.1 million to \$37.8 million. The projected expenditure for the period April to September 2020 is \$3.5 million and \$10.5 million for fiscal 2021.



FINANCIAL SERVICES

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



Trinidad and Tobago Export Credit Insurance Company Limited (EXCICO) was incorporated on December 31, 1973 and was renamed Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) on November 4, 1997. The company's mandate continues to be facilitating the growth and expansion of the non-energy export and

manufacturing sectors in order to enhance the foreign exchange earnings of Trinidad and Tobago, and to create and sustain employment through the provision of short-term trade-financing products, inclusive of term loans, guarantees and export credit insurance coverage to the exporting community.

First Citizens Holdings Limited (FCHL)



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

National Investment Fund Holding Company Limited (NIF)



National Investment Fund Holding Company Limited (NIF) was incorporated on May 28, 2018 as a wholly owned State Enterprise to perform Trustee functions. NIF has oversight of the portfolio of assets within the company, which comprise power, finance and manufacturing assets. NIF's portfolio comprise shares in the following companies:

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

Portfolio Credit Management Limited (PCML)

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

National Enterprises Limited (NEL)

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

The company's portfolio includes:

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

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

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

National Entrepreneurship Development Company Limited (NEDCO)

National Entrepreneurship Development Company Limited (NEDCO) was incorporated on April 25, 2002 and is a wholly owned State Enterprise. NEDCO provides

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

Taurus Services Limited (TAURUS)

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

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



Trinidad and Tobago Mortgage Finance Company Limited (TTMF)



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

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

The company also provides mortgages under the two percent financing regime as part of GoRTT's thrust to

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

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

CLICO Trust Corporation Limited (CTC)

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

Bank Limited and GoRTT's securities which are held in trust in accordance with the provisions of the Trust Deed. The fund will be terminated on the redemption date of January 02, 2023.

MANUFACTURING SERVICES

National Flour Mills Limited (NFM)

National Flour Mills Limited (NFM) was incorporated in 1972 with the Government holding the majority of the issued share capital. The minority shareholdings of two foreign investors were purchased by GoRTT making it a wholly owned State Enterprise in 1980. In May 1995 the shares of the company were listed on the TTSE. NEL

owns 51 percent of the shares, with the remainder being held by private investors. NFM's principal activities are the production and distribution of a range of products including rice, flour, animal and poultry feed and soya products.

Port of Spain Shopping Complex Limited (POSSCL)

Port of Spain Shopping Complex Limited was incorporated on February 26, 2020 as a wholly owned State Enterprise to facilitate the operation and management of Eastside Plaza, New City Mall and No. 43 Independence Square, Port of Spain.

TOURISM

Tourism has been a major source of income for many countries and affects the economy of both the source and host countries. Tourism has potential for generating employment, foreign exchange and diversification of the economy.

Golden Grove-Buccoo Limited

Golden Grove-Buccoo Limited was incorporated on December 2, 2016 and was assigned the responsibility for negotiating an economically viable agreement with Sandals Resorts International 2000 Inc. towards the

implementation of the proposal to invest in Sandals Resort Tobago known as The Golden Grove-Buccoo Project. This project was discontinued.



Tourism Trinidad Limited (TTL) (formerly known as Tourism Trinidad Destination Marketing Management Company Limited)

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

The company is mandated to develop and market the business, conference and meetings product of Port of Spain, the development of niche products, including culture, festivals, sports and the like, and the provision of business advisory services.

Trinidad and Tobago Tourism Business Development Limited (TTTBDL)



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

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

In May 2013, the mandate of TTTBDL was expanded to include the administration of the Government Loan Guarantee Programme (GLG). The GLG is for developing PPPs for tourism-development programmes for hotels with an excess of 50 rooms to a maximum of 1000 rooms.

Transport and Communication

National Helicopter Services Limited (NHSL)

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

The following projects are on hold:

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

Caribbean Airlines Limited (CAL)

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

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

Port Authority of Trinidad and Tobago (PATT)

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

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



Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)



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

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

PLIPDECO will continue the following projects in fiscal 2021:

- **Acquisition of Equipment on a Phased Replacement Programme:** This project is geared towards continuously improving the efficiency of Port operations. The estimated expenditure for fiscal 2021 is \$5.7 million for one Empty Container Handler and one manlift.

- **RTG Bay Rehabilitation:** This project involves the rehabilitation of Berth 5, the undulating surfaces of the RTG bays and the extension of the Export bay. The total estimated cost of this project is \$69.5 million. The repairs to Berth 5 commenced in fiscal 2019, while the RTG Bay has been rescheduled to fiscal 2021. The projected expenditure for the period April to September 2020 is \$15.0 million and \$54.5 million for fiscal 2021.
- **Construction of Warehousing (Phase 1):** PLIPDECO plans to construct additional warehousing space at an estimated cost of \$40.0 million. The concept design was completed and construction has been re-scheduled for fiscal 2021. This project will also involve the construction of a building to store and archive the records of the Corporation.

Telecommunications Services of Trinidad and Tobago Limited (TSTT)



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

TSTT continues with its strategic plan to specifically address global, regional and organisational challenges. The primary mandate is to transform TSTT from a legacy telecommunications company to an agile broadband communications company. TSTT has created a new operating business model, one which is process driven and is designed around customer centricity. The new Lines of Business (LOB) include Wireless Solutions, Enterprise Solutions, Traditional Services and Amplia Communications. Each LOB is designed to operate autonomously, structured around sales, service and support and focuses on end to end customer service.

TSTT will continue to implement the following projects for 2021:

- **Wireless Line of Business:** This Division comprises of all wireless services and includes Mobile, Fixed Wireless Services (WTTx) and Digital Video Broadcasting - Terrestrial (DVBT) services:
 - **Mobile** – responsible for Voice (prepaid, postpaid, Roaming, SMS) and all mobile data;
 - **Fixed Wireless Service** – responsible for broadband, entertainment and voice services over WTTx; and
 - **DVBT Service** – responsible for broadcast TV services.

- **Mobile:** TSTT continued investment in both the expansion in the number of cell sites, as well as, capacity improvements to existing sites, leading to improvements in its mobile voice and data coverage throughout Trinidad and Tobago including real-time internet experience, live streaming, online gaming and faster data rates (above 10MB).
- **Broadband:** TSTT’s broadband strategy continues to be a two-prong approach, using a combination of wired fiber (FTTx) and Wireless (WTTx). TSTT continues to make significant capital investment in Fiber and its Wireless Broadband infrastructure, expanding both the number of sites and network capacities throughout Trinidad and Tobago. Through these investments TSTT has been able to migrate 52K residential customers from its aged legacy plant to its Wireless Fixed Access Network and on its fiber deployment.

The estimated cost of this project has been revised from \$2,348.3 million to \$2,365.7 million. The projected expenditure for the period April to September 2020 is \$62.8 million and \$62.8 million for the fiscal 2021.

- **Enterprise Line of Business:** This division is responsible for meeting the demands of TSTT’s major corporate customers as well as GoRTT and the Tobago House of Assembly (THA). The company continued with the expansion of its Data Center build-out and deployment of its Public Cloud Network, allowing the company the ability to offer a number of attractive Hosted Solutions such as Private, Public Cloud, IP PABX and data storage for business continuity applications in the business sector.

The estimated cost of this project has been revised from \$575.7 million to \$514.6 million. The projected

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expenditure for the period April to September 2020 is \$4.4 million and \$4.4 million for the fiscal 2021.

- **Shared Services (formerly Support Services):** The Shared Services function is a business partner ecosystem model, supporting the LOBs by enabling them to focus on the execution of their corporate priorities and the specific initiatives that drive the strategic imperatives of the company. The Shared Service group comprises the Financial, Technology, Marketing & Communication, Legal & Regulatory, and HR/IR support services. The Technology Division is responsible for the efficient deployment of new technology and network wide services, as well as, maintaining the existing IT infrastructure and network elements. In light of the new operating business model the support function includes:
 - Upgrade of the core network to support both FTTx and WTTx technology rollout;
 - Expanded Mobile 4G FDD LTE network from 192 sites to 254 sites providing ubiquitous 4G LTE coverage;
 - Expanded network infrastructure to support the WTTx with a compliment of 357 cell sites providing 95% coverage, facilitating the migration of customers from legacy copper to WTTx;
 - Build out of TSTT 5G Network infrastructure. TSTT's initial rollout- comprising 50 sites in areas of economic activities such as; the Industrial Estates, City Centers, University Campuses and, Government Campus;
 - TSTT's One Network project is a state-of-the-art network infrastructure programme which involves replacing several of TSTT's disparate legacy networks with a single integrated network. As part of the One network design TSTT's IP/MPLS Core was upgraded to 100GB and its Enhanced Packet Core (EPC) and aggregation network was upgraded to provide 40GB connectivity. This

provides improved throughput and together with enhanced features such as Software Defined Networking (SDN) provides improved network management capabilities allowing for better management of the various traffic segments that traverse TSTT's core network; and

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

The estimated cost of this project has been revised from \$1,147.0 million to \$1,189.5 million. The projected expenditure for the period April to September 2020 is \$38.4 million and \$38.4 million for the fiscal 2021.

- **Traditional Services:** This is the migration of customers from aged legacy copper plant to Fixed Wireless Access (FWA) network infrastructure referred to as WTTx. To provide ubiquitous broadband coverage, TSTT has expanded its WTTx 2.5GHz TDD LTE coverage by expanding services on the number of cell sites. The company has a total of 357 WTTx sites and has migrated over 52,000 customers.

The estimated cost of this project has been revised from \$549.1 million to \$587.8 million. The projected expenditure for the period April to September 2020 is \$5.0 million and \$5.0 million for the fiscal 2021.

- **Amplia Communications:** Amplia is the residential fiber arm of TSTT offering High-Speed Internet, TV, Voice & Security, delivered over a 100 percent Fiber Optic network. The company continues to invest in the deployment of fiber infrastructure and to date, Amplia has passed 132,000 homes and connected 33,000 customers with Fiber services.

The estimated cost of this project has been revised from \$255.7 million to \$378.8 million. The projected expenditure for the period April to September 2020 is \$13.1 million and \$13.1 million for the fiscal 2021.

Social Infrastructure

Education and Training

Education Facilities Company Limited (EFCL)



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

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

Export Centres Company Limited (ECCL)



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

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

MIC Institute of Technology Limited (MIC-IT)



MIC Institute of Technology Limited (MIC-IT) was incorporated on December 11, 1974 and 46.7 percent owned by GoRTT. Its principal activities are the training of personnel in the manufacturing of tools, dies, moulds,

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



National Commission for Self Help Limited (NCSHL)



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

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

National Schools Dietary Services Limited (NSDSL)



National Schools Dietary Services Limited (NSDSL) was incorporated on July 3, 2002 as a wholly owned State Enterprise. The primary responsibility is managing the School Nutrition Programme, which includes the establishment of criteria for the selection of caterers and the development of quality control mechanisms.

The main objectives of the programme are:

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

National Maintenance Training and Security Company Limited (MTS)



National Maintenance Training and Security Company Limited (MTS) is a wholly owned State Enterprise incorporated on November 27, 1979 to provide security and maintenance services to schools and learning institutions in Trinidad and Tobago. The company's mandate was expanded to include grounds maintenance, technical maintenance, horticultural and landscaping services and project management to the wider public.

Twenty-Seven Priority Schools

The Ministry of Finance entered into a contract with MTS for the provision of project management services for the completion of construction and outfitting of 27 priority schools. The first phase involves the assessment of works undertaken to complete the 27 priority schools and an evaluation of the existing contracts to determine whether the scope of works needed to be re-scoped or re-negotiated. The second phase involves the sourcing of funds and the agreed scope of works to commence remedial works/construction.

Subsequently, the number of priority schools was reduced from 27 to 24, with one school still to be costed. Three schools were started and completed in fiscal 2020—Wallerfield ECCE, Hillview College and Belmont Boys RC—at an estimated cost of \$4.7 million, \$11.6 million and 3.0 million, respectively.

The following is the status of 20 schools:

- **St. Augustine Girls High School:** This project involves the construction of a Science Laboratory and Cultural Centre. The estimated cost of the project is \$51.7 million and the estimated expenditure for fiscal 2021 is \$43.7 million. The project is 40% complete.
- **San Juan Boys and Girls Government Primary Schools:** This project involves the construction of a new school. The estimated cost of the project is \$45.9 million and the estimated expenditure for the period April to September 2020 is \$2.0 million and \$41.6 million for fiscal 2021. The project is 70% complete.
- **Chatham Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$26.8 million and the estimated expenditure for the period April to September 2020 is \$1.9 million and \$23.3 million for fiscal 2021. The project is 93% complete.
- **Santa Flora Government Primary School:** This project involves the construction of a new primary school to replace the existing facility. The estimated cost of the project is \$36.7 million and the estimated expenditure for the period April to September 2020 is \$1.7 million and \$30.5 million for fiscal 2021. The project is 84% complete.
- **Siparia Union Presbyterian Primary School:** This project involves the construction of a new primary school to replace the existing facility. The estimated cost of the project is \$43.4 million and the estimated expenditure for the period April to September 2020 is \$8.4 million and \$32.8 million for fiscal 2021. The project is 47% complete.
- **Holy Cross College:** This project involves the construction of a new Multi-Level Block to house science laboratories and classrooms and a new auditorium building. The estimated cost of the project is \$37.1 million and the estimated expenditure for fiscal 2021 is \$30.7 million. The project is 67% complete.
- **Marabella Anglican Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$39.2 million and the estimated expenditure for the period April to September 2020 is \$0.7 million and \$34.3 million for fiscal 2021. The project is 70% complete.
- **Malabar Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$38.6 million and the estimated expenditure for the period April to September 2020 is \$2.3 million and \$29.6 million for fiscal 2021. The project is 73% complete.
- **Fanny Village Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$48.9 million.



SOCIAL INFRASTRUCTURE

- million and the estimated expenditure for fiscal 2021 is \$44.9 million. The project is 2% complete.
- **Egypt Oasis ECCE:** This project involves the construction of a new ECCE. The estimated cost of the project is \$7.6 million and the estimated expenditure for fiscal 2021 is \$7.3 million. Construction is to commence in fiscal 2021.
 - **Arima Central Secondary School:** This project involves the construction of a new two storey building to house science laboratories and a music room as well as the refurbishment of three existing buildings and the washrooms. The estimated cost of the project is \$30.3 million and estimated expenditure for fiscal 2021 is \$27.8 million. Construction is to commence in fiscal 2021.
 - **Belle Vue ECCE:** This project involves the construction of a new school. The estimated cost of the project is \$10.3 million and estimated expenditure for fiscal 2021 is \$9.8 million. Construction is to commence in fiscal 2021.
 - **La Horquetta North ECCE:** This project involves construction of an ECCE. The estimated cost of the project is \$6.0 million and estimated expenditure for fiscal 2021 is \$5.7 million. Construction is to commence in fiscal 2021.
 - **Barataria North Secondary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project is \$173.7 million and the estimated expenditure for fiscal 2021 is \$166.0 million. Construction is to commence in fiscal 2021.
 - **Lower Morvant Government Primary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project is \$50.2 million and the estimated expenditure for fiscal 2021 is \$48.0 million. Construction is to commence in fiscal 2021.
 - **St. Joseph Secondary:** This project involves structural, remedial and outfitting works. The estimated cost of the project is \$146.6 million and the estimated expenditure for fiscal 2021 is \$140.3 million. Construction is to commence in fiscal 2021.
 - **Holy Name Convent:** This project involves the construction of a new additional block to house various extra-curricular school activities. The estimated cost of the project is \$26.7 million and the estimated expenditure for fiscal 2021 is \$25.3 million. Construction is to commence in fiscal 2021.
 - **Picadilly Government Primary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project is \$40.9 million and the estimated expenditure for fiscal 2021 is \$39.1 million. Construction is to commence in fiscal 2021.
 - **Ramai Trace SDMS Primary School:** This project involves structural and remedial works. The estimated cost of the project is \$37.4 million and the estimated expenditure for fiscal 2021 is \$35.2 million. Construction is to commence in fiscal 2021.
 - **Mt. Hope Secondary School:** This project involves significant structural retrofitting and remedial works. The estimated cost of the project is \$258.2 million and the estimated expenditure for fiscal 2021 is \$246.6 million. Construction is to commence in fiscal 2021.

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



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

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

Community

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

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

UDeCOTT will continue to implement the following projects in fiscal 2021:

- **Diego Martin Sporting Complex** - Phase II involves the development of a new community playing field, hard courts and washroom facilities including landscaping and external works.

The estimated cost of Phase II is \$13.3 million and the projected expenditure for the period April to September 2020 is \$6.6 million and \$6.6 million for fiscal 2021.

The CEPEP Company Limited

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

Based Environmental Protection and Enhancement Programme in Trinidad and Tobago.

**East Port of Spain Development
Company Limited (EPOS)**

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

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



Rural Development Company of Trinidad and Tobago Limited (RDC)



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

RDC expedites the implementation of projects to provide physical infrastructure, utilities and social facilities in the rural areas to improve the quality of life of the residents in those communities. Its capital expenditure programme for 2020/2021 includes:

- **Construction of Bridges:** This project involves the construction of five bridges in several areas including North Manzanilla, Fishing Pond, El Tucuche off Maracas Royal Road, SLIE Farm Road and Caprietta Road. The estimated cost of the project is \$21.4 million. The estimated expenditure for the period April to September 2020 is \$5.6 million and \$14.1 million for fiscal year 2021.
- **Road and Drainage Works:** This project involves the construction and/or upgrade of over 60 roads and drains in various areas including Maracas/St. Joseph, Tunapuna, San Juan/Barataria, Diego Martin, La Brea, San Fernando, Oropouche among others. Works include construction of R.C. open box drain, clearing of waterways, construction of culvert crossing and driveway entrances, widening of box drains, removing debris and de-silting of existing

earthen drains. The estimated cost for the project is \$67.1 million. The estimated expenditure for the period April to September 2020 is \$11.6 million and \$45.8 million for fiscal year 2021.

- **Construction of Retaining Walls:** This project involves the construction of 20 retaining walls in ten different areas including Moruga/Tableland, Fyzabad, Couva, La Horquetta, Diego Martin and St. Joseph. The estimated cost of the project is \$33.0 million. The estimated expenditure for the period April to September 2020 is \$4.4 million and \$26.8 million for fiscal year 2021.
- **Refurbishment Works at Recreation Grounds, Basketball Courts, Multipurpose Complex:** This project involves refurbishment works at recreation grounds and sporting arenas like Diamond Multipurpose Complex, Belle View Recreational Ground at Brighton La Brea, Recreation Grounds in Mt. D'Or, Marabella Recreational Grounds, Phase 7 La Horquetta, Cowie Warner Park, Roy Joseph Basketball Court, Olera Heights Facility, Mahogany Avenue Basketball Court, Bayshore Basketball Court, San Fernando Hill Basketball Court and a Girls Guide Hut at Tarcarigua. Works vary at each site and may include; refurbishment of the existing pavilion/basketball court, bleachers and washroom facilities, the construction of car park or jogging track and installation of chain-link fences. The estimated cost of the project is \$25.6 million. The estimated expenditure for the period April to September 2020 is \$5.1 million and \$19.2 million for fiscal year 2021.

The Sports Company of Trinidad and Tobago Limited (SPORTT)



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

- Provide advice and make recommendations to then Ministry of Sport, now the Ministry of Sport and Community Development (MSCD), on matters relating to sport and physical recreation;
- Collaborate with MSCD, MOE, the University of the West Indies (UWI) and other relevant agencies for the establishment of an Institute of Sport at UWI, St. Augustine, University of Trinidad and Tobago (UTT) and other designated agencies;
- Implement suitable programmes for total participation in high performance sport;
- Administer sports as agreed to by the Ministry responsible for sport;

- Manage and maintain sport facilities; and
- Design and set standards for national coaching programmes and coaching certification.

SPORTT continues the development and upgrade of grounds, park and spaces. This project consists of six regional grounds and three sub-regional grounds throughout Trinidad and is funded through a bond facility in the sum of \$495.9 million. The construction of each of these grounds includes grassing, outfield works, cricket pitch, football field, basketball court, multipurpose hard court, pavilion, bleachers, fencing, gates, gymnastics hall, lighting, electrical works, play park and practice nets. Two have been completed, one is ongoing and six have been re-purposed. The estimated expenditure for the period April to September 2020 is \$21.4 million and \$50.0 million for fiscal 2021.

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



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

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

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



Housing and Settlements

Estate Management and Business Development Company Limited (EMBD)



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

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

Trinidad and Tobago Housing Development Corporation (HDC)



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

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

Health

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

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

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



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

UDeCOTT will undertake the following projects in fiscal 2021:

- **Multi-Storey Car Park in San Fernando (formerly San Fernando General Hospital Car Park):** This project involves the design and construction of a multi-storey car park in San Fernando. The city serves as the major commercial and economic hub for much of Southern Trinidad and continued growth and development of the city has resulted in mounting pressure on the existing services and physical infrastructure of the city, to adequately meet the needs of citizens.

The estimated cost of the project was revised from \$85.1 million to \$118.4 million. The estimated expenditure for April to September 2020 is \$11.8 million and for fiscal 2021 is \$48.2 million. The project is expected to be completed in fiscal 2022.

- **Construction of the Arima Hospital:** This project involved the design and construction of a 275,000 sq.ft., 150-bed hospital located south of the existing Arima District Health Facility. The Arima General Hospital services include General Medicine, General Surgery, Gynaecology, Obstetrics, Psychiatry, Burns, High Dependency (ICU) and Accident and Emergency. This project was previously funded through PSIP however, from fiscal 2018 it is funded through a GoRTT-serviced loan.

The estimated cost of the project is \$1,601.3 million and the projected expenditure for the period April to September 2020 is \$79.4 million and \$ 82.6 million for fiscal 2021. Works were completed and the project is in the defects liability period.



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- **Construction of the Point Fortin Hospital:** This project involved the design and construction of a 100-bed hospital with a building area of approximately 175,000 sq.ft. The site is located at Point Fortin Main Road, Point Fortin, consisting of three levels, and comprising primarily of 20 internal medicine beds, 20 general surgery beds, 10 gynaecology beds, 15 obstetrics beds, 6 psychiatric beds and 4 high-dependency beds. The project is funded through a Government-to-Government arrangement and a loan facility.

The estimated cost of the project is \$1,262.4 million. The projected expenditure for the period April to September 2020 is \$175.6 million and \$37.5 million for the fiscal 2021. Works were completed and the project is in the defects liability period.

- **Re-development of Central Block at the Port of Spain General Hospital:** This project has four phases:
 - Phase I – Enabling Works – Construction of new structure/s to house the central Stores, Engineering and Biomedical Departments as well as demolition of the existing building currently utilised by the said Departments.

- Phase II – The Design, Build and Equipping of the new Central Block procured through a Build, Own, Lease, Transfer (BOLT) arrangement.
- Phase III – The Design, Build Services for the Relocation of Medical Wards to COSTATT Building.
- Phase IV – The Design, Build Services for the Relocation of Surgical Wards and Operating Theatre to First Floor of A&E at the St James Medical Complex.

The estimated cost of the project is \$1,269.5 million. The projected expenditure for the period April to September 2020 is \$260.5 million and \$510.4 million for fiscal 2021.

- **Construction of the Sangre Grande Hospital:** This project involves the design and construction of a 106-bed hospital including Surgical Services, Imaging Services, Outpatient Services and Emergency Services inclusive of all major medical equipment. The estimated cost of the project is \$1,059.9 million. The project expenditure for the period April to September 2020 is \$33.8 million and \$408.7 million for the fiscal 2021. The project scheduled completion date is August 2022.

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

The Couva Medical and Multi-Training Facility (CMMF) Limited was incorporated on July 3, 2018 to facilitate the operationalisation of the Couva Medical and Multi-

Training Facility. The company is jointly owned by GoRTT and the University of the West Indies.

Administration

Public Order and Safety

Airports Authority of Trinidad and Tobago (AATT)



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

- **Upgrade of Building Management System (BMS):** The scope of works include the supply and installation of hardware devices and software package to upgrade the existing BMS for the air conditioning system and to interface the lighting and electrical systems at both north and south terminals, airfield lighting system, elevators, escalators and fire alarm system. The estimated cost of the project is \$12.0 million. The estimated expenditure for the period April to September 2020 is \$1.6 million and the project is scheduled for completion in fiscal 2020.
- **Replacement of Security Screening Equipment Carry-on/Walk-Thru Metal Detectors:** This project involves the replacement of the X-Ray scanners for carry-on luggage and full body scanners at both PIA and ANRRIA to meet International Civil Aviation Organisation (ICAO) standards and Trinidad & Tobago Civil Aviation requirements. The estimated cost of the project is \$20.0 million and the estimated expenditure for fiscal 2021 is \$9.5 million.
- **Repairs to Perimeter Fencing at Piarco International Airport:** This project entailed the removal the existing perimeter chain link fence and supply, fabricate and install new mesh galvanised steel fabric at PIA. The estimated cost of the project was revised from \$15.0 million to \$19.1 million. This project is now funded under PSIP.
- **Replacement of one 500 ton Magnetic Chiller at North Terminal, Piarco International Airport:** This project entails the replacement of one 500 ton magnetic Chiller #1 for the air conditioning system at North Terminal, PIA at a cost of \$3.8 million. The project is scheduled for completion in fiscal 2020.
- **The Upgrade of Oracle E-business Suite Application:** This project includes the upgrade of the existing Oracle E-Business software hardware systems. The estimated cost of the project is \$6.1 million. The estimated expenditure for the period April to September 2020 is \$2.0 million and \$0.3 million for fiscal 2021.



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



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

public sector as a whole and to private sector interests. The company provides a wide range of fleet (vehicle) management functions including vehicle maintenance, vehicle telematics (tracking and diagnostics), driver management, fuel management and health & safety management.

PUBLIC ADMINISTRATION

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



UDeCOTT will undertake the following projects in fiscal 2021:

- **Parliamentary Complex:** The restored Red House will form the nucleus within a distinct parliamentary precinct, such precinct to include a companion building for the Office of the Parliament. The estimated cost of the project was revised from \$98.8 million to \$104.1 million. The projected expenditure for the period April to September 2020 is \$10.6 million and \$2.6 million for fiscal 2021. The project is in the defects liability period.
- **Restoration of President's House:** This project involved the restoration of President's House to accommodate the expanded functions of the Office of the President. The estimated cost of the project was \$100.0 million. The projected expenditure for the period April to September 2020 is \$10.1 million and \$1.7 million for fiscal 2021. This project is complete and is in the defects liability period.
- **Heritage Library:** This project involves the restoration and rehabilitation of Heritage Library to house the Eric Williams Memorial Collection. The estimated cost of the project was \$15.8 million. The projected expenditure for the period April to September 2020 is \$15.0 million and \$2.8 million for fiscal 2021. Construction is 63% complete.
- **Repairs to Assembly Hall at Queen's Royal College:** This project involves the restoration and rehabilitation of dilapidated Assembly Hall of the Queen's Royal College. The estimated cost of the project is \$4.5 million. The projected expenditure for the period April to September 2020 is \$4.3 million and \$0.2 million for fiscal 2021. The project is scheduled to be completed by August 2020.
- **Judiciary – Relocation of the Civil High Court and Civil Division:** The project involves relocation of the Civil High Court and Civil Division of the Court of Appeal from the Hall of Justice to Tower D

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at International Waterfront Centre with the design and fit-out of 13 storeys at Tower D. The estimated cost of the project is \$54.3 million. The estimated expenditure for the period April to September 2020 is \$51.6 million and \$2.7 million for fiscal 2021.

- **Ministry of Health Headquarters:** This project involves the construction and fit-out of a highrise office building to house the Ministry of Health (MoH) headquarters and ancillary departments at Queen's Park East using a Build, Own Lease, Transfer (BOLT) arrangement. The estimated cost of the project is \$280.7 million. The estimated expenditure for the

period April to September 2020 is \$50.0 million and \$100.0 million for fiscal 2021.

- **Penal/Debe Regional Corporation – Administrative Building:** This project involves the construction of a two storey structure consisting of mainly office space with centralised services designed to meet the expanded responsibilities of the Corporation. The building will also provide a multi-functional meeting room space. The estimated cost of the project is \$36.8 million. The estimated expenditure for the period April to September 2020 is \$3.1 million and \$25.3 million for fiscal 2021.

National Infrastructure Development Company Limited (NIDCO)



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

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

In August 2017, GoRTT approved the continuation of the construction of the SHHEPF under four work packages:

- Completion of Mon Desir Interchange Bridge and Oropouche River Bridge;
- Completion of No. 8 Road Overpass and Guapo River Bridge;
- Completion of Mon Desir to Eccles Trace and St. Mary's Junction to Mon Desir; and

- Completion of the highway segment between Southern Main Road and Dunlop Roundabout.

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

- Completion of the Delhi Road Overpass Bridge and Grants Road Interchange Bridge;
- Completion of the St. Mary's Interchange;
- Completion of 4.0 km of highway between Eccles Trace and La Brea Interchange as well as construction of the 2.0 km La Brea Connector Road;
- Construction of Southern Main Road Overpass and La Brea I/C Bridge; and
- Completion of 2.6 km of highway between the La Brea Interchange to the Southern Main Road and Fyzabad Road to the Mon Desir Interchange.

NIDCO's current objective for the SHHEPF project is to complete a priority link consisting of 29 km



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from Dumfries to Dunlop with a connection back to Fyzabad. To this end, the construction of this priority link, is being pursued under 12 work packages.

The estimated cost of the project is \$7,500.0 million and the projected expenditure for the period April to September 2020 is \$240.1 million and \$1,226.0 million for fiscal 2021.

- **ANR International Airport (ANRRIA):** The scope of the project is disaggregated as follows:
 - a) **Main Works:** Development of a state-of-the-art passenger terminal area, including a new terminal building, at the site provided, with capacity to serve a minimum of three million passengers in its first phase of development;
 - b) **Upgrade Works:** Development of provisional facilities in the existing terminal area to allow improving the existing service level of the domestic and cargo operations in the current airport; and
 - c) **Consultancy Services:** Engagement of Construction Supervisor; Technical Advisory Services; Land Acquisition Consultancy Services.

The estimated cost of the project is \$1,277.0 million. The estimated expenditure for the period April to September 2020 is \$457.0 million and \$489.0 million for fiscal 2021.

- **Acquisition of two (2) Fast Ferries:** This project involves the design, construction and delivery of a 94m high-speed passenger/cargo roll-on/roll-off catamaran by the shipbuilders AUSTAL and the design construction and delivery of a 100m high-speed passenger/cargo roll-on/roll-off catamaran ferry by INCAT. The estimated cost of the project is \$1,007.0 million. The estimated expenditure for the period April to September 2020 is \$48.0 million and for fiscal 2021 is \$99.0 million.
- **Construction of San Fernando Magistrate Court:** This project entails the construction of the San Fernando Magistrate Courts as initiated by the Judiciary of the Republic of Trinidad and Tobago. It consists of a seven-storey building including a basement. This building is to be constructed for the use of Magistrates' courts, office for Judiciary staff and personnel, prison cells for men, women and children and other judicial functions. The estimated cost of the project is \$75.0 million. The estimated expenditure for the period April to September 2020 is \$18.0 million and \$55.0 million for fiscal 2021.

National Lotteries Control Board (NLCB)



The National Lotteries Control Board (NLCB) was established on August 12, 1968 in accordance with Act No. 22 of 1968 to promote, organise and conduct national lotteries in the Republic of Trinidad and Tobago. In March 1994, the National Lotteries Regulations were amended to include the operation of on-line games. In July 1994, the on-line games Lotto Plus and Play Whe were launched. These were followed by Pick 2 and Donsai,

which were launched in June 1996 and August 1997 respectively. The Instant Money Game was launched in accordance with Act No. 32 of 1998, the surplus from which is paid into the Sports and Culture Fund. CashPot was launched in October 1999 and Pick 4 was launched in November 2012. The surplus from the on-line games is paid into the Consolidated Fund.

Trinidad and Tobago Postal Corporation (TTPost)

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

financial, electronic and telecommunication services both locally and internationally.

Water and Sewerage Authority (WASA)

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

- **National Social Development Programme (Water Component)** – The programme, which commenced in 2002, is aimed at improving water supply to the population where the water supply was less than 84 hours per week and in areas that were without a water supply. The programme involves the implementation of 513 projects, of which 502 have been completed, eight are in progress and three are no longer required because of system reconfigurations. The programme is financed by a bond issue in the sum of \$304.0 million. The projected expenditure for the period April to September 2020 is \$1.72 million and \$0.1 million for fiscal 2021. The project is 98% complete.
- **Water and Wastewater Construction/Refurbishment Programme** – The programme involves the construction/refurbishment of water storage facilities, new booster stations, the implementation of a network management system,

a pressure management system, the replacement of leaking mains and the expansion of the Trinity Reservoir. This includes the implementation of 99 projects, of which 70 were completed, one was suspended, one is being funded under PSIP-IDF, 25 projects have been deferred whilst two are being funded under the IDB programme. The programme is financed by a bond issue in the amount of \$1,335.9 million. The projected expenditure for the period April to September 2020 is \$26.5 million and \$29.6 million for fiscal 2021. The project is 81 percent complete.

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

The construction of the wastewater treatment plant in Malabar has been completed and the plant is now operational. The San Fernando project is progressing with the installation of electrical, instrumentation and control, buildings and ancillary pipe works. The project is approximately 84.6% complete.



ADMINISTRATION

The institutional strengthening component involves the engagement of a consultant for the provision of corporate governance services. The financial system and Geographic Information System database are being used to update the customer billing system, which is 90 percent complete. The estimated cost of the programme is \$1,577.6 million. The projected expenditure for the period April to September 2020 is \$53.2 million and \$161.8 million for fiscal 2021.

- **Modernisation and Wastewater Infrastructure Rehabilitation Programme** – The programme involves improvement works in the areas of environmental conditions within the country, personnel/staff efficiency and wastewater management operations and maintenance performance. The programme comprises three components:

- Improvement of Trinidad and Tobago wastewater system which involves the refurbishment, upgrade and integration or decommissioning of malfunctioning wastewater treatment plants;
- Restructuring of the organisational structure to improve efficiency within the Authority; and
- Institutional strengthening of the wastewater management operations and maintenance performance which includes training activities for the new standard operating procedures for the improved wastewater systems.

The estimated cost of the programme is \$320.0 million and is funded by a US\$50.0 million bond issue. The projected expenditure for the period April to September 2020 is \$8.8 million and \$31.8 million for fiscal 2021.

Appendix I

Ministry of Finance, Investments Division

Companies Shareholding List**Wholly owned**

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

RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



LIST OF STATE AGENCIES

11. National Maintenance Training and Security Company Limited	100% GoRTT
12. National Schools Dietary Services Limited	100% GoRTT
13. Port of Spain Shopping Complex Limited	100% GoRTT
14. Rural Development Company of Trinidad and Tobago Limited	100% GoRTT
15. The CEPEP Company Limited	100% GoRTT
16. The Sports Company of Trinidad and Tobago Limited	100% GoRTT
17. The Trinidad and Tobago Solid Waste Management Company Limited	100% GoRTT
18. The Vehicle Management Corporation of Trinidad and Tobago Limited	100% GoRTT
19. Tourism Trinidad Limited	100% GoRTT
20. Trinidad and Tobago Creative Industries Company Limited	100% GoRTT
21. Trinidad and Tobago Free Zones Company Limited	100% GoRTT
22. Trinidad and Tobago Tourism Business Development Limited	100% GoRTT
23. Urban Development Corporation of Trinidad and Tobago Limited	100% GoRTT
24. Youth Training and Employment Partnership Programme Limited	100% GoRTT
Transport and Communication	
1. TTT Limited (formerly Caribbean New Media Group Limited)	100% GoRTT

Total: 43

Majority-Owned

Company Name

Ownership

Energy and Energy Based

- | | |
|---------------------|------------------------------------|
| 1. Alutech Limited | 60% GoRTT, 40% Sural Barbados Ltd. |
| 2. Alutrint Limited | 60% GoRTT, 40% Sural Barbados Ltd. |

Financial Services

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

Service

- | | |
|--|----------------------------|
| 1. Point Lisas Industrial Port Development Corporation Limited | 51% GoRTT, 49% Individuals |
|--|----------------------------|

Transport and Communication

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

Total: 8

Less than 50% Ownership

Company Name	Ownership
Financial Services	
1. Development Finance Limited	49.75% GoRTT, 49.75% Maritime, 0.5% DFL Caribbean
2. Trinidad and Tobago Mortgage Finance Company Ltd.	49% GoRTT, 51% NIB
Manufacturing and Agro-Based	
1. MIC Institute of Technology Limited	46.7% GoRTT, 14.9% DFL, 38.4% Other
Transport and Communication	
1. LIAT (1974) Limited	0.2% GoRTT, 1.7% BWIA, 95.8% Reg. Govt, 2.3% Other
Service	
1. The Couva Medical and Multi-Training Facility (CMMF) Ltd.	51% UWI, 49% GoRTT
Total:	5

Indirectly Owned

Company Name	Ownership
Energy and Energy-Based	
1. Atlantic 1 Holdings LLC (A1HLLC)	10.0% NGC TT LNG Ltd 90% Others
2. Atlantic LNG 4 Holdings Limited (ALNG4HL)	11.11% T&T LNG Company Ltd., 88.89% Others
3. Block 1 (a) (T&T)	25% NGC E&P Investments Ltd., 75% Others
4. Caribbean Gas Chemical Ltd.	20% NGC Petrochemicals Ltd., 80% Others
5. Downstream Petrochemicals Research and Development Ltd.	100% NGC Petrochemicals Ltd.
6. Eastern Caribbean Gas Pipeline Company Ltd.	10% NGC 90% Others
7. Heritage Petroleum Company Ltd.	100% TPHL
8. La Brea Industrial Development Company Ltd.	91.55% NGC, 8.45% Petrotrin
9. Liquid Fuels Company of Trinidad and Tobago Ltd.	100% NPMC
10. National Energy Corporation of Trinidad and Tobago Ltd.	100% NGC
11. NATPET Investments Company Ltd.	100% NPMC
12. NEL Power Holdings Ltd.	100% NEL
13. NGC CNG Company Ltd.	100% NGC
14. NGC E&P (Barbados) Ltd.	100% NGC
15. NGC E&P Investments (Barbados) Ltd.	100% NGC
16. NGC E&P Investments Ltd.	100% NGC
17. NGC E&P Netherlands Cooperatief U.A	99.99% NGC E&P Investments (Barbados) Ltd., 0.01% NGC E&P (Barbados) Ltd.
18. NGC E&P Investments (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A.
19. NGC E&P (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A.
20. NGC Group Captive Insurance (Barbados) Ltd.	100% NGC
21. NGC NGL Company Ltd.	80% NGC & 20% NEL
22. NGC Petrochemicals Ltd.	100% NGC

RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



LIST OF STATE AGENCIES

23. NGC Pipeline Company Ltd. (NPL)	100% NGC
24. NGC Trinidad and Tobago LNG Ltd. (formerly NGC LNG (Train 4) Ltd.)	62.16% NGC, 37.84% NEL
25. Pan West Engineers and Constructors LLC	33.33 % NEL, 33.3% TTUTC, 33.3% NIB
26. Paria Fuel Trading Company Ltd.	100% TPHL
27. Petroleum Company of Trinidad and Tobago Ltd.	100% TPHL
28. Petrotrin Panama Incorporated	100% Petrotrin
29. Phoenix Park Gas Processors Ltd.	51%NGC, NGL 39% TTNGL, 10% Others
30. South East Coast Consortium	4% NGC, 96% Others
31. The Guaracara Refining Company Ltd.	100% TPHL
32. TSP Assets (Teak, Samaan, Poui)	15% NGC, 85% Others
33. Trinidad and Tobago LNG Ltd.	100% NGC
34. Trinidad and Tobago Marine Petroleum Company Ltd.	80% HPCL, 20% NGC
35. Trinidad Nitrogen Company Ltd.	51% NEL, 49% YARA
36. Trinidad Northern Areas Ltd.	100% HPCL
37. Trinmar Ltd.	100% Petrotrin
38. Trintoc Services Ltd.	100% Petrotrin
39. Trinidad and Tobago NGL Ltd.	25% NGC, 75% Others
40. Trinidad Generation UnLtd.	100% NIF
41. Point Fortin LNG Exports Ltd. (PFLE)	19.5% HPCL, 80.5% Others
42. World GTL Trinidad Ltd.	100% Petrotrin
Financial Services	
1. Caribbean Leasing Company Ltd.	100% ExporTT
2. First Citizens Financial Services (St. Lucia) Ltd.	100% FCB
3. First Citizens Depository Services Ltd. (formerly First Citizens Asset Management Ltd.)	100% FCB
4. First Citizens Bank Ltd.	64.4% FCH, 35.6% Others
5. First Citizens Bank (Barbados) Ltd.	100% FCB
6. First Citizens Costa Rica SA	100% FCB
7. First Citizens Investment Services Ltd.	100% FCB
8. First Citizens Portfolio & Investment Management Services Ltd. (formerly First Citizens Securities Trading Ltd.)	100% FCB
9. First Citizens Trustee Services Ltd.	100% FCB
10. First Citizens Brokerage & Advisory Services	100% FCB
11. First Citizens Investment Services (Barbados) Ltd.	100% FCB
Manufacturing and Agro-Based	
1. National Flour Mills Ltd..	51% NEL, 49% Others
Service	
1. Invaders Bay Development Company Ltd.	100% UDECOTT
2. Petrotrin EAP Services Ltd.	100% Petrotrin
3. Point Lisas Terminals Ltd.	100% PLIPDECO
4. Port of Spain Waterfront Development Ltd.	100% UDECOTT
5. Rincon Development Ltd.	100% UDECOTT
6. Trinidad and Tobago Film Company Ltd.	100% CreativeTT
7. Trinidad and Tobago Fashion Company Ltd.	100% CreativeTT

LIST OF STATE AGENCIES

- | | |
|--|------------------|
| 8. Trinidad and Tobago Music Company Ltd. | 100% CreativeTT |
| 9. Urban Development Company of San Fernando Ltd. | 100% UDECOTT |
| Transport and Communication | |
| 1. Telecommunications Services of Trinidad and Tobago Ltd. | 51% NEL, 49% C&W |

Total: 64

Statutory Corporation

Statutory Authority

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

Total: 8



GLOSSARY

AATT	Airports Authority of Trinidad and Tobago
ADB	Agriculture Development Bank of Trinidad and Tobago
ADP	Airports Development Project
AMC	Approved Mortgage Company
ANRRIA	A.N.R. Robinson International Airport
APFI	Annual Potential Foreign Income
ATS	Automatic Transfer Switch
bbl	Barrels
Bcfd	Billion cubic feet per day
BMS	Building Management System
CariCRIS	Caribbean Information and Credit Rating Services Limited
CAL	Caribbean Airlines Limited
CBTT	Central Bank of Trinidad and Tobago
CCTV	Closed Circuit Television
CDCTTL	Cocoa Development Company of Trinidad and Tobago Limited
CEC	Certificate of Environmental Clearance
CEPEP	The CEPEP Company Limited
CGCL	Caribbean Gas Processors Limited
CISL	Community Improvement Services Limited
CIP	Cross Island Pipeline
CMMF	The Couva Medical and Multi-Training Facility (CMMF) Limited
CNG	Compressed Natural Gas
CreativeTT	Trinidad and Tobago Creative Industries Company Limited
CSO	Central Statistical Office
CSR	Corporate Social Responsibility
CTC	CLICO Trust Corporation Limited
CWMS	Computerised Work Management System
C&W	Cable & Wireless (West Indies) Limited
CVMS	CNG Vehicle Management System
DVBT	Digital Video Broadcasting - Terrestrial
ECCEC	Early Childhood Care and Education Centre
ECCL	Export Centres Company Limited
EFCL	Education Facilities Company Limited
EI	Electrical Instrumentation
EIA	Environmental Impact Assessment

EMBD	Estate Management and Business Development Company Limited
EOR	Enhanced Oil Recovery
EVDO	Evolution-Data Optimised
EPOS	East Post of Spain Development Company Limited
eTecK	Evolving TecNologies and Enterprise Development Company Limited
ETWs	Expense Type Workovers
EXIMBANK	Export-Import Bank of Trinidad and Tobago Limited
EZ	Economic Zones
FashionTT	Trinidad and Tobago Fashion Company Limited
FCBL	First Citizens Bank Limited
FCHL	First Citizens Holdings Limited
FDD	Frequency Division Duplexing
FEC	Field Electrical Cabinet
FilmTT	Trinidad & Tobago Film Company Limited
FO	Farmout
FTTx	Fiber To The X
GHRSL	Government Human Resources Services Company Limited
GIS	Geographic Information System
GISL	Government Information Services Limited
GLG	Government Loan Guarantee Programme
GoRTT	Government of the Republic of Trinidad and Tobago
GSM	Global System for Mobile Communications
HCDFCL	Human Capital Development Facilitation Company Limited
HDC	Trinidad and Tobago Housing Development Corporation
HMB	Home Mortgage Bank
HPCL	Heritage Petroleum Company Limited
HSSE	Health, Safety, Security and Environment
HVAC	Heating, Ventilation and Air Conditioning
IBC	Initial Business Cases
IDF	Infrastructure Development Fund
ICAO	International Civil Aviation Organisation
ICT	Information Communication and Technology
igovTT	National Information and Communication Technology Company Limited
IMF	International Monetary Fund
IPTV	Internet Protocol Television
IT	Information Technology
IFC	International Financial Centre
IPSC	Incremental Production Services Contract
ISPS	International Ship and Port Facility Security Codes
JCC	Joint Coordinating Committee
KDR	Knock Down and Rebuild

RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



GLOSSARY

Km	Kilometre
kV	Kilovolt
LABIDCO	La Brea Industrial Development Company Limited
LATT	Lake Asphalt of Trinidad and Tobago (1978) Limited
LED	Light-Emitting Diode
LIC	Light Industrial Customers
LNG	Liquefied Natural Gas
LO	Lease Operatorship
LPG	Liquid Petroleum Gas
LOBP	Lube Oil Blending Plant
M	Metre
Mbpcd	Thousand barrels per calendar day
mcf	million cubic feet
MG	Mega watt
Mscfd	Thousand Standard Cubic feet per day
Mmscfd	Million Standard Cubic feet per day
MEEI	Ministry of Energy and Energy Industries
MEP	Mechanical, Electrical and Plumbing
MIC	MIC Institute of Technology Limited
MLTS	Mobile Long Term Strategy
MSCD	Ministry of Sports and Community Development
MTS	National Maintenance, Training and Security Company Limited
MusicTT	Trinidad and Tobago Music Company Limited
NCSH	National Commission for Self-Help Limited
NCMA	North Coast Marine Acreage
National Energy	National Energy Corporation of Trinidad and Tobago Limited
NEDCO	National Entrepreneurship Development Company Limited
NEL	National Enterprises Limited
NFM	National Flour Mills Limited
NFPA	National Fire Protection
NFV	Network Functional Virtualisation
NHSL	National Helicopters Services Limited
NHSCL	National Health Services Company Limited
NIF	National Investment Fund Holding Company Limited
NGC	The National Gas Company of Trinidad and Tobago Limited
NGL	Natural Gas Liquids
NGPL CIP	NGC Pipeline Company Limited Cross Island Pipeline
NHSL	National Helicopter Services Limited
NIBTT	National Insurance Board of Trinidad and Tobago
NIDCO	National Infrastructure Development Company Limited
NIPDEC	National Insurance Property Development Company Limited

NLCB	National Lotteries Control Board
NMMS	National Marine and Maintenance Services Company Limited
NPMC	Trinidad and Tobago National Petroleum Marketing Company Limited
NQCL	National Quarries Company Limited
NRT	New Reserve Type
NSDC	National School Dietary Services Limited
NTA	National Training Agency
NTI	New to Industry
OEM	Original Equipment Manufactured
OTT	Over The Top
PATT	Port Authority of Trinidad and Tobago
PCML	Portfolio Credit Management Limited
PCP	Progressive Cavity Pump
Petrotrin	Petroleum Company of Trinidad and Tobago Limited
PIA	Piarco International Airport
PLIPDECO	Point Lisas Industrial Port Development Corporation Limited
POSSCL	Port of Spain Shopping Complex Limited
PowerGen	The Power Generation Company Of Trinidad And Tobago Limited
PPP	Public-private Partnership
PPGPL	Phoenix Park Gas Processors Company Limited
PPVS	Phoenix Park Valve Station
PSAEL	Palo Seco Agricultural Enterprises Limited
PSC	Production Sharing Contracts
PSIP	Public Sector Investment Programme
PTSC	Public Transport Service Corporation
RCB	Rio Claro Block
RMU	Ring Main Unit
ROCE	Return on Capital Employed
ROW	Rights of Way
RTW	Road Tank Wagon
RDC	Rural Development Company of Trinidad and Tobago Limited
SIDCL	Seafood Industry Development Company Limited
SCADA	Supervisory Control and Data Acquisition
SHHEPF	Sir Solomon Hochoy Highway – from San Fernando to Point Fortin
SDN	Software Defined Networking
SECC	Southeast Coast Consortium
SEIP	State Enterprises Investment Programme
SO	Subsidy Offset
SPORTT	The Sports Company of Trinidad and Tobago Limited
SWMCOL	The Trinidad and Tobago Solid Waste Management Company Limited
Taurus	Taurus Services Limited

RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



GLOSSARY

TDC	Tourism Development Company Limited
TDD	Time Division Duplex
TPD	Tonnes Per Day
TRINGEN	Trinidad Nitrogen Company Limited
TTI	Trinidad and Tobago Inter-Island
TTMF	Trinidad and Tobago Mortgage Finance Company Limited
TTSE	Trinidad and Tobago Stock Exchange
TTIFCMCL	Trinidad and Tobago International Financial Centre Management Company Limited
T&TEC	Trinidad and Tobago Electricity Commission
TF	Transformers
TTFZ	Trinidad and Tobago Free Zones Company Limited
TTBDL	Trinidad and Tobago Tourism Business Development Limited
TGU	Trinidad Generation Unlimited
THA	Tobago House of Assembly
TPHL	Trinidad Petroleum Holdings Limited
TSP	Teak, Samaan & Poui
TSTT	Telecommunication Services of Trinidad and Tobago Limited
TTPost	Trinidad and Tobago Postal Corporation
TV	Television
UEEGCL	Union Estate Electricity Generation Company Limited
UEGRF	Union Estate Gas Receiving Facility
UDeCOTT	Urban Development Corporation of Trinidad and Tobago Limited
UTC	Trinidad and Tobago Unit Trust Corporation
UTT	University of Trinidad and Tobago
VDU	Vacuum Distillation Unit
VMCOTT	The Vehicle Management Company of Trinidad and Tobago
VOIP	Voice Over Internet Protocol
WASA	Water and Sewerage Authority
WTTx	Wireless Broadband Network
YTEPP	Youth Training and Employment Partnership Programme Limited

Appendix II: Details of Expenditure

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Economic Infrastructure BUSINESS AND TRADE EXPANSION – ENERGY SECTOR							
THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED (NGC)							
Funded by Retained Earnings							
Distribution Pipelines and Related Facilities							
Replacement of the 4" Pipeline to Longdenville	36.70	6.41	0.01	0.00	0.00	0.00	Engineering design works restarted in fiscal 2020 and construction works are targeted to commence in fiscal 2021.
Charlieville Diversion Pipeline	91.17	17.38	13.73	10.94	24.40	0.00	This project is expected to be completed by fiscal 2021.
Odourisation Facilities Installation	42.10	20.22	7.51	0.76	0.67	13.60	Two of the proposed four odourisation stations have been completed and construction for the remaining odourisation stations is expected to commence during fiscal 2021.
Other Potential LIC Sector Consumer							
UTT, Tamana	1.54	0.47	0.79	0.48	0.04	0.00	This project is complete.
Tai Pan Industries	3.00	0.00	0.00	0.00	1.00	0.00	This project is on hold.
Micro Milling Limited	3.00	0.00	0.00	0.00	1.00	0.00	This project is on hold.
Jusamco (Forres Park)	4.00	0.00	0.00	0.00	2.00	0.00	This project is on hold.
PPVS Eco Park	15.00	0.00	0.00	0.00	1.00	14.00	The supply of gas to eTeck's Industrial Park by September 2020.

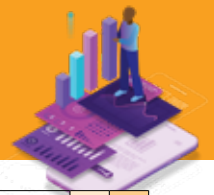
RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Caribbean Gas Chemical Limited (CGCL)	20.00	11.93	4.20	0.00	0.00	0.00	This project was completed at a cost of \$16.0Mn.
Dragon to Hibiscus via NCMA Pipeline	236.18	0.00	0.00	0.00	0.00	0.00	Technical discussion amongst the parties continue.
Alternative Gas Supply to TGU/UJE	14.00	4.85	4.40	3.00	4.00	2.00	Construction commenced fiscal 2019 and is scheduled for completion by September 2020.
PPVS Main Bypass	65.00	0.00	0.00	0.00	0.00	1.00	Construction is now expected to commence in fiscal 2021.
Low Pressure Switch Over	6.92	0.00	0.16	0.38	3.00	1.10	Construction is scheduled for completion by fiscal 2021.
Pipeline from Grenada to Point Lisas	3,385.00	0.00	0.00	0.00	0.00	0.00	This Project is dependent on a successful outcome of the appraisal drilling programme.
Union Estate Gas Receiving Facility - Control Room Building	13.00	0.00	0.00	0.00	1.80	4.95	Feasibility assessments are ongoing. Construction is scheduled to commence in fiscal 2021.
Natural Gas to (CNG) Stations - The CNG Initiative							
Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations	36.00	4.89	0.35	5.08	3.39	0.00	Two stations are scheduled to be upgraded September 2020.
Implementation of the CNG Initiative, Phase I	271.00	84.34	25.33	23.42	46.57	69.98	Costs include procurement of Fixed Station CNG equipment, installation and commissioning; mobile refueling units & trailers; grants & incentives; sales & marketing activities to drive CNG demand and procurement and implementation of the CNG Vehicle Management System.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Modification Works							
Liquid Contingency Handling at PPVS	50.00	28.31	5.85	0.48	0.50	15.00	Detailed engineering and construction are scheduled to commence in fiscal 2021.
Union Gas Receiving Facility Upgrade	36.62	1.14	6.65	3.34	9.10	0.00	This project is scheduled to be completed in fiscal 2020.
Replacement of five (5) Metering Stations	3.6	0.00	0.00	0.00	0.3	3.3	This project entails the refurbishment of the Picton, AUM, Yara and Tringen 1&2 Metering Stations. Works on the Yara metering station is on hold.
Beachfield Facilities (formerly Upgrade of the Beachfield Condensate Storage and Compressor Facility)	650.00	138.64	163.92	89.90	19.00	24.00	This project is ongoing.
Domestic Interconnect to Beachfield - NGC 24" line.	27.50	9.50	0.00	0.00	0.00	15.00	Works are scheduled to commence fiscal 2021.
Other Projects							
Corporate Building	75.00	0.00	0.00	0.00	1.00	1.00	This project is currently in the pre-feasibility stage.
Refurbishment of Warehouse Facility	15.00	0.00	13.90	0.00	1.90	0.00	This project is scheduled to be completed in August 2020.
Implementation of Pipeline Simulation software	6.20	2.18	0.30	0.00	0.00	2.77	This project would allow for real-time simulation of current network conditions to support faster decision making and allow the optimal balance of supply and demand for gas. The project is to be completed in fiscal 2021.
UIE Control and Safety System Upgrade	2.50	0.00	0.00	0.00	0.00	2.50	This project is scheduled to be completed in fiscal 2021.

RESETTING THE ECONOMY FOR GROWTH AND INNOVATION



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Implementation of EFM for Custody Transfer	4.76	0.14	1.42	-0.12	0.00	3.32	The estimated cost of the project was revised from \$5.20 million to \$4.76 million. The project is being executed in four phases with the current target date for completion of Phase 1 as December 2020. The expected completion date is fiscal 2022.
Corporate Upgrade	36.00	0.00	0.00	0.00	10.50	25.50	The initial planning for this project has commenced.
Cove Control System Replacement	3.00	0.00	0.00	0.00	0.00	3.00	The objective is to develop and issue the tender in 2020 and execute work onsite in 2021.
Retained Earnings	5,153.79	330.40	248.51	137.66	131.17	217.02	
Total - NGC	5,153.79	330.40	248.51	137.66	131.17	217.02	
NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (National Energy)							
Funded by Retained Earnings							
Upgrade of Savonetta Piers (1, 2, 3 and 4)	79.25	24.86	0.36	3.21	1.89	48.93	This include includes the upgrade to equipment and infrastructure at SP1, SP2, SP3 & SP4.
Refurbishment of vessels	97.66	41.76	17.02	16.13	6.00	16.75	The majority of works in this project is the overhaul of engines and transmission to maintain asset integrity and National Energy Lloyd's classification. The estimated cost was revised from \$79.57 million to \$97.66 million.
Relocation of Residents at Union Industrial Estate	34.99	34.99	0.00	0.00	0.00	0.00	The project was completed at a cost of \$34.99 million.
Union Industrial Estate Water Reticulation and Firewater System	11.20	0.00	0.00	6.04	2.52	2.64	This project is now scheduled to be completed in fiscal 2021.
Retained Earnings	223.10	101.61	17.38	25.38	10.41	68.32	
Total - NEC	223.10	101.61	17.38	25.38	10.41	68.32	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)							
Funded by Retained Earnings							
Upgrade of the Drain Corridor	6.07	2.47	1.31	0.00	0.00	2.29	This work is necessary to facilitate proper water run off on LABIDCO Estate.
Well Re-abandonment	10.00	0.00	0.00	0.00	0.00	10.00	This project is scheduled to commence in fiscal 2021. It involves the capping of hydrocarbon wells on the LABIDCO Estate.
Upgrade of the New Port & Security Building	5.00	0.00	0.00	0.00	0.00	5.00	This project involves upgraded accommodation to house Customs, Immigration and Security at port entrance inclusive of CCTV system.
Upgrade of Secondary Access Roads	11.00	4.20	0.00	0.00	0.00	6.80	This project involves the maintenance of the road infrastructure on the LABIDCO Estate.
Infrastructure Design Services for La Brea Industrial Estate	2.03	0.00	2.03	0.00	0.00	0.00	This project is complete.
Installation of Fire Water System at Port of Brighton	1.50	0.00	0.00	0.00	0.00	1.50	This project involves the procurement and installation of a fire water system at Berth 2, La Brea. This is a requirement to facilitate discharging operations by users of the facility.
Retained Earnings	35.60	6.67	3.34	0.00	0.00	25.59	
Total - LABIDCO	35.60	6.67	3.34	0.00	0.00	25.59	

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
HERITAGE PETROLEUM COMPANY LIMITED (HPCL)							
Offshore							
Installation of Subsea Electrical Cables	5.00	0.00	0.00	0.00	5.00	0.00	Project to be completed in fiscal 2020.
Infrastructural Work	256.83	0.00	18.20	7.96	80.00	150.67	To conduct pipelines and small riser platform works for proposed fiscal 2021 Southwest work programme.
South West Workovers - 2020	71.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
South West Workovers - New Reserve Type (NRT) 2020	20.00	0.00	0.00	13.36	3.74	0.00	Project was suspended in fiscal 2020, due to fall in oil price.
Non-rig work/surveys	21.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
MOPU Operations	226.65	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
SCADA Implementation	9.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Asset Integrity Management System (PL 14 & 21)	40.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Repair of Offshore Slops Systems	90.00	0.00	0.00	0.00	0.00	0.00	This project has been deferred, due to resource constraints.
Offshore Central Workovers - Expense Type Workovers 2020	12.84	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Strengthening, Modification and Repair to Platforms	122.85	0.00	0.00	0.00	10.00	25.62	This involves the installation of new jacket sleeves and braces to extend life of structures to 15 years. The programme intends to execute strengthening, modification and repairs on PL2, PL5, PL9, RP3, BS209. Project is expected to be completed in fiscal 2024.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Project Reporting System	4.00	0.00	0.00	0.00	2.00	2.00	This involves replacement of the current well information system and includes software solution and implementation costs. The project is scheduled to be completed in fiscal 2021.
2020-2021 Workovers (CAPEX)	25.08	0.00	0.00	0.00	0.00	25.08	Tendering process is currently being undertaken and execution is due to commence in February 2021 and last for approximately four and a half months.
Drilling East Field	72.15	0.00	0.00	0.00	0.00	22.15	Acquisition of long lead items to support drilling for Cluster and Well build within Soldado East Field. The project is scheduled to be completed in fiscal 2022.
Replacement of Boat Landings on PL 21 and BS 209	10.26	0.00	0.00	0.00	0.00	10.26	Fabrication and installation of new landings for the continuity of operations. The project is expected to be completed in fiscal 2021.
Pile & Structure Restoration for Remote Locations (CL#12 and RP#3)	50.26	0.00	0.00	0.00	0.00	10.26	The project involves repair, remove and/or replace severely corroded pipe sections and structural members in order to maintain asset integrity. The project is scheduled to be completed in fiscal 2025.
Oil Spill and other HSSE Equipment 2021	2.00	0.00	0.00	0.00	0.00	2.00	The project is expected to be completed in fiscal 2021.
Refurbishment of Remote Deck 1	3.41	0.00	0.00	0.00	0.00	3.41	To upgrade Remote Deck 1 to function as the main power generating facility and the main hub for personnel operating in South West Soldado. The project is scheduled to be completed in fiscal 2021.
Land							
Development Drilling - Land - FY 2019 / 2020 (formerly known as Development Drilling - Land)	72.00	0.00	0.00	0.00	0.00	0.00	This fiscal 2020 drilling programme was deferred. A subsequent decision was made to defer the start date to fiscal 2021 due to depressed oil prices.
Heavy Workovers - Land	23.50	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Routine Workers - Land	102.10	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Development Drilling - Land FY 2021	59.90	0.00	0.00	0.00	0.00	59.90	To drill and complete 6 primary wells (approximately 5500 ft each). The project is scheduled to be completed in fiscal 2021.
Heavy Workovers - New Reserve Type (NRT) Land	10.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Heavy Workovers - Expense Type Workers overs (ETWs) - Land	10.80	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Enhanced Oil Recovery (EOR) Pilot Projects - Land - FY 2020	16.36	0.00	0.00	0.61	0.45	15.30	Pilot testing of reservoirs for improved oil recovery implementation. This project is scheduled to be completed in fiscal 2021.
Technical Studies - Land	10.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Production Optimisation - Land - FY 2020	16.90	0.00	0.00	1.99	5.01	9.90	Field revitalisation project is ongoing and on schedule. The project is scheduled to be completed in fiscal 2021.
Land Maintenance Programme	14.00	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Deep Drilling - Land - FY 2020	5.00	0.00	0.00	0.00	0.00	0.00	This project was deferred for further review.
Technical Services - Land	5.00	0.00	0.00	0.00	0.00	5.00	This project was moved to Corporate and merged with Technical Services - Land & Offshore - FY 2020 project.
Steam Generator Upgrade	7.30	0.00	0.00	0.00	0.00	0.00	Re-classified as non-capital project.
Heavy Workovers - New Reserve Type (NRT) - Land - FY 2020	3.74	0.00	0.00	0.74	3.00	0.00	This project is scheduled to be completed in fiscal 2020.
Heavy Workovers - New Reserve Type (NRT) - Land - FY 2021	14.40	0.00	0.00	0.00	0.00	14.40	To execute 12 NRTs, approximately 3500 ft each. The project is scheduled to completed in fiscal 2021.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Operations Technology - Capital Equipment	5.50	0.00	0.00	0.00	2.73	2.65	Procurement of specialised testing equipment for two departments: 1. HPCL Laboratory Equipment; and 2. Drilling and Workover Equipment. These projects are estimated to be completed in fiscal 2021.
Capital Equipment - Contingency	7.00	0.00	0.00	0.54	1.46	5.00	This is an ongoing project that will span fiscal periods.
Incident Command Post - HSSE	1.70	0.00	0.00	0.00	0.00	1.70	Procurement of equipment and software required for the HPCL Incident Command Centre. The project is scheduled to be completed in fiscal 2021.
East & West Bridge Maintenance Upgrade Programme	2.83	0.00	0.00	0.00	0.00	2.83	This project covers structural analysis assessments and major upgrades for bridges in the West and East Fields. The project is scheduled to be completed in fiscal 2021.
Land Metering System	4.00	0.00	0.00	0.00	0.00	4.00	Installation of meters at key transfer points to 7 Tank Farms. The project is to be completed in fiscal 2021.
Operations & Maintenance Equipment	6.50	0.00	0.00	0.00	0.00	6.50	Procurement and installation of remote monitoring systems for critical assets. The project is expected to be completed in fiscal 2021.
Electrical Upgrade - HPCL Lab	1.20	0.00	0.00	0.00	0.00	1.20	Electrical rewiring of the HPCL Lab Buildings and installation of an upgraded UPS System. The project is expected to be completed in fiscal 2021.
Mid-Stream							
New Tank Farm and Terminal Hub	75.00	0.00	0.00	0.00	1.00	5.00	Phase 1 is currently underway and involves the feasibility study on the options for the terminal and detailed planning for the selected option. The project is expected to be completed in fiscal 2022.
Upgrade of Metering Systems	60.00	0.00	0.00	0.00	5.00	15.00	This project consists of 4 phases. Phases 1 and 2 are expected to be completed in fiscal 2021. Phase 3 to begin in fiscal 2021. The project is scheduled to be completed in fiscal 2022.

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Improved Vapor Recovery Systems	30.00	0.00	0.00	0.00	0.00	0.00	This project was merged with the MS – Greenhouse Gas Management project.
Tankage, Pipeline and Distribution Network Assessment	56.20	0.00	0.00	1.19	15.00	29.20	This programme has scheduled tanks for 3 years with targets: Expenditure in fiscal 2020 period includes all necessary work to increase storage capacity at Adventure and other planned pipeline asset integrity works. The project is expected to be completed in fiscal 2023.
MS - Greenhouse Gas Management	32.75	0.00	0.00	0.00	0.75	5.00	This project is to help reduce greenhouse gas emissions. Capex installations will be executed in line with the tank upgrades works into fiscal 2023.
Emergency Response/ Safety Equipment	1.90	0.00	0.00	0.00	0.00	1.90	The project is expected to be completed in fiscal 2021.
Joint Ventures							
Teak, Samaan and Poui (TSP) Joint Venture	146.38	0.00	25.60	19.79	20.96	80.03	This is a joint venture agreement between HPCL, Perenco Trinidad & Tobago Limited and NGC. Works include operating and maintenance and heavy workover programme - Teak Delta/Alpha gas pipeline, Poui Workovers and Green Fields Development appraisal. The estimated cost of the project was revised from \$147.74 million to \$146.38 million.
Central Block Joint Venture	19.76	0.00	6.50	2.91	2.31	8.03	This is a joint venture between HPCL and Shell Trinidad Central Block Limited. The estimated expenditure is based on operations and facilities (Poinsettia and Hibiscus) maintenance and addressing HAZOP concerns.
North Coast Marine Acreage (NCMA) Joint Venture, Block 9	39.04	0.00	4.13	0.55	16.73	17.64	This is a joint venture between HPCL and Shell Trinidad and Tobago Limited. Expenditure is for operational and asset integrity works at the facility. The estimated cost of the project was revised from \$18.93 million to \$39.04 million.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
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Galeota Joint Venture	10.74	0.00	2.96	0.81	4.19	2.78	This is a joint venture between HPCL and Trinity Exploration and Production (Galeota) Limited. This expenditure is for license obligations.
Block 22	135.35	0.00	5.39	33.07	50.26	46.63	This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The estimated cost of the project was revised from \$13.90 million to \$135.35 million
NCMA 4	186.48	0.00	10.60	27.81	22.38	125.69	This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The estimated cost of the project was revised from \$22.00 million to \$186.48 million.
Rio Claro Block (RCB)	10.50	0.00	0.49	0.27	4.74	5.00	This is a joint venture between HPCL and Lease Operators Limited. The estimated cost of the project was revised from \$8.99 million to \$10.50 million
Southeast Coast Consortium (SECC) Joint Venture	105.84	0.00	3.23	17.24	43.12	42.24	This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The work programme includes drilling programme (which has been deferred due to COVID-19), seismic acquisition & processing and facilities upgrade. The estimated cost of the project was revised from \$148.66 million to \$105.84 million.
Block 3A	154.49	0.00	43.87	66.23	44.39	0.00	This is a joint venture between HPCL, BHP Billiton (Trinidad 3-A) Limited, Chaoyang Petroleum (Trinidad) Block 3A Limited and NGC E&P Netherlands Cooperatief U.A. This is a continuation of works for market development phase for monetising oil and gas resources. The estimated cost of the project was revised from \$9.91 million to \$154.49 million.

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
St. Mary's	5.00	0.00	0.00	0.00	0.00	5.00	This is a joint venture between HPCL (20%) and Range Resources. Development costs.
Pt. Liguore, Guapo Bay, Brighton Marine (PGB)	1.14	0.00	0.00	0.12	0.31	0.71	This is a joint venture between HPCL (45%) and Oilbelt Services. Costs associated with infrastructure capital expenditure.
Ortoire	24.72	0.00	0.00	0.00	5.00	19.72	This is a joint venture with Primera Oil & Gas. Development works for piping and service facilities.
Corporate							
IT Software	90.32	0.00	0.00	0.55	35.27	54.51	Deployment of various IT Applications and software. The project is expected to be completed in fiscal 2021.
IT Assets & Infrastructure	16.90	0.00	0.00	1.18	6.72	9.00	Computer equipment such as laptops, security devices, smartboards, thin clients, printers, scanners. The project expected to be completed in fiscal 2021.
Security Infrastructure	5.86	0.00	0.00	0.03	1.41	4.41	Installation of CCTV cameras on HPCL assets. The project is expected to be completed in fiscal 2021.
Upgrade of facilities and fittings	2.74	0.00	0.00	0.36	0.05	2.33	Upgrade to Heritage facilities, furniture and fittings. The project is expected to be completed in fiscal 2021.
Technical Services - Land & Offshore - FY 2020	35.10	0.00	0.00	0.00	2.60	22.10	This project is to upgrade data handling capabilities within the Land & Offshore Divisions including log and well file digitisation; upgraded data storage facility and new software acquisition. Some of these projects span four years and will be carried forward.
Retained Earnings	2,688.27	0.00	120.98	197.32	395.59	881.75	
Total - HPCL	2,688.27	0.00	120.98	197.32	395.59	881.75	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
		TRINIDAD & TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NPMC)					
Funded by Retained Earnings							
Service Station Upgrades (Knock Down and Rebuild) KDR formerly Complete Upgrade Knock Down and Rebuild (KDR)	40.08	17.53	0.13	3.82	2.60	0.10	NPMC O'Meara is scheduled to be completed in 2020, NP Cross Crossing, the site design in progress and Wade Mitchell, Maraval, the scope of works is in progress-project to be tendered. The estimated cost was revised from \$32.27 million to \$40.08 million.
Construction of New to Industry (NTI) Service Stations (formerly Five (5) New to Industry (NTI) Service Stations)	97.18	10.40	3.89	8.30	20.73	15.30	The project includes 7 sites namely PTSC (CNG) service station (works in progress), NPMC Cashew Gardens, Longdenville (project activities on hold pending formal feedback from owner/operator), NPMC Sangre Grande (awaiting MEEI final approval to commence construction), NP Mayaro East (T&TEC approvals are pending), NPMC Preysal Couva (awaiting final WASA approval). The following 2 sites where preliminary works are being conducted: Grand Bazaar (tender to be prepared and Town and Country Planning and Development (TCPD) application to be submitted for outline approval) and St. Joseph (scope of work limited to geotechnical investigation. Site and Topographical Surveys). NPMC El Socorro, South was commissioned on September 25, 2019. The estimated cost was revised from \$89.00 million to \$97.18 million.

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Upgrade of the Fire Water Pumps and Fire Suppression System	10.87	7.44	0.17	0.00	1.62	0.13	This cost comprises of a new Fire Water Tank at Sea Lots and the on-going Fire Suppression System at Tobago. The estimated cost was revised from \$12.34 million to \$10.87 million.
Acquisition of LPG Cylinders and Valves	19.00	90.90	8.39	12.61	2.48	2.48	Annual Additions/ Replacements for rejected cylinders. The estimated cost was revised from \$16.80 million to \$19.00 million.
Upgrade of the Retail Sales Company and Dealer Operated Networks	47.45	30.85	6.84	4.23	3.92	1.62	This project involves the outfitting and rebranding of service stations which is undertaken on a needs basis. The estimated cost was revised from \$45.15 million to \$47.45 million.
Tobago Terminal Upgrade	8.00	1.18	0.12	0.77	0.23	0.23	This project involves major infrastructural works to the LPG Filling Plant, Administration building and other facilities.
Refurbishment & Expansion the Sub-Sea Line in Tobago	10.00	0.00	1.00	2.58	1.84	1.84	This project involves the redesign of the line which is used to discharge product from vessel into terminal storage in Tobago.
Fuel Upgrades at Dealer Sites	11.25	1.71	0.00	0.91	3.55	0.36	This project involves the upgrade of fuel storage and equipment at Iris Moonan, Rio Claro; Radica Persad Princes Town and Ramballack, Penal. NPMC Mucurapo is currently on hold. The estimated cost was revised from \$9.93 million to \$11.25 million.
Emergency Notification System Upgrade	1.50	0.06	0.00	0.03	0.32	0.07	This project is to upgrade the alarm systems at NP Service Stations and compound and is to be completed in fiscal 2021.
Refurbishing of Tobago Terminal Perimeter fence	2.00	0.42	0.25	0.00	0.12	0.12	The refurbishment of the western side of the fence. Contract to be prepared.
Sufferance Wharf	13.19	0.00	0.00	0.01	0.00	3.97	The project is to be retendered.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Upgrade of Security Centre	1.02	0.08	0.70	0.23	0.00	0.00	This project involved the replacement of the roof, interior renovations and electrical upgrades of the security centre at the sea lots compound. The project is completed.
Export Loading Bay	1.58	0.00	0.04	0.00	1.54	0.00	This project involves the construction of a covered loading area to facilitate the export and import of containers and Government customs inspection. Statutory approvals pending.
Purchase of two (2) Hydrant Dispensers	4.05	0.00	0.00	1.14	0.00	1.17	Acquisition of two (2) Hydrant Dispensers. The contract has been terminated and will be re-tendered.
Construction of Bunkering Facilities	15.90	0.00	0.00	0.00	0.50	1.73	Construction of Bunkering Facilities at Labidco and Port of Spain. Awaiting statutory approvals and finalising land issues.
Sea Lots Road Paving	3.40	0.00	0.00	0.00	1.69	0.00	Upgrade of driveway and compound. Awaiting tender approval.
Grease Plant Upgrade	12.50	0.00	0.00	0.00	1.19	0.00	Upgrade of Grease Plant to ensure a steady supply of product to the market
Point of Sales equipment (EMV) units	9.85	0.00	0.67	3.34	1.45	4.39	Upgrade of the current Pay at the Pump system to read the new chip card system.
Refurbishing of White-Oil & LPG Tanks in Tobago	1.50	0.00	0.00	0.66	0.21	0.21	The refurbishment of nine (9) white oil and twelve (12) LPG bullets is ongoing to be completed in fiscal 2021.
Retained Earnings	310.33	160.57	22.20	38.63	44.00	33.74	
Total NPMC	310.33	160.57	22.20	38.63	44.00	33.74	
NATIONAL QUARRIES COMPANY LIMITED (NQCL)							
Funded by Company Debt							
Repairs of Wash Plants #3 and #4	6.00	0.00	0.00	1.80	4.20	0.00	This project is complete.
Company Debt	6.00	0.00	0.00	1.80	4.20	0.00	
Total NQCL	6.00	0.00	0.00	1.80	4.20	0.00	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)							
Funded by Company Debt							
Construction of a Cold Mill TLA Plant	60.00	0.00	0.00	0.00	5.00	55.00	This project involves the construction of a new plant.
Funded by Retained Earnings							
Acquisition of Software and Computers	7.26	5.40	0.50	0.43	0.10	0.83	The project involves the acquisition of software and computer equipment, inclusive of a security camera system.
Upgrade to Existing Facilities	66.14	17.51	3.30	3.72	1.00	40.61	To upgrade existing facilities including a Boiler, Emulsion Plant, Container Storage Yard, Expanded Warehouse Facilities, etc.
Construction of a Cold Mill TLA Plant	28.00	7.20	3.80	1.00	3.30	12.70	This project involves the construction of a new plant.
Acquisition of Laboratory Testing Equipment	9.20	0.00	4.50	0.00	1.35	3.35	This project involves the acquisition of laboratory testing equipment.
Development of onsite Bitumen storage facilities	20.00	0.00	0.00	0.00	11.00	9.00	To ensure adequate storage of Bitumen
Company Debt	60.00	0.00	0.00	0.00	5.00	55.00	
Retained Earnings	130.60	30.11	12.10	5.15	16.75	66.49	
Total LATT	190.60	30.11	12.10	5.15	21.75	121.49	
Total - Business & Trade Expansion Energy Sector	8,607.69	629.36	424.51	405.94	607.12	1,347.91	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
AGRICULTURE							
NATIONAL AGRICULTURAL MARKETING AND DEVELOPMENT CORPORATION (NAMDEVCO)							
Funded by Retained Earnings							
Woodford Lodge Central Farmer's Wholesale Market (Remedial Works)	12.40	11.90	0.00	0.00	0.00	0.00	This project is complete.
Southern Wholesale Market - Fish and Meat Block	2.50	0.00	0.00	0.00	0.00	2.50	The project is scheduled for completion in fiscal 2021.
Retained Earnings	14.90	11.90	0.00	0.00	0.00	2.50	
Total NAMDEVCO	14.90	11.90	0.00	0.00	0.00	2.50	
Total - Agriculture	14.90	11.90	0.00	0.00	0.00	2.50	

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
BUSINESS FACILITATION							
EVOLVING TECHNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED (eTeck)							
Funded by Company Debt							
Construction of the Alutech Facility	98.03	0.00	24.69	42.76	16.42	2.18	The Alutech Research and Development Facility Project is aligned to one of the objectives of the Tamana Intech Park; the development of the high-value manufacturing sector.
Development of Phoenix Park Industrial Park	709.00	0.00	0.05	196.20	281.00	131.00	This project involved the designs and construction of an industrial park at Phoenix Park, California, in the ward of Couva.
Funded by Retained Earnings							
Repairs to Hilton - The upgrade of the pool and deck area	13.25	12.45	0.60	0.34	0.00	0.00	This project is complete.
Repairs to Hilton - The construction of a kiosk to protect the electrical switch gear and the remodeling of the Tea Terrace area.	3.71	0.00	0.44	0.12	0.00	3.34	This project involves the construction of a kiosk to protect the electrical switch gear, the remodeling of the Tea Terrace area and repair to slope failure near the tennis court.
Acquisition and Implementation of Information Communication and Technology (ICT)	2.84	0.58	0.02	0.00	0.46	1.77	This project involves the upgrade of eTeck's ICT infrastructure and electronic surveillance of the Tamana Park.
Preventative Maintenance and Ongoing Repairs to Flagship Building	6.32	1.33	0.00	0.84	0.00	4.15	This project involves works to enhance the Flagship building and compound. The estimated cost of the project was revised from \$7.72 million to \$6.32 million.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Upgrade of Existing Industrial Parks and Preventative Maintenance and Ongoing Repairs to Industrial Parks	0.90	0.00	0.00	0.00	0.00	0.90	This project involves installation of new electrical panes to separate meter of the electrical supply to several individual tenants. The estimated cost of the project was revised from \$11.02 million to \$0.90 million
Repairs to the Vanguard Hotel	50.00	59.29	6.92	5.86	0.26	0.00	The project involves the capital works for the enhancement of the hotel.
GoRTT Serviced Loan	807.03	0.00	24.74	238.96	297.42	133.18	
Retained Earnings	77.02	73.65	7.98	7.16	0.72	10.16	
Total eTeck	884.05	73.65	32.72	246.12	298.14	143.34	
Total - Business Facilitation	884.05	73.65	32.72	246.12	298.14	143.34	
ELECTRICITY							
TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&TEC)							
Funded by Retained Earnings							
Rehabilitation/Upgrade of existing substations	184.57	10.34	11.22	41.88	20.04	79.05	This project involves the installation of new larger transformers to meet the increased demand of electricity at the respective load centres. The estimated cost of this project was revised from \$167.83 million to \$184.57 million.
Construction of Overhead Lines and Underground Cable Circuits	44.02	20.71	68.73	2.68	22.77	11.19	This project involves the construction of overhead lines, underground circuits to supply electricity to new developments. The estimated cost of the project was revised from \$72.86 million to \$44.02 million.

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Rehabilitation and Upgrade of existing Overhead Lines and Underground Cables	75.98	18.09	5.93	6.54	33.80	26.72	This project involves the re-conducting of existing overhead lines and the replacement of existing underground cables. The estimated cost of the project was revised from \$86.23 million to \$75.98 million.
Upgrade of IT, Communication, Metering, Protection and Security Infrastructure	30.53	1.21	0.27	5.05	7.19	16.10	This project involves the purchase of new supporting equipment for the upgrade of its IT infrastructure. The estimated cost was revised from \$20.10 million to \$30.53 million.
Upgrade of Office Buildings, Equipment and Facilities	191.60	6.81	1.21	2.56	27.74	134.72	This project involves upgrade of office buildings, procurement of equipment to support administrative, operations and project activities. The estimated cost was revised from \$270.13 million to \$191.60 million.
Other Projects	37.76	3.98	5.24	0.00	3.52	10.50	The project scope includes the replacement of Oil RMUs, acquisition of the Fyzabad/Otaheite Right of Way and installation of LED lighting. The estimated cost was revised from \$19.11 million to \$37.76 million.
Retained Earnings	564.46	61.14	92.60	58.71	115.06	278.28	
Total - T&TEC	564.46	61.14	92.60	58.71	115.06	278.28	
Total - Electricity	564.46	61.14	92.60	58.71	115.06	278.28	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
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TRANSPORT & COMMUNICATION							
NATIONAL HELICOPTER SERVICES LIMITED (NHSL)							
Funded by Retained Earnings							
Expansion of Existing Facilities and Related Infrastructure	5.94	2.54	0.00	0.00	0.00	0.00	This project is on hold.
Acquisition and refurbishment of the adjacent NGC Hangar and Facilities (Camden)	7.00	0.00	0.00	0.00	0.00	0.00	This project is on hold.
Retained Earnings	12.94	2.54	0.00	0.00	0.00	0.00	
Total - NHSL	12.94	2.54	0.00	0.00	0.00	0.00	
POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)							
Funded by Company Debt							
RTG Bay Rehabilitation	69.50	0.00	0.00	0.00	15.00	54.50	Repairs to the Berth 5 portion of this project to continue at an estimated cost of \$15.00 million. RTG Bays portion rescheduled to 2021.
Construction of Warehousing (Phase 1)	40.00	0.00	0.00	0.00	0.00	40.00	The project has been rescheduled to 2021 and includes a Records Management Facility.
Funded by Retained Earnings							
Acquisition of Equipment on a Phased Replacement Programme:							
One (1) Empty Container Handler	2.50	0.00	0.00	0.00	0.00	2.50	In progress.

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
One (1) Manlift	3.20	0.00	0.00	0.00	0.00	3.20	In progress.
Company Debt	109.50	0.00	0.00	0.00	15.00	94.50	
Retained Earnings	5.70	0.00	0.00	0.00	0.00	5.70	
Total - PLIPDECO	115.20	0.00	0.00	0.00	15.00	100.20	
COMMUNICATION							
TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TS TT)							
Funded by Retained Earnings							
Wireless Line of Business	2,365.67	1,263.73	274.00	170.50	62.77	62.76	The estimated cost was revised from \$2,348.28 million to \$2,365.67 million. The project involves the upgrade of all wireless services and includes Mobile, Fixed Wireless Access, Broadband, Entertainment and voice services.
Enterprise Line of Business (formerly Strategic Alliance, Enterprise & Tobago Operations)	514.62	426.41	61.50	13.10	4.44	4.44	The estimated cost was revised from \$575.72 million to \$514.62 million and involves the expansion of its Data Center build out and deployment of its Public Cloud Network, allowing the company the ability to offer a number of attractive Hosted Solutions such as Private, Public Cloud, IP PABX and data storage for business continuity applications in the business sector.
Shared Services (formerly Support Services)	1,189.46	737.15	78.45	21.50	38.40	38.40	The estimated cost was revised from \$1,147.00 million to \$1,189.46 million. The project involves the efficient deployment of new technology and network wide services, as well as, maintaining the existing IT infrastructure and network elements.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Traditional Services	587.80	423.46	7.80	1.00	5.00	5.00	The cost of this project was revised from \$549.12 million to \$587.80 million. This project allows for the migration of customers from aged legacy copper plant to Fixed Wireless Access (FWA) network infrastructure.
Amplia Communications	378.79	195.72	14.80	60.90	13.05	13.05	The estimated cost of this project was revised from \$255.71 million to \$378.79 million. The project involves expansion of Fiber Network Footprint and connecting new fiber customers.
Retained Earnings	5,036.34	3,046.47	436.55	267.00	123.66	123.65	
Total - TSTT	5,036.34	3,046.47	436.55	267.00	123.66	123.65	
Total - Transport & Communication	5,164.48	3,049.01	436.55	267.00	138.66	223.85	
Social Infrastructure							
COMMUNITY							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
Funded by GoRTT Serviced Loan							
Diego Martin Sporting Complex: Phase II	13.25	0.00	0.00	0.00	6.63	6.63	Construction works has commenced.
GoRTT Serviced Loan	13.25	0.00	0.00	0.00	6.63	6.63	
Total - UDeCOTT	13.25	0.00	0.00	0.00	6.63	6.63	



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NATIONAL MAINTENANCE TRAINING AND SECURITY COMPANY LIMITED (MTS)							
Funded by GoRTT Serviced Loan							
St. Augustine Girls High School	51.73	0.00	2.20	5.90	0.00	43.66	This project is 40% complete.
San Juan Boy & Girls GPS	45.88	0.00	2.05	0.23	2.01	41.59	This project is 70% complete.
Chatham GPS	26.78	0.00	1.43	0.16	1.85	23.34	This project is 93% complete.
Santa Flora GPS	36.73	0.00	2.33	2.29	1.66	30.45	This project is 84% complete.
Siparia Union Presbyterian Primary School	43.40	0.00	2.05	0.22	8.37	32.76	This project is 47% complete.
Holy Cross College	37.11	0.00	2.17	4.21	0.00	30.72	This project is 67% complete.
Marabella Anglican Primary School	39.18	0.00	1.94	2.24	0.74	34.26	This project is 70% complete.
Malabar GPS	38.57	0.00	1.68	5.03	2.28	29.58	This project is 73% complete.
Fanny Village GPS	48.90	0.00	2.35	1.64	0.00	44.90	This project is 2% complete.
Egypt Oasis ECCE	7.64	0.00	0.30	0.05	0.00	7.29	Contractor is on site and mobilising.
Arima Central Secondary School	30.26	0.00	2.20	0.24	0.00	27.82	Works to commence in 2021.
Belle Vue ECCE	10.30	0.00	0.07	0.27	0.00	9.76	Contractor is on site and mobilising.
La Horquetta North ECCE	5.97	0.00	0.00	0.29	0.00	5.68	Works to commence in fiscal 2021.
Barataria North Secondary School	173.68	0.00	7.63	0.00	0.00	166.05	Works to commence in fiscal 2021.
Lower Morvant GPS	50.15	0.00	2.19	0.00	0.00	47.96	Works to commence in fiscal 2021.
St. Joseph Secondary	146.60	0.00	0.00	6.33	0.00	140.27	Works to commence in fiscal 2021.
Holy Name Convent	26.67	0.00	0.00	1.34	0.00	25.33	Works to commence in fiscal 2021.
Picadilly GPS	40.88	0.00	0.00	1.81	0.00	39.07	Works to commence in fiscal 2021.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
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		Ramai Trace SDMS Primary School	37.43	0.00	2.03	0.21	
Mt. Hope Secondary School	258.17	0.00	6.83	4.71	0.00	246.63	Works to commence in fiscal 2021.
GoRTT Serviced Loan	1,156.03	0.00	39.45	37.17	16.91	1,062.31	
Total - MTS	1,156.03	0.00	39.45	37.17	16.91	1,062.31	
RURAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (RDC)							
Funded by GoRTT Serviced Loan							
Construction of Bridges	21.42	0.00	0.00	1.76	5.61	14.05	Construction of bridges, projects ongoing.
Road and Drainage Works	67.08	0.00	0.00	9.71	11.56	45.82	Road rehabilitation and drainage upgrade projects ongoing.
Construction of Retaining Wall	32.96	0.00	0.00	1.74	4.42	26.80	Construction of retaining wall, projects ongoing.
Refurbishment Works at Recreation Grounds, Basketball Courts, Multipurpose Complex	25.56	0.00	0.00	1.26	5.10	19.20	Refurbishment works, projects ongoing.
GoRTT Serviced Loan	147.03	0.00	0.00	14.47	26.69	105.87	
Total - RDC	147.03	0.00	0.00	14.47	26.69	105.87	
THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)							
Funded by GoRTT Serviced Loan							
Development and upgrade of grounds, parks and spaces	495.94	381.98	31.64	9.40	21.43	50.00	The construction of these grounds are ongoing. Two have been completed, one is on-going and six re-purposed.
GoRTT Serviced Loan	495.94	381.98	31.64	9.40	21.43	50.00	
Total - SPORTT	495.94	381.98	31.64	9.40	21.43	50.00	
Total - Community	1,812.25	381.98	71.09	61.04	71.66	1,224.81	

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
HEALTH							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)							
Funded by GoRTT Serviced Loan							
Multi Storey Car Park in San Fernando (formerly San Fernando General Hospital Car Park)	118.40	0.00	0.00	0.00	11.84	48.20	The estimated cost of the project has been revised from \$85.08 million to \$118.40 million. The scope of the project was expanded from the construction of a 750 space multi-story car park to a 1000 space multi-story car park.
Construction of the Arima Hospital	1,601.28	303.31	665.45	116.12	79.24	82.61	This project is complete and being operationalised. Defects liability period commenced.
Construction of the Point Fortin Hospital	1,262.35	385.70	33.99	25.49	175.60	37.50	Project Construction and Commissioning / Training completed. Defects liability period commenced.
Port of Spain General Hospital	1,269.49	1.75	62.81	94.21	260.53	510.42	This project is being executed in four phases. Construction activities includes sub-structure, super-structure and exterior walls and cladding.
Construction of the Sangre Grande Hospital	1,059.88	0.00	85.78	43.67	33.78	408.68	Super-structure designs are approx. 50% complete (ongoing). Earthworks (clearing and grubbing) are approximately 90% complete.
GoRTT Serviced Loan	5,311.40	690.76	848.03	279.49	560.99	1,087.41	
Total - UDeCOTT	5,311.40	690.76	848.03	279.49	560.99	1,087.41	
Total - Health	5,311.40	690.76	848.03	279.49	560.99	1,087.41	

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		From Start of Programme to Sept. 2018	Oct. 2018 to Sept. 2019	Oct. 2019 to March 2020	April 2020 to Sept. 2020	Oct. 2020 to Sept. 2021	
Administration							
PUBLIC ORDER & SAFETY							
AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)							
Funded by Retained Earnings							
Upgrade of Building Management System (BMS)	12.00	6.60	3.70	0.10	1.60	0.00	This project is expected to be completed in fiscal 2020.
Replacement and Upgrade of Security Screening Equipment-Carry on/Walk Thru Metal Detectors	20.00	0.00	5.20	5.30	0.00	9.50	This involves the replacement of the X Ray and full body scanners at both PIA and ANRRIA. To be completed in fiscal 2021.
Repairs to Perimeter Fencing at Piarco International Airport	19.10	0.00	0.00	0.00	0.00	0.00	This project is now funded under PSIP.
Replacement of one 500 ton magnetic bearing Chiller at North Terminal Piarco	3.80	1.60	1.70	0.50	0.00	0.00	This project is scheduled to be completed in fiscal 2020.
The Upgrade of Oracle E-Business Suite Application	6.10	2.40	0.50	0.90	2.00	0.30	Project include the upgrade of the existing Oracle E-Business software and hardware system. The project is now scheduled to be completed in fiscal 2020.
Retained Earnings	61.00	10.60	11.10	6.80	3.60	9.80	
Total - Airports Authority	61.00	10.60	11.10	6.80	3.60	9.80	
Total - Public Order & Safety	61.00	10.60	11.10	6.80	3.60	9.80	



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PUBLIC ADMINISTRATION							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDEcOTT)							
PROJECTS (Gov't Accommodation)							
Funded by GoRTT Serviced Loan							
Parliamentary Complex (Retrofit of Cabildo Chambers for the Office of the Parliament)	104.12	0.00	46.00	53.42	10.58	2.60	Works completed and defects liability ongoing. The estimated cost of the project was revised from \$98.82 million to \$104.12 million.
President's House	100.00	15.55	50.30	42.20	10.10	1.70	This project is complete.
Heritage Library	15.75	0.00	0.00	1.36	14.96	2.76	Work is scheduled to be completed by September 2020.
Repairs to Assembly Hall at the Queen's Royal College	4.50	0.00	0.00	0.00	4.30	0.21	Work is scheduled to be completed by August 2020.
Judiciary - Relocation of the Civil High Court and Civil Division of the Court of Appeal from the Hall of Justice to Tower D at International Waterfront Centre Project	54.27	0.00	0.00	0.00	51.56	2.71	Phase 1 consist of design and construction and to commence in May 2020.
Ministry of Health Headquarters	280.65	0.00	0.00	0.00	50.00	100.00	The BOLT contract was executed in March 2020 and pre-construction activities have commenced. Works are expected to be completed in 2022.
Penal/Debe Regional Corporation - Administrative Building	36.78	0.00	0.02	0.00	3.11	25.25	The project is scheduled to commence by August 2020.
GoRTT Serviced Loan	596.07	15.55	96.32	96.98	144.61	135.23	
Total - UDeCOTT	596.07	15.55	96.32	96.98	144.61	135.23	

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NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)							
Funded by GoRTT Serviced Loan							
Construction of the San Fernando to Point Fortin Highway Project (SHHEPF – Project)	7,500.00	5,661.00	554.00	236.00	240.00	1,226.00	The main objective of the project is to provide highway network improvements to the South and West of San Fernando.
ANR Robinson International Airport	1,277.00	0.00	7.00	16.00	457.00	489.00	Upgrade of existing terminal facilities and design and construction of new terminal building.
Acquisition of two (2) Fast Ferries	1,007.00	114.00	422.00	334.00	48.00	99.00	Acquisition of two (2) fast ferries for the inter-island Sea-Bridge.
Construction of San Fernando Magistrate Court	75.00	0.00	0.00	2.00	18.00	55.00	Construction is ongoing. Estimated completion date is September 2021.
GoRTT Serviced Loan	9,859.00	5,775.00	983.00	588.00	763.00	1,869.00	
Total NIDCO	9,859.00	5,775.00	983.00	588.00	763.00	1,869.00	
WATER AND SEWERAGE AUTHORITY (WASA)							
Funded by GoRTT Serviced Loan							
National Social Development Programme - Water Component	304.00	230.40	0.26	0.04	1.72	0.13	The programme involves the implementation of 513 projects of which 502 were completed, 8 are in progress and 3 are no longer required because of system reconfiguration. The projected expenditure for April to September, 2020 represents the balance due on contracts issued to contractors. The programme is 98% completed

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PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2021
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Water and Wastewater Construction/ Refurbishment Programme	1,335.90	927.50	1.95	5.99	26.46	29.56	The programme involves the implementation of 99 projects of which 70 were completed, 25 have been deferred, one was suspended, one is being funded under PSIP-IDF whilst two are being funded under the IDB programme. The programme is 81% complete.
Multi-phase Waste- water Rehabilitation Programme	1,577.60	1,012.08	230.06	56.02	53.25	161.80	This Malabar wastewater treatment plant is complete and operable. The San Fernando project is 84.6% complete. The institutional strengthening project is 90% complete.
Modernisation and Wastewater Infrastructure Rehabilitation Programme	320.00	175.71	66.40	24.08	8.84	31.79	The Programme involves improvements works in the areas of environmental conditions within the country, personnel/ staff efficiency and waste water management operations and maintenance performance.
GoRTT Serviced Loan	3,537.50	2,345.69	298.67	86.12	90.27	223.28	
Total WASA	3,537.50	2,345.69	298.67	86.12	90.27	223.28	
Total - Public Administration	14,053.57	8,146.84	1,389.09	777.90	1,001.48	2,237.31	
TOTAL - GoRTT DEBT SERVICED	21,923.25	9,208.98	2,321.85	1,350.59	1,927.95	4,672.91	
TOTAL - RETAINED EARNINGS/EQUITY	14,314.05	3,835.66	972.74	743.81	840.96	1,723.00	
TOTAL - COMPANY DEBT SERVICED	175.50	0.00	0.00	1.80	24.20	149.50	
TOTAL SEIP	36,412.80	13,044.64	3,294.59	2,096.20	2,793.11	6,545.41	

