



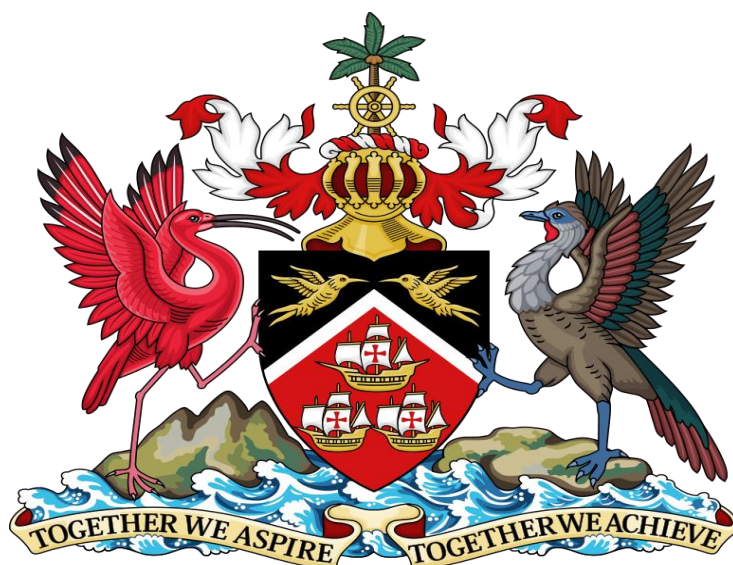
Government of the Republic of Trinidad and Tobago

# **PUBLIC SECTOR INVESTMENT PROGRAMME**

## **2022**

**Resilience in the face  
of a Global Pandemic**





# **PUBLIC SECTOR INVESTMENT PROGRAMME 2022**

**Ministry of Planning and Development**

**OCTOBER 2021**



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## ABBREVIATIONS

<b>AATT</b>	Airports Authority of Trinidad and Tobago
<b>AAQMS</b>	Ambient Air Quality Management
<b>ALC</b>	Army Learning Centre
<b>ANRRIA</b>	A.N.R. Robinson International Airport
<b>ALLSET</b>	Alternative Learning Literacy and Skill Enhancement Training
<b>APEX</b>	Advance Proficiency Entrepreneurship Excellence
<b>BAFT</b>	Biosciences, Agriculture and Food Technology
<b>BIR</b>	Board of Inland Revenue
<b>BRP</b>	Bridges Reconstruction Programme
<b>BAP</b>	Business Accelerator Programme
<b>CMIS</b>	Cadastral Management Information System
<b>CATT</b>	Children's Authority of Trinidad and Tobago
<b>DT</b>	Digital Transformation
<b>CCI</b>	Creative and Cultural Industries
<b>CAWI</b>	Computer Assisted Web Interview
<b>CAPI</b>	Computer-Assisted Personal Interview
<b>CARIRI</b>	Caribbean Industrial Research Institute
<b>CARICOM</b>	Caribbean Community
<b>CATI</b>	Computer Assisted Telephone Interview
<b>CCLSC</b>	Cipriani College of Labour and Cooperative Studies
<b>CCTV</b>	Closed Circuit Television
<b>CDA</b>	Chaguaramas Development Authority
<b>CDF</b>	Community Development Fund
<b>CEC</b>	Certificate of Environmental Clearance
<b>CMP</b>	Coastal Monitoring Programme
<b>CARIFTA</b>	Caribbean Free Trade Association
<b>CHINS</b>	Children In Need of Supervision
<b>CF</b>	Consolidated Fund
<b>CCLCS</b>	Cipriani College of Labour and Co-operative Studies
<b>CGCL</b>	Caribbean Gas Chemical Limited
<b>CNG</b>	Compressed Natural Gas
<b>CPDD</b>	Curriculum Planning and Development Division
<b>CWIP</b>	Community Water Improvement Programme
<b>CNCMP</b>	Comprehensive National Coastal Monitoring Programme
<b>CAST</b>	Central Administrative Services Tobago
<b>COSTAAT</b>	College of Science, Technology and Applied Arts of Trinidad and Tobago
<b>CRH</b>	Churchill Roosevelt Highway
<b>CSO</b>	Central Statistical Office

<b>CSME</b>	Caribbean Single Market and Economy
<b>CDB</b>	Caribbean Development Bank
<b>CRR</b>	Community Recovery Report's
<b>CoE</b>	Centre of Excellence
<b>DMU</b>	Disaster Management Unit
<b>ECCE</b>	Early Childhood Care and Education
<b>ECCL</b>	Export Centres Company Limited
<b>ECIAF</b>	Eastern Caribbean Institute for Agriculture and Forestry
<b>eTeck</b>	Evolving TecKnologies and Enterprise Development Company
<b>EDF</b>	European Development Fund
<b>EFCL</b>	Education Facilities Company Limited
<b>EFPPD</b>	Education Facilities Planning and Procurement Division
<b>EIA</b>	Environmental Impact Assessment
<b>EIT</b>	Engineer-In-Training
<b>EMA</b>	Environmental Management Agency
<b>EV</b>	Electric Vehicle
<b>EDMS</b>	Electronic Document Management System
<b>ESS</b>	Environmentally Sensitive Species
<b>EPOS</b>	East Port of Spain Development Company Limited
<b>EPPD</b>	Environmental Policy and Planning Division
<b>ERHA</b>	Eastern Regional Health Authority
<b>ESS</b>	Environment Sensitive Species
<b>EU</b>	European Union
<b>ExporTT</b>	Export Company of Trinidad and Tobago
<b>FVCIP</b>	Fashion value chain Investment Programme
<b>FMIS</b>	Financial Management Information System
<b>FIU</b>	Finance Intelligence Unit
<b>FilmTT</b>	Film Company Limited
<b>GDP</b>	Gross Domestic Product
<b>GEB</b>	Guard and Emergency Branch
<b>GIS</b>	Geographic Information System
<b>G.O.E.S</b>	Geostationary Operational Environmental Satellite
<b>GORTT</b>	Government of the Republic of Trinidad and Tobago
<b>GPS</b>	Global Positioning System
<b>GAP</b>	Good Agricultural Practices
<b>HACCP</b>	Hazard Analysis and Critical Control Points
<b>HoJ</b>	The Hall of Justice
<b>HDC</b>	Housing Development Corporation
<b>HBS</b>	Household Budget Surveys+
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome

<b>HO/HT</b>	High Pressure/High Temperature
<b>HPS</b>	High Pressure Sodium
<b>HRM</b>	Human Resource Management
<b>HSF</b>	Heritage and Stabilisation Fund)
<b>HVIP</b>	Housing and Village Improvement Programme
<b>HVAC</b>	Heating ventilation and Air Conditioning
<b>ILSF</b>	Integrated Logistics Support Facility
<b>ICT</b>	Information Communication Technology
<b>IDF</b>	International Monetary Fund
<b>IDB</b>	Inter-American Development Bank
<b>IDF</b>	Infrastructure Development Fund
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IMA</b>	Institute of Marine Affairs
<b>IMG</b>	Imperial Milligallons
<b>IDCD</b>	International Development Corporation Division
<b>ISEMS</b>	Integrated Social Enterprise Management System
<b>IG</b>	Imperial Gallons
<b>IP</b>	Intellectual Property
<b>IP</b>	Internet Protocol
<b>IRAC</b>	Industrial Relations Advisory Committee
<b>LLWAS</b>	Low-Level Windshear Alerting System
<b>LOI</b>	Lines of Enquiry
<b>PPRD</b>	Project Planning and Reconstruction Division
<b>ETA</b>	Electronic Transaction Act
<b>LED</b>	Light Emitting Diode
<b>FMIS</b>	Financial Management Information Systems
<b>FAO</b>	Food and Agriculture Organisation
<b>FSSI</b>	Foreign Service Strengthening Initiative
<b>FTR</b>	For the Record
<b>GRP</b>	Government Resource Planning
<b>MSP</b>	Maximum Security Prison
<b>MRDLG</b>	Ministry of Rural Development and Local Government
<b>MALE</b>	Ministry of Agriculture, Land and Fisheries
<b>MDAs</b>	Ministries/Departments and Agencies
<b>MCDCA</b>	Ministry of Community Development, Culture and the Arts
<b>MusicTT</b>	Trinidad and Tobago Music Company Limited
<b>MIC</b>	Metal Industries Limited
<b>MICS</b>	Multiple Indicator Cluster Survey
<b>MIS</b>	Management Information System
<b>MIC-IT</b>	MIC Institute of Technology

<b>MSCD</b>	Ministry of Sport and Community Development
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MPAC</b>	Ministry of Public Administration and Communication
<b>MPADT</b>	Ministry of Public Administration and Digital Transformation
<b>MFCA</b>	Ministry of Foreign and CARICOM Affairs
<b>MEEI</b>	Ministry of Energy and Energy Industries
<b>MOE</b>	Ministry of Education
<b>MOL</b>	Ministry of Labour
<b>MNS</b>	Ministry of National Security
<b>MHUD</b>	Ministry of Housing and Urban Development
<b>MSDFS</b>	Ministry of Social Development and Family Services
<b>MSW</b>	Municipal Solid Waste
<b>MOF</b>	Ministry of Finance
<b>MOT</b>	Ministry of Tourism
<b>MOWT</b>	Ministry of Works and Transport
<b>MPD</b>	Ministry of Planning and Development
<b>MSYA</b>	Ministry of Sport and Youth Affairs
<b>MORDLG</b>	Ministry of Rural Development and Local Government
<b>MTI</b>	Ministry of Trade and Industry
<b>MICS</b>	Multiple Indicator Cluster Survey
<b>MTCA</b>	Ministry of Tourism, Culture and the Arts
<b>MYDNS</b>	Ministry of Youth Development and National Service
<b>NALIS</b>	National Library and Information System Authority
<b>NAMDEVCO</b>	National Agricultural Marketing and Development Corporation
<b>NAPA</b>	National Academy for the Performing Arts
<b>NYP</b>	National Youth Policy
<b>NCD</b>	Non-Communicable Diseases
<b>NPSCD</b>	National Policy on Sustainable Community Development
<b>NTAC</b>	National Tripartite Advisory Council -
<b>NDS</b>	National Development Strategy
<b>NCP</b>	National Child Policy
<b>NCSHL</b>	National Commission for Self Help Limited
<b>NACC</b>	National AIDS Coordinating Committee
<b>NEDCO</b>	National Entrepreneurship Development Company
<b>NEP</b>	National Environmental Plan
<b>NESC</b>	National Energy Skills Centre
<b>NEC</b>	National Enrichment Centre
<b>NSMP</b>	National Social Mitigation Plan
<b>NGOs</b>	Non-Governmental Organisations
<b>NIDCO</b>	National Infrastructure Development Company



<b>NIHERST</b>	National Institute of Higher Education, Research, Science and Technology
<b>NIPDEC</b>	National Insurance Property Development Company
<b>NMAG</b>	National Museum and Art Gallery
<b>NSITT</b>	National Statistical Institute of Trinidad and Tobago
<b>NWRHA</b>	North West Regional Health Authority
<b>OPM</b>	Office of the Prime Minister
<b>OSHA</b>	Occupational Safety and Health Act
<b>OERs</b>	Open Educational Resources
<b>PMCD</b>	Public Management Consulting Division
<b>PATT</b>	Port Authority of Trinidad and Tobago
<b>PSA</b>	Public Service Academy
<b>PIA</b>	Piarco International Airport
<b>POSGH</b>	Port-of-Spain General Hospital
<b>PMIS</b>	Project Management Information System
<b>PPOS</b>	Port of Port of Spain
<b>PVC</b>	Polyvinyl Chloride
<b>PSPMS</b>	Public Sector Performance Management System
<b>PSIP</b>	Public Sector Investment Programme
<b>PSB</b>	Public Screening Brief
<b>PTA</b>	Police Training Academy
<b>PURE</b>	Programme for Upgrading Roads Efficiency
<b>PTSC</b>	Public Transport Service Corporation
<b>PVT</b>	Pressure Volume Temperature
<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>PRES D</b>	Property and Real Estate Division
<b>QMS</b>	Quality Management Systems
<b>PPGIS</b>	Public Participatory GIS
<b>RRR</b>	Roadmap to Recovery Report
<b>RE</b>	Renewable Energy
<b>REAP</b>	Residential Electrification Assistance Programme
<b>RFP</b>	Request for Proposal
<b>RGD</b>	Registrar General's Department
<b>RHA</b>	Regional Health Authority
<b>RE&amp;EE</b>	Renewable Energy and Energy Efficiency Initiatives
<b>RVI</b>	Royal Victoria Institute
<b>RFID</b>	Radio-Frequency Identification
<b>RHAs</b>	Regional Health Authorities
<b>SAPA</b>	Southern Academy for the Performing Arts
<b>SDRs</b>	Special Drawing Rights
<b>SLMS</b>	School Learning Management System

<b>SIMS</b>	School Issue Management System
<b>SSSD</b>	Student Support Services Division
<b>SDG</b>	Sustainable Development Goals
<b>SWRHA</b>	South West Regional Health Authority
<b>SSE</b>	Social Support and Empowerment
<b>SEW</b>	Single Economic Window
<b>SFGH</b>	San Fernando General Hospital
<b>SHHEPF</b>	Solomon Hochoy Highway Extension to Point Fortin
<b>SIP</b>	School Improvement Programme
<b>SSMD</b>	School Supervision and Management Division
<b>SEIP</b>	State Enterprises Investment Programme
<b>SLC</b>	Survey of Living Conditions
<b>STEP</b>	Small Tourism Enterprise Project
<b>TSTT</b>	Telecommunication Services of Trinidad and Tobago
<b>SWMCOL</b>	Solid Waste Management Company
<b>T&amp;TEC</b>	Trinidad and Tobago Electricity Commission
<b>TI</b>	Tourism Institute
<b>THA</b>	Tobago House of Assembly
<b>THTI</b>	Tobago Hospitality and Tourism Institute
<b>TGU</b>	Trinidad Generation Unlimited
<b>TSH</b>	Trinidad Selected Hybrids
<b>TTAG</b>	Trinidad and Tobago Air Guard
<b>TTBS</b>	Trinidad and Tobago Bureau of Standards
<b>T&amp;TEC</b>	Trinidad and Tobago Electricity Commission
<b>TTCG</b>	Trinidad and Tobago Coast Guard
<b>TTPOST</b>	Trinidad and Tobago Postal Corporation
<b>TCPD</b>	Town and Country Planning Division
<b>TTDFR</b>	Trinidad and Tobago Defence Force Reserves
<b>TTFS</b>	Trinidad and Tobago Fire Service
<b>TTL</b>	Trinidad Tourism Limited
<b>TTASCA</b>	Trinidad and Tobago Accreditation Service for Conformity Assessment
<b>TTBS</b>	Trinidad and Tobago Bureau of Standards
<b>TTPS</b>	Trinidad and Tobago Police Service
<b>TTR</b>	Trinidad and Tobago Regiment
<b>TTFS</b>	Trinidad and Tobago Fire Service
<b>TTPRS</b>	Trinidad and Tobago Prison Service
<b>UDeCOTT</b>	Urban Development Corporation of Trinidad and Tobago
<b>UNICEF</b>	United Nations Children's Fund
<b>UTT</b>	University of the Trinidad and Tobago
<b>UWI</b>	University of the West Indies

<b>VAT</b>	Value Added Tax
<b>VMCOTT</b>	Vehicle Maintenance Corporation of Trinidad and Tobago
<b>VACC</b>	Virtual Access Customer Centers
<b>WASA</b>	Water and Sewerage Authority
<b>WRAP</b>	Wind Resource Assessment Programme
<b>WTP</b>	Water Treatment Plant
<b>WWTP</b>	Wastewater Treatment Plant
<b>YTC</b>	Youth Training Centre
<b>YTEPP</b>	Youth Training Entrepreneurship Partnership Programme
<b>YRIC</b>	Youth Resource and Information Centres
<b>YDACs</b>	Youth Development and Apprenticeship Centres



## INTRODUCTION

### Background of the Public Sector Investment Programme

The Public Sector Investment Programme (PSIP) is the public investment plan of the Government of the Republic of Trinidad and Tobago funded through the Consolidated Fund (CF) and the Infrastructure Development Fund (IDF). It comprises programmes and projects of Ministries, Departments and Agencies (MDAs) which are designed to achieve national socio-economic development objectives to realise the goals set out in National Development Strategy (NDS) 2016 – 2030 (Vision 2030), but also give effect to recommendations outlined in the Roadmap to Recovery Reports (RRRs) and the Community Recovery Report (CRR) for the immediate, short and medium term.

In direct response to the combined challenges that arose from the Covid-19 global pandemic and the fluctuations experienced in energy commodity prices, Government will adopt the RRRs and the CRR as core documents for the Medium Term Policy Framework 2022-2024. The underlying philosophy is to “build back a better” Trinidad and Tobago by engaging in the foundational activities which would continue to achieve the goals of Vision 2030, while accelerating recovery and transformational activities therefore returning the country onto the development trajectory.

As indicated in the 2021 PSIP, other capital investments undertaken by wholly-owned and majority owned State Enterprises are not part of the PSIP, the exception is where those enterprises are the implementation agencies of specific programmes and projects of MDAs. Funding for State Enterprises capital investment are usually sourced from their respective retained earnings or monies raised on the private capital market. Details of these expenditure are contained in the annual State Enterprises Investment Programme (SEIP).

Strengthening public investment management through the prioritization of planned public expenditure is key to reducing efficiency gaps in any economy. Over the period 2022-2024, given the impacts of Covid-19 and the overall decline in economic growth, it is critical to maximise on public investment for greater efficiency and effectiveness. It is therefore imperative that public investment focus on addressing the country’s actions towards climate change commitments and creating growth and employment in key sectors. Mitigating against climate change is significant for effective environmental management and sustainability, thus building environmental resilience

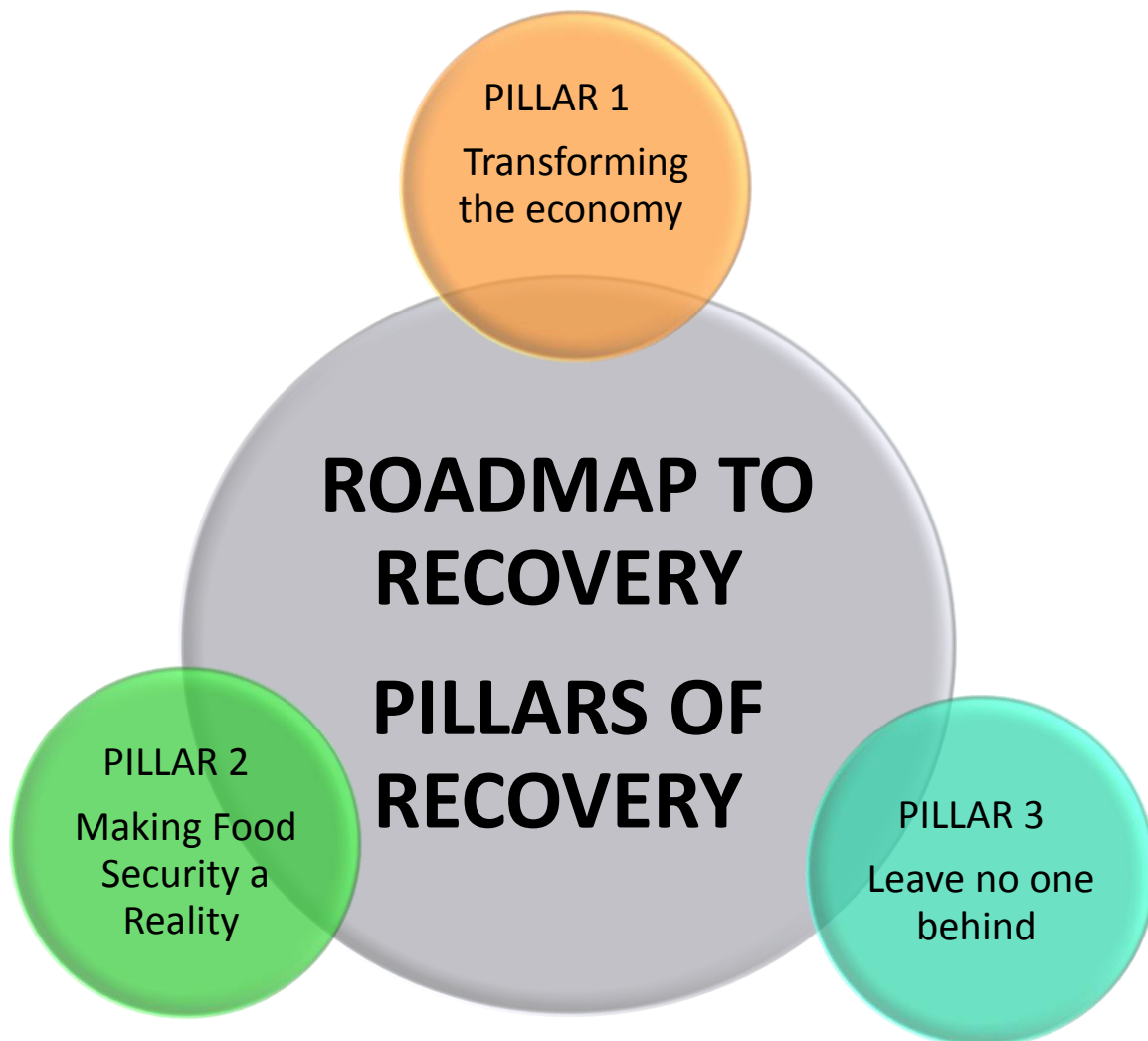
## Policy Context for the 2022 Public Sector Investment Programme



The National Development Strategy (NDS) 2016-2030 for Trinidad and Tobago, Vision 2030, remains the country's principal socio-economic development framework for achieving developed nation status by the year 2030. However, the COVID-19 pandemic in 2020 has resulted in disruptions to our way of life and has served to re-emphasise the importance of restructuring, transformation, agility and the need to implement mitigation measures to build socio-economic and environmental resilience. It has, therefore, become necessary for the country to recalibrate and reposition itself within its development trajectory to ensure that it is aptly able to address the needs of all citizens.

In charting the way forward, the NDS is being reviewed to reflect the peculiar development needs arising from the current situation and solutions comprising a synthesis of the recommendations from the Roadmap to Recovery (RR) and the Community Recovery (CR) Committees as well as findings from the Ministry of Planning and Development's review of the first five years of Vision 2030 (2016-2020), among other research and plans from Ministries, Departments and Agencies (MDAs). This is in keeping with Government's decision to fully adopt the RRRs and the CRR as the core policy documents over the medium term 2022-2024.

The **three (3) Pillars of development**: Diversifying and Transforming the Economy - Leveraging Digitalization; Making Food Security a Reality ; and Leaving No One Behind while Creating Greater Equity , as articulated in the Roadmap to Recovery Report Phase II, are broadly consistent with the five (5) Vision 2030 Development Themes, as are the recommendations of the CRR. Consequently over the period 2022-2024, emphasis will be placed on implementing the recommendations of both Committees. In support of this, the Ministry of Planning and Development through the National Performance Framework 2022-2024 will measure the performance of the interventions to be implemented.



To this end, **nine (9) development priorities** are being articulated for the medium term:

- Priority Area 1: Fostering citizen safety and security**
- Priority Area 2: Economic Recovery: Rebuilding Lives and Livelihoods**
- Priority Area 3: Improving Public Health**
- Priority Area 4: Creating a Digital Nation**
- Priority Area 5: Investing in Strategic Sectors to Create Growth and Jobs**
- Priority Area 6: Protecting the Vulnerable**
- Priority Area 7: Ensuring Food Safety and Security**
- Priority Area 8: Rationalising Public Investment for Greater Efficiency and Effectiveness**
- Priority Area 9: Building Climate and Environmental Resilience**

The intention is to ensure that, as we move into the second Vision 2030 planning horizon 2021-2025, the initiatives as articulated in the revised NDS are made more appropriate for a post-pandemic world.

## **Pillar 1 - Transforming the Economy: Diversifying and Transforming the Economy in Tobago and in Trinidad – Leveraging Digitalization**

A major policy measure derived from the experience of dealing with COVID-19 is that socio-economic transformation and public service excellence must be inextricably tied to digitalization. Trinidad and Tobago will embark on a new development trajectory to become a digital nation. A digital public service, e-identity for citizens, a financial system equipped with Fintech enabled solutions, an e-commerce sector that is highly responsive to global market adaptation. Key transformative initiatives will be pursued in the medium term across a myriad of sectors, including social service delivery, health, education, community development, housing, fostering citizen safety and security, promoting inclusion, strengthening public management systems and accessing government services.

Emphasis will be placed on providing government services online while expanding the ICT infrastructure to allow for greater citizen participation and ease of doing business, business processes reengineering, re-adjusting and training of public officers to function in the new e-Government environment and the necessary legislative reforms to make it all possible. The digital transformation mandate for Trinidad and Tobago requires a robust ICT infrastructure, which will require broadband connectivity with greater reliability, speed, affordability and security. Government will therefore maximize the use of ICT infrastructure across various sectors to support the transition to a digital nation.

Other priorities for economic recovery and sustainability include expanding the non-energy sectors, enhancing the ease of doing business, promoting a culture of entrepreneurship and innovation, investing in targeted, high growth sectors, promoting access to finance and promoting Tobago as a Green Tourism destination. Additionally, measures that support adjustments to the future of work and developing a flexible and adaptive education system must be considered as priorities for recovery.



The key non-energy sectors identified for growth include a combination of existing and emerging sectors – the Creative Industries, Financial Services, Information and Communications Technology, Agriculture and Agro-Processing. The Construction, Manufacturing and Energy industries have also been highlighted as catalysts for igniting economic recovery and generating employment. In light of its facilitative role in development, Government will support initiatives that can encourage private sector investment within these areas, including providing a range of incentives recommended in the RRRs. Always at the forefront of these efforts will be the preservation of the environment – promoting the use of renewable energy options and green industries where possible.

Also critical to business activity, productivity and competitiveness is the need for a rational approach to the maintenance and administration of the national transportation system. In the medium term, emphasis will be placed on addressing current challenges in the entire transport system, inclusive of its infrastructure.

## **Pillar 2 - Making Food Security a Reality**

Across the globe, the threat of food insecurity increased with the onset of the COVID-19 pandemic. Moreover, Trinidad and Tobago's consumption patterns and high food import bill mean the country's dependence on imported food increases its vulnerability to external impacts from prices, natural disasters, climate change and supply chain disruptions. As the Government stated last year making Trinidad and Tobago a more food secure nation will involve the continuous implementation of measures over the short, medium and long terms that boost domestic supply and demand.

In order to increase domestic production, agricultural practices must utilise technology that would allow farmers to control and monitor variables such as moisture levels, soil conditions, pest control and micro-climates. Therefore, the use of farm automation technology, robotics and autonomous equipment, drones, solar and other energy efficient methods in food production will be promoted across both islands.

Improving the distribution networks along the supply chain will also be paramount to supporting a vibrant agriculture sector. Expansion of storage facilities for farmers and increasing the channels for which local produce can be provided will increase the markets that farmers can access. Government will continue to encourage the consumption of more locally grown foods by placing greater emphasis on import substitution, nutritional content and other environmental benefits and public education and awareness campaigns. Moreover, the use of new distribution methods to increase consumer access to healthy, locally grown foods will be a major part of the policy reality.

The Blue Economy has significant potential for the agricultural sector and sustainable use of oceanic resources must be encouraged. Government will develop and implement a sustainable plan to improve the supply of both fresh and seawater fish. Included in the Plan will be measures to expand aquaculture and practice climate proofing to mitigate adverse climate impacts.

In order to ascertain the current situation in the Agriculture labour market, a National Manpower Plan will be undertaken to identify the skills needed to support private sector investment and activities within the sector. The Manpower Plan will also make recommendations for a suitable governance structure for the National Manpower System towards ensuring the sustainability of labour demand and supply as well as improved stakeholder coordination.

Agripreneurship activities will also be advanced through continued support for programmes that enable micro and small-scale agro-processing. Government will encourage investments in new methods of farming that can increase crop yields, incorporate innovation and promote the efficient use of resources to increase domestic supply.

Increasing agriculture's contribution to economic growth, foreign exchange and exports involves moving from production of primary goods to goods with value-added. This will entail investments in the Manufacturing sub-sectors such as Agro-Processing, Pharmaceuticals, Paper and Packaging and Textiles through the provision of infrastructure. Furthermore, strengthening the linkages between industry and agriculture will include promoting gastronomy in Tourism and encouraging more research and development in Agriculture to produce nutraceuticals and other products. Also, increasing the production of export commodities such as forest products, cocoa and honey will continue to be promoted in order to increase market share for domestic farmers.

In Tobago, the focus will be on establishing an agro-processing plant, targeting specific crops and the conversion of unused portions of these crops into feed stock. Additionally, emphasis will be placed on developing a Food Production Policy geared towards identifying priority crops and livestock for production and phased import substitution.

In order for the sector to thrive, greater private sector investment in Agriculture through the use of Public Private Partnerships (PPPs) will be pursued for projects such as the development of state agricultural lands and infrastructure. Establishing closer links between government, academia and the private sector will involve the creation of a Centre of Excellence (CoE) in bio-technology and high-value and indigenous agricultural products for commercialisation to service both the domestic and export markets. Continued collaboration with development partners and regional counterparts will support a more united effort in dealing with climate change which impacts the sector's stability and the development of the Blue Economy.

### **Pillar 3- Leave No One Behind: Making Equity and Empathy Central**

The COVID-19 pandemic, has created a distinct category, the “new vulnerable”, which includes , persons experiencing job loss and reduced income due to the pandemic and families undergoing trauma as a result of domestic violence and child abuse. Consequently, key initiatives which contribute to the recovery process include improving the delivery of Government services through the use of ICT solutions, the coordination and delivery of social programmes to positively affect societal issues such as family life, community spirit, national pride and civic values.

The principle of “leaving no one behind” signifies that all stakeholders must work cohesively towards closing the gaps that citizens and residents face in accessing services, resources and opportunities. As such, Government will implement targeted social and economic policies with

the aim of removing systemic factors that marginalize vulnerable groups, while creating a facilitative framework for equal access and opportunity. . The social safety net will be enhanced to efficiently and effectively deliver social services and programmes to existing clients and new persons falling into the vulnerable group such as those impacted by COVID-19. However, such support will be provided with the aim of reducing dependency by empowering persons so that they could graduate out of these programmes.

Inclusive access to education has always remained at the forefront of the policy agenda of Government. Within this category of students are students with disabilities, whose particular needs must be comprehensively addressed. With regard to tertiary education, funding of the Government Assistance for Tuition Expenses Programme (GATE) will continue to ensure that the education system is inclusive and targets those in need by facilitating access. The Scholarship System will continue alongside the provision of Bursaries.

In the medium term, Government will continue to facilitate a healthy entrepreneurial ecosystem through the customisation of funding facilities and the strengthening of support services offered by various state agencies to SMEs. The establishment of an SME Investment Fund will be pursued with the involvement of co-sponsors to provide non-debt financing to the SME sector.

The development of the youth is vital in the creation of productive and responsible members of society. To promote and foster the participation of youth in all aspects of society, appropriate policies will be implemented to create opportunities for education, employment, access to land for houses and agricultural production. Youth camps and technical vocational education training programmes will target new and existing interventions to support at-risk youth. Collaboratively, these initiatives will aid in finding them unto the path of making a meaningful contribution to the society.

The implementation of existing strategies aimed at reducing all forms of violence in families and communities, in particular gender-based and youth violence, will be pursued and funded. These strategies include the implementation of a *National Strategy to End Gender-based Violence Plan* under the *SpotLight Initiative*, upgrading shelters for victims of domestic violence and transitional facilities, as well as promoting the reduction of violence in schools and communities.

Access to affordable housing remains a prominent issue as the demand for housing continues to outstrip its supply. As such, a mix of new initiatives and the intensification of existing initiatives will be implemented to address the gap in the housing sector. Moreover, Government will continue its construction programme to increase the number of new homes at various sites through the Accelerated Housing Programme, and in Tobago, new homes will also be delivered in targeted areas. In an effort to augment these initiatives, the use of PPPs will also be expanded to assist in the delivery of homes. Furthermore, the promotion of homeownership will continue through subsidised mortgage rates for State-supported housing mortgages; concessional loans for land purchase and home construction; development and distribution of serviced building lots; and infrastructure development and upgrades in unplanned communities. Of particular significance will be the Home and Village Improvement Programme, to facilitate the construction and encourage the use of sweat equity.

## The Composition of the Public Sector Investment Programme

The principal goal of the PSIP is to ensure that capital investment will significantly and positively impact on national development. Therefore, in preparing the 2022 PSIP, the Ministry of Planning and Development (MPD), in accordance with the Call Circular No. 02 Dated: March 24, 2021 supported by the MPD Project Screening Brief (PSB) continued to implement the initiative of reviewing and refining the PSIP in order to ensure its developmental focus and to align projects and programmes to national development objectives. This process involves the application of the following evaluation criteria to projects and programmes to determine their suitability for inclusion in the PSIP.

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

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

In terms of the portfolio of this year's PSIP, it will comprise key on-going and new projects that are aligned Vision 2030, as well as new initiatives contained in the Roadmap for Recovery Reports and Community Recovery Report that will accelerate progress towards achieving key development outcomes.

The 2022 PSIP is structured in five (5) parts:

- The **Overview** which comprises a summary of expenditure recorded for fiscal 2021 and budgeted expenditure for 2022, categorised according to the Vision 2030 Thematic Areas, as well as the sources of funds for Capital Expenditure;

- The **Macroeconomic Framework** highlights the macro-economic environment which impacts on the level and composition of public investment in Trinidad and Tobago;
- **Part I** provides a review of the implementation of programmes and projects in fiscal 2021;
- **Part II** highlights the major programmes and projects to be implemented in fiscal 2022; and
- **The Three Year PSIP** highlights the key programmes and projects within the strategic areas of investment for the medium term 2022-2024.

## OVERVIEW

### Public Sector Investment Programme 2021-2022

Consistent with the impact of the COVID 19 pandemic on economies throughout the world Trinidad and Tobago's economy has been significantly affected. Coupled with a fall in major energy commodity prices and a steep fall in global demand, our exports for manufactured goods and energy products considerably decreased. The recovery process involves transforming the economy from one that is energy dependent into one that generates revenue and foreign exchange from a broader range of sectors and a wider portfolio of products.

The 2021 PSIP was hampered by the ongoing health effects of the COVID-19 global pandemic. Disruptions in the global supply chain and foreign consultants who could no longer execute as a result of travel restrictions, impacted project implementation. Domestically mitigation measures to stop the spread of the COVID-19 virus resulted in a cessation of business and commercial activities as well as the construction sector. As a result, infrastructure projects in the 2021 PSIP were affected by those measures instituted by the Government.

Therefore, in fiscal 2022 the Government of Trinidad and Tobago will advance projects and programmes as outlined in the Roadmap to Recovery report that drive structural transformation aimed at diversifying the economy, in order to create an enabling environment for the non-energy sector, as an engine of economic growth and development. Emphasis will be placed on the Manufacturing, Agriculture, Maritime and the Creative Industries sectors which are targeted for diversification of the economy from the energy sectors and are deemed to have significant foreign exchange earning potential. This will result in increased productivity, competitiveness and an improved quality of life for all citizens with the ultimate aim of achieving inclusive and sustainable development in Trinidad and Tobago.

In fiscal 2022, the total proposed allocation to finance the implementation of projects and programmes under the Public Sector Investment Programme (PSIP) is \$4,200.0 million. Of this, \$2,502.2 \$2,516.5 million 59.6% (59.9 percent) will be distributed under the Consolidated Fund (CF) for programmes and projects implemented by Ministries, Statutory Boards, Local Government and the Tobago House of Assembly. Under the Infrastructure Development Fund (IDF) the balance of \$1,697.8 \$1,683.5 million 40.4% (40.1 percent) will be distributed for initiatives being implemented by Special Purpose State Enterprises (SPSEs).

## Public Sector Investment Programme 2021

In fiscal 2021, a total revised allocation of \$4,506.0 million was provided to finance the implementation of projects and programmes in the PSIP of which \$2,481.0 million (55.1 percent) was provided under the CF and \$2,025.0 million (44.9 percent) was financed under the IDF. This illustrates a decrease in the total allocation for fiscal 2022.

Further, in fiscal 2021, the total expenditure utilised amounted to \$3,061.0 million which comprised of \$1,473.0 million (48.1 percent) under the CF and \$1,588.0 million (51.9 percent) under the IDF. The overall utilisation rate of the revised allocation was a total of 67.9 percent. It comprised the IDF rate of 35.2 percent and CF rate of 32.7 percent for fiscal 2021. Chart I below, illustrates a review of the Revised Expenditure and Allocation for fiscal 2021:



The performance of the 2021 PSIP was concentrated on the five (5) Thematic Areas as displayed in Table I and Chart II below:

**Table I**  
**Comparison of Expenditure by Vision 2030 Thematic Area - 2021**  
**(TT\$ Million)**

Thematic Areas	Budgeted Expenditure				Revised Expenditure			
	Consol. Fund	IDF	Total	%	Consol. Fund	IDF	Total	%
<b>Building Globally Competitive Businesses</b>	215.6	56.9	<b>272.5</b>	<b>6.6</b>	115.6	90.5	<b>206.1</b>	<b>6.7</b>
<b>Improving Productivity through Quality Infrastructure</b>	648.1	878.7	<b>1526.8</b>	<b>37.1</b>	454.6	1,012.2	<b>1466.8</b>	<b>47.9</b>
<b>Placing the Environment at the Centre of Social and Economic Development</b>	25.5	0.5	<b>26.0</b>	<b>0.6</b>	12.8	0.5	<b>13.3</b>	<b>0.4</b>
<b>Promoting Good Governance and Service Excellence</b>	473.4	326.2	<b>799.6</b>	<b>19.5</b>	205.1	213.0	<b>418.1</b>	<b>13.7</b>
<b>Putting People First: Nurturing our Greatest Asset</b>	859.9	625.2	<b>1485.1</b>	<b>36.1</b>	685.2	271.6	<b>956.8</b>	<b>31.3</b>
<b>Total</b>	<b>2222.4</b>	<b>1887.6</b>	<b>4110.0</b>	<b>100.0</b>	<b>1473.3</b>	<b>1587.9</b>	<b>3061.2</b>	<b>100.0</b>

**Chart II: Comparison of Expenditure by Vision 2030 Thematic Area 2021**  
**(TT\$ Million)**

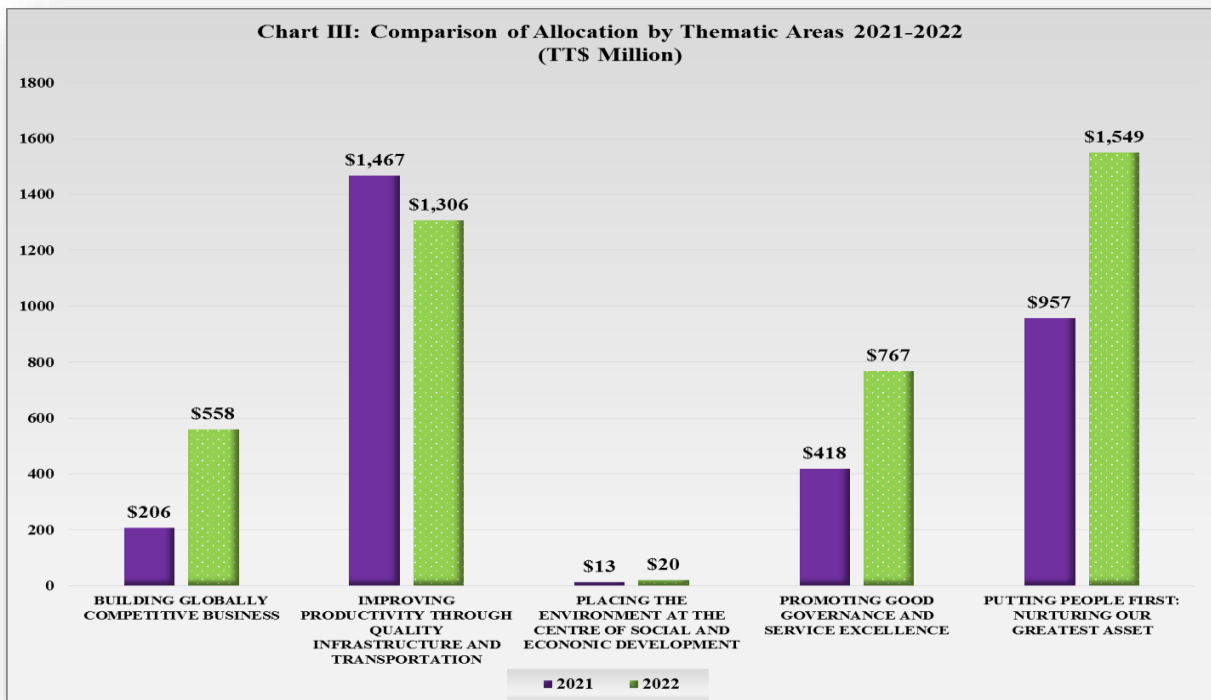


Chart II, above, is a depiction of the total revised expenditure of \$3061.2 million for fiscal 2021 which was recorded under the five (5) Thematic Areas as follows;



#	Vision 2030	Review of Revised Expenditure 2021
1	<i>Improving Productivity Through Quality Infrastructure and Transportation</i>	incurred the highest expenditure of \$1,466.8 million which focused on the areas of Water Security, Roads and Bridges, Transportation, Drainage, Electricity and Information Technology in Trinidad and Tobago.
2	<i>Putting People First: Nurturing our Greatest Asset</i>	ranked second with an expenditure of \$956.8 million of which the following sectors made significant investments in projects and programmes to support our economy and people: Health/HIV AIDS, Education and Housing and Shelter.
3	<i>Promoting Good Governance and Service Excellence</i>	placed priority on alleviating crime which incurred an expenditure of \$418.1 million and focused on sectors of Administration, Law Enforcement and Public Safety and Citizen Security.
4	<i>Building Globally Competitive Businesses</i>	emphasised implementation on projects and programmes which enhanced sectors such as Agriculture, Economic Restructuring and Transformation as well as Tourism. This thematic area ranked fourth with an expenditure of \$206.1 million.
5	<i>Placing the Environment at the Centre of Social and Economic Development</i>	supported the preservation of the Environment and emphasised initiatives which include energy alternatives and generated an expenditure of \$13.3 million.

*Chart III illustrates a comparison of the thematic areas by allocation*



A comparison of allocation by thematic areas for fiscal 2021-2022 reveals that in 2021 the thematic area which received the highest allocation of \$1,467 million was Improving Productivity Through Quality Infrastructure and Transportation, while in 2022 the thematic area of Putting People First, Nurturing Our Greatest Asset received the highest allocation of \$1,549 million representing a 38.22% increase in allocation. For both years the thematic areas of Promoting Good Governance and Service Excellence, Building Globally Competitive Business and Placing the Environment at the Centre of Social and Economic Development ranked second, third and fourth with respect to allocation.

### Public Sector Investment Programme 2022

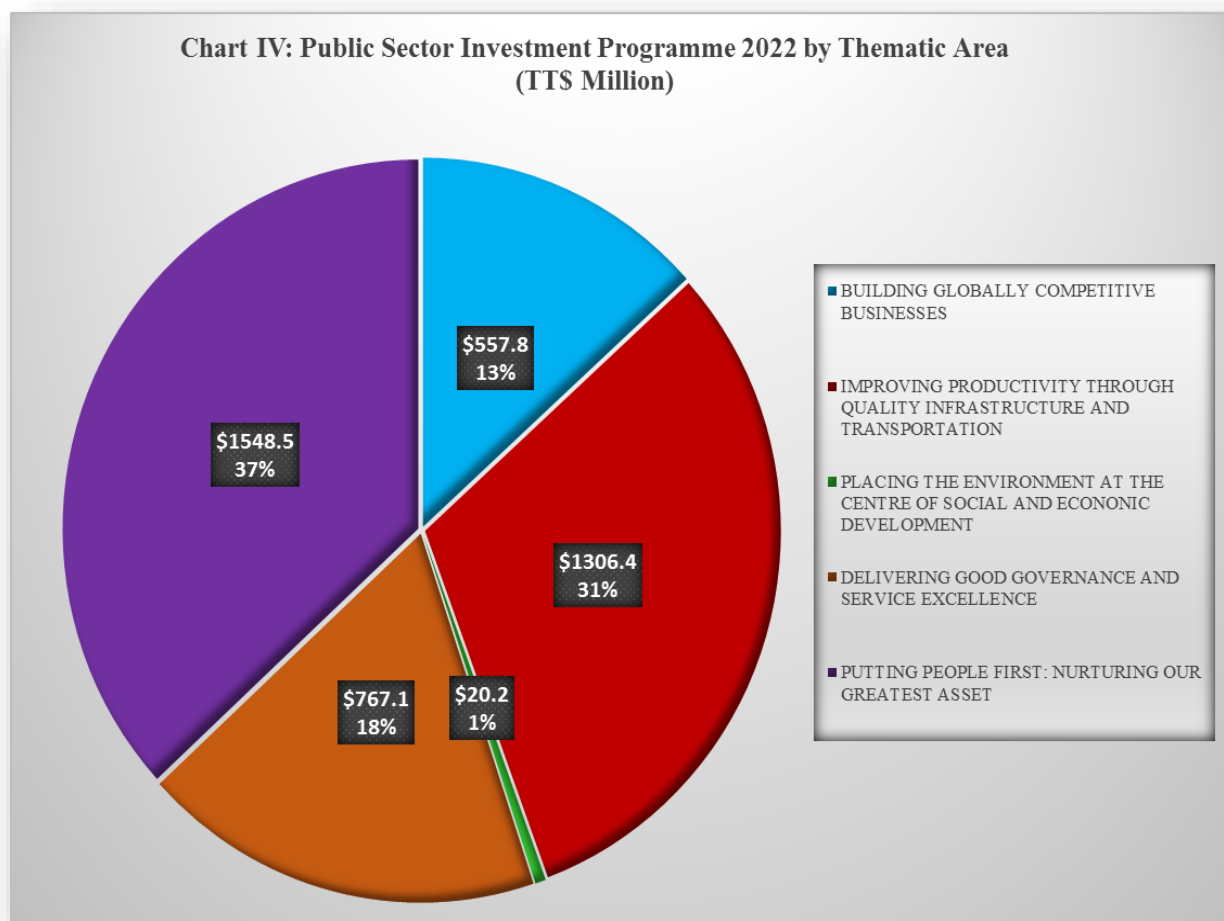
Table II below compares the Revised Expenditure of fiscal 2021 to the Budgeted Expenditure for fiscal 2022. The PSIP will receive a surplus of \$1,138.8 million in fiscal 2022 as compared to fiscal 2021. This upward trajectory of funding will be appropriated into one thousand and twenty one (1021) projects and programmes via the five (5) thematic areas which drills deeper into our sectors and further aligns to the Roadmap to Recovery strategy. The fiscal 2022 capital investment of \$4,200.0 million will be an amalgamation of the Consolidated Fund of \$2,502.1 million and the Infrastructure Fund of \$1,697.8 million.

Government will continue to be guided by the Vision 2030 National Development Strategy (2016-2030) of which respective sectors and Roadmap to Recovery projects and programmes are presented under the five Thematic Areas presented in Table II below and Charts IV and V below:

**Table II: Comparison of Revised Expenditure and Budgeted Allocation by Thematic Area 2021 - 2022 (TT\$ Million)**

Thematic Areas	2021 Revised Expenditure				2022 Budgeted Expenditure			
	Consol. Fund	IDF	Total	%	Consol. Fund	IDF	Total	%
Building Globally Competitive Businesses	115.6	90.5	206.1	6.7	512.3	45.5	557.8	13.3
Improving Productivity through Quality Infrastructure	454.6	1012.2	1466.8	47.9	651.0	655.4	1306.4	31.1
Placing the Environment at the Centre of Social and Economic Development	12.8	0.5	13.3	0.4	17.7	2.5	20.2	0.5
Promoting Good Governance and Service Excellence	205.1	213.0	418.1	13.7	426.5	340.5	767.1	18.3
Putting People First: Nurturing our Greatest Asset	685.2	271.7	956.9	31.3	894.7	653.8	1548.5	36.9
<b>Total</b>	<b>1473.3</b>	<b>1587.9</b>	<b>3061.2</b>	<b>100.0</b>	<b>2502.2</b>	<b>1697.7</b>	<b>4200.0</b>	<b>100.0</b>

Chart IV represents a distribution of the fiscal 2022 allocation via the thematic areas while Chart V highlights the number of projects and programmes per Ministry/Agency which will be implementing the Road to Recovery Phase 2 initiatives.

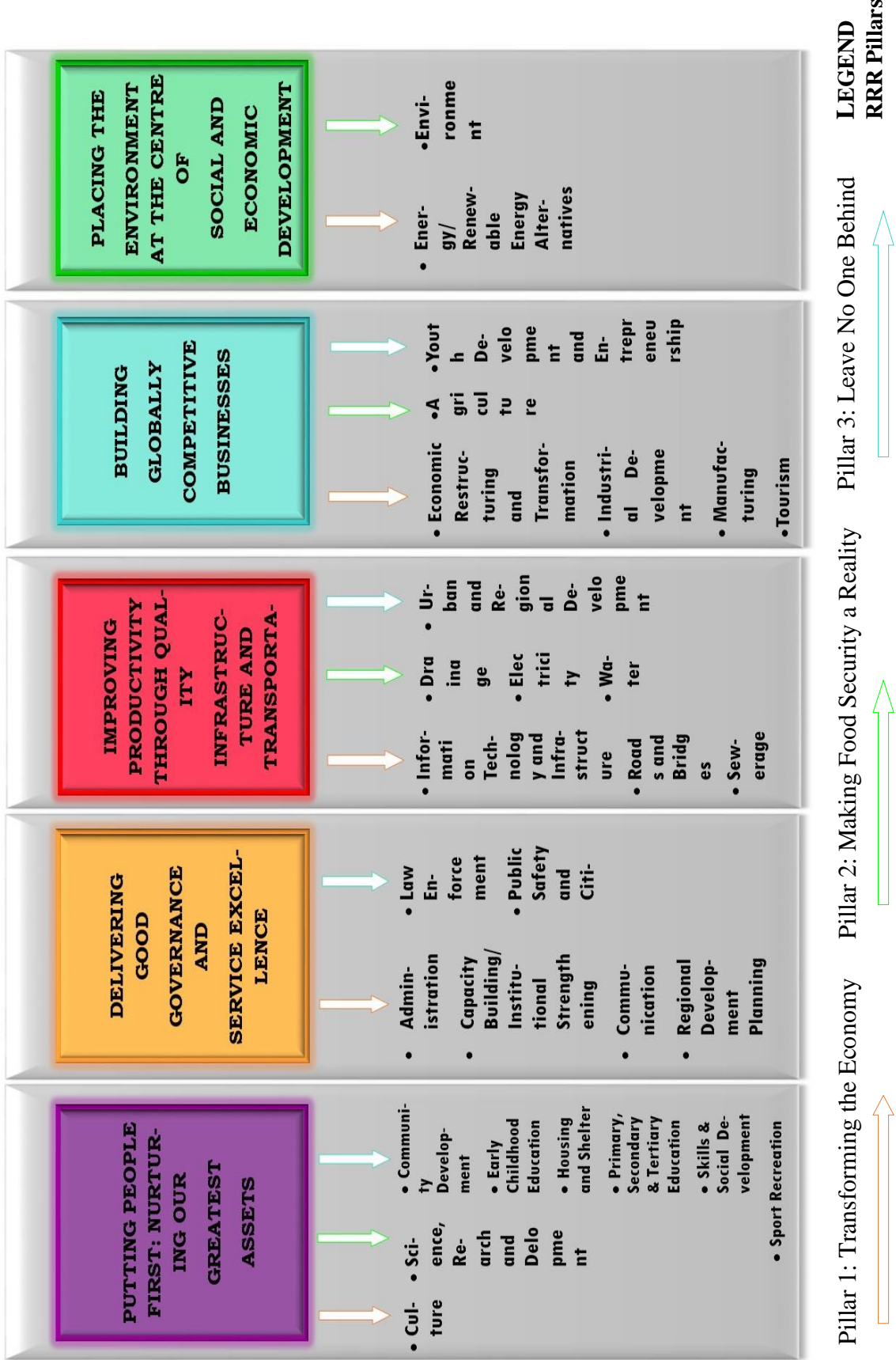


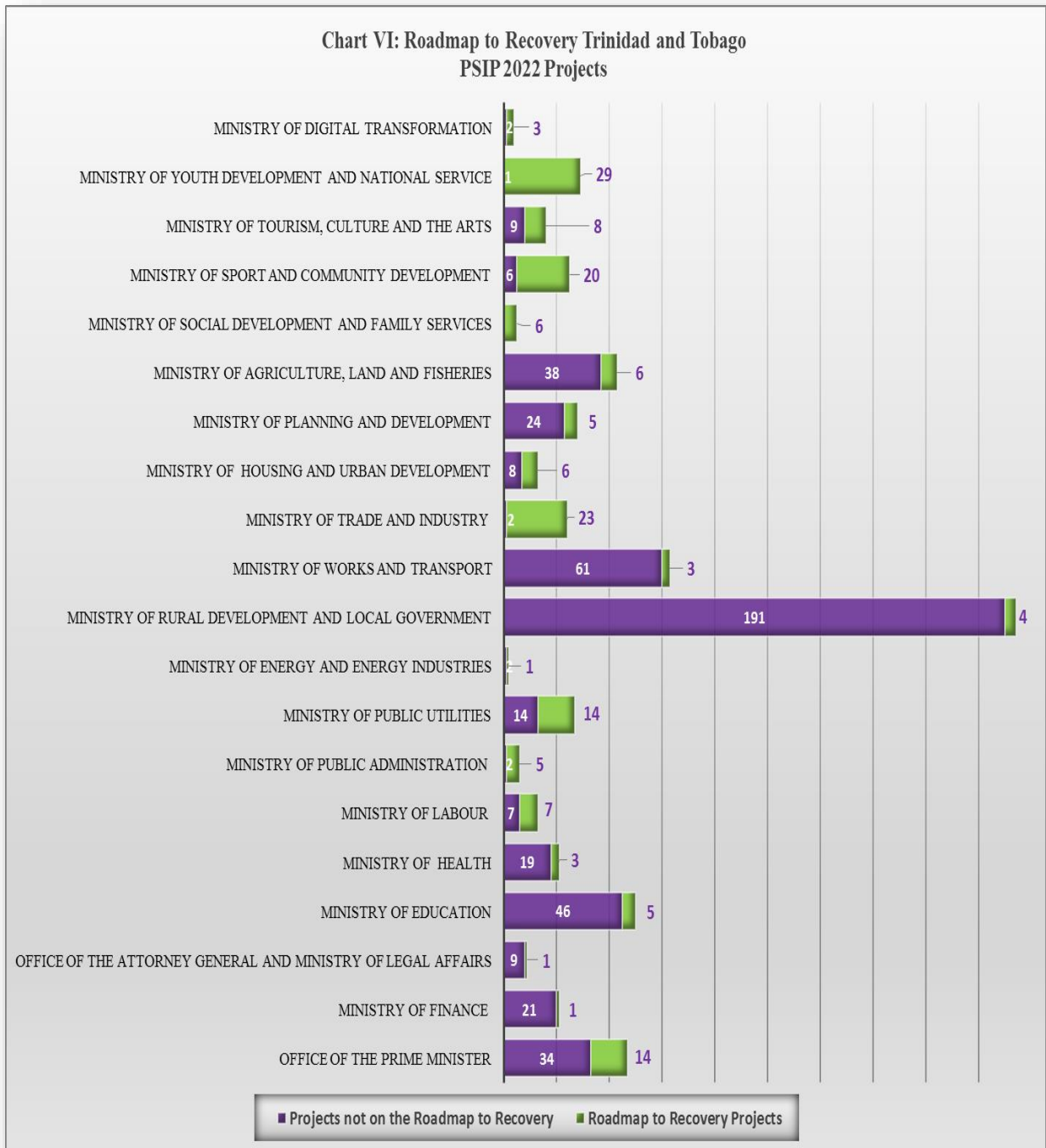
No.	Vision 2030	Public Sector Investment Programme 2022 by Thematic Area
1	<i>Putting People First: Nurturing our Greatest Asset</i>	has been provided with substantial resources amounting to \$1548.5 million, 37 percent of the total PSIP, to critically fund projects and programmes to support benefits for the citizens of Trinidad and Tobago in the upcoming year. Priority has been placed on the following sectors which also received the highest allocations in this thematic area: Health/HIV, Education, Community Development and Housing.
2	<i>Improving Productivity Through Quality Infrastructure and Transportation</i>	received the second largest distribution of funds of which \$1306.4 million represents 31% of the total PSIP allocation for fiscal 2022. This investment is expected to advance the following sectors which received the highest allocations in this sector:

No.	Vision 2030	Public Sector Investment Programme 2022 by Thematic Area
		Roads and Bridges, Information Technology and Infrastructure, Drainage and Transportation.
3	<i>Promoting Good Governance and Service Excellence</i>	will continue to place emphasis on enhancing the Administration, Law Enforcement and Public Safety and Citizen Security sectors as this thematic ranked third in order of highest allocations for fiscal 2022. Of the total PSIP investment portfolio for fiscal 2022, the sectors under this thematic area will receive \$761.1 or 18 percent.
4	<i>Building Globally Competitive Businesses</i>	Youth Development and Entrepreneurship, Economic Restructuring and Transformation and Agriculture are the top three sectors under this thematic area which received the highest allocations for fiscal 2022. Capital funds in the amount of \$557.8 million which represents 13 percent of the total PSIP allocation will be applied to initiatives which will promote the transformation of the economy.
5	<i>Placing the Environment at the Centre of Social and Economic Development</i>	an overall allocation of \$20.2 million, 1 percent of the PSIP fiscal allocation, will be utilised for development and continuation works in the Energy/Renewable Energy Alternatives and the Environment sectors

A focused approach to diversify the economy will be highlighted by several key projects and programmes in fiscal 2022 under the Roadmap to Recovery for Trinidad and Tobago. An illustration of these Roadmap to Recovery initiatives via the thematic areas is provided in Chart V below:

Chart V: Illustration of Vision 2030 Thematic Areas and Road to Recovery Pillars 2022





An investment of resources into one hundred and sixty four (164) initiatives, which is 16 percent, of the total PSIP is expected to propel the transformation of the economy. Government has positioned a strategic direction veering several Ministries to kick start this venture. The Ministries of Youth Development and National Service, Trade and Industry, Sport and Community Development, Social Development and Family Services and Public Administration will be implementing a significant amount of projects and programmes highlighted in the Roadmap to



Recovery as strategies to assist in the transformation of the economy and society in fiscal 2022. Chart VI above highlights the number of projects and programmes which will be implemented in fiscal 2022 by the respective Ministries.

The diagram below presents the major Ministries and Agencies which will be executing Road to Recovery initiatives in fiscal 2022:

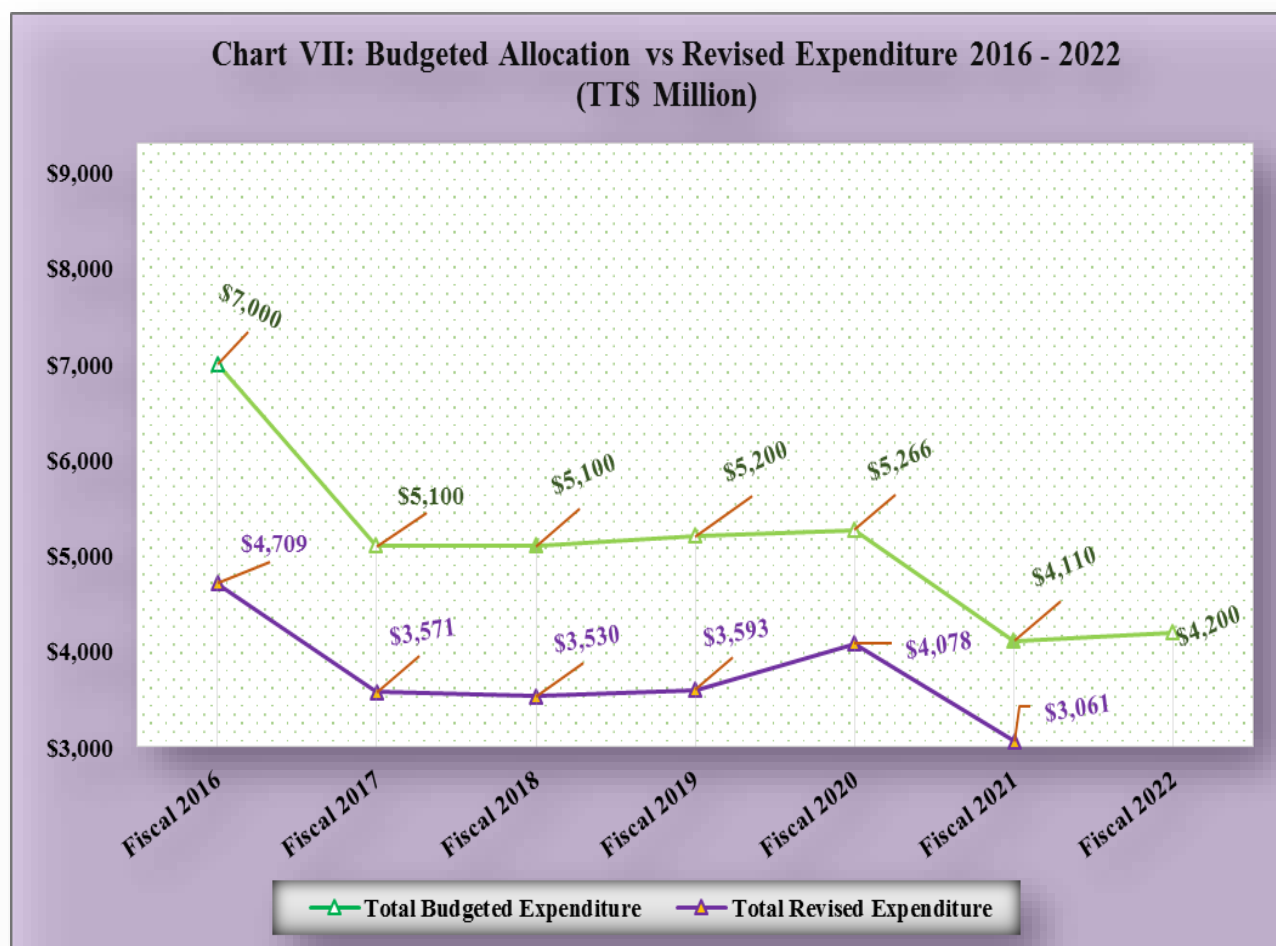
*Diagram: Ministries and Agencies Executing Roadmap to Recovery Initiatives in Fiscal 2022*



## Historical Review of the Public Sector Investment Programme

A graphical summary of budgeted allocation compared to revised expenditure for the fiscal period 2016-2022, is depicted in Chart VII. Astute fiscal management strategies were applied for the period 2016 to 2022 and as a result, the economy experienced a period of stability until fiscal 2020.

However for the period 2020-2021 there has been a decline in our revised expenditure. Over the period observed, an expenditure averaging \$3,757 million has been retained which sustained the economy and the quality of life to citizens.



Notably in fiscals 2020-2021, the health sector received an upsurge in its allocation to progress measures instituted by the Government for the management of the COVID 19 pandemic.

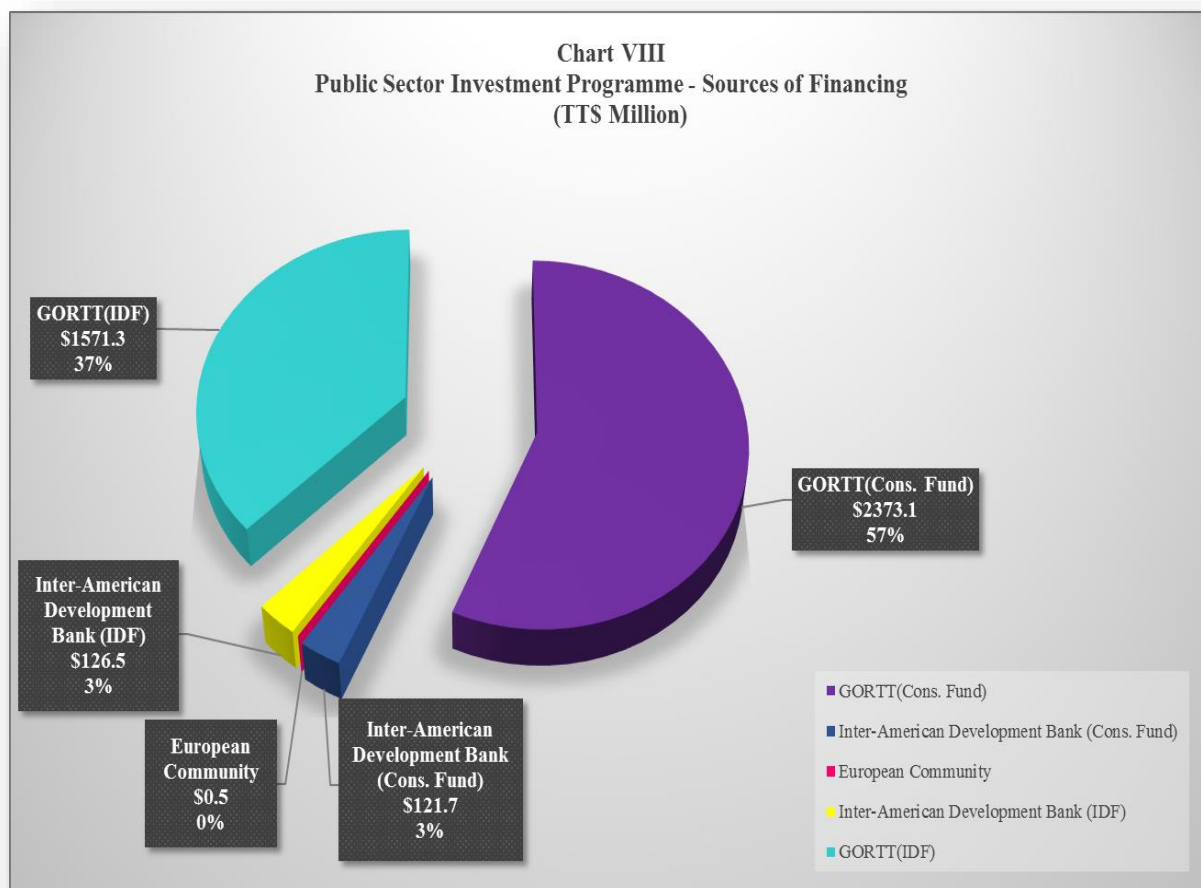
### Financing of the 2022 Public Sector Investment Programme

The 2022 PSIP comprises \$4,200 million which comprise the CF in the amount of \$2,502.2 million and the IDF in the amount of \$1,697.8 million. These funds will be financed through general revenues totalling \$3944.4 million (94 percent) of the total PSIP, while \$255.6 million (6.1 percent) will be drawn from external sources such as loans and grants. Table III explains the financing arrangements for the 2022 PSIP and Chart VIII presents a graphical representation of the financing of the Capital Expenditure for fiscal 2022.



<b>Table III</b>		
<b>Financing of Capital Expenditure - 2022</b>		
<b>Sources of Financing</b>	<b>TTSM n</b>	<b>%</b>
<b>Consolidated</b>	<b>2502.2</b>	<b>59.58</b>
<b>External</b>	<b>129.1</b>	<b>3.07</b>
<b>Loans</b>	<b>128.1</b>	<b>3.05</b>
Inter- American Development Bank	128.1	3.05
<b>Grants</b>	<b>1.0</b>	<b>0.0</b>
European Community	1.0	0.02
<b>Domestic Revenue</b>	<b>2373.1</b>	<b>56.50</b>
General Revenues	2373.1	56.50
<b>IDF</b>	<b>1697.8</b>	<b>40.42</b>
<b>External</b>	<b>126.5</b>	<b>3.01</b>
<b>Loan</b>	<b>126.5</b>	<b>3.01</b>
Inter- American Development Bank	126.5	3.01
<b>Domestic</b>	<b>1571.3</b>	<b>37.41</b>
General Revenues	1571.3	37.41
<b>Total</b>	<b>4200.0</b>	<b>100.0</b>

Funding provided through the CF of \$2,502.2 million will be sourced from general revenues in the amount of \$2,373.1 million, loans financing totaling \$128.1 million and grants \$0.1 million. Whereas funding under the IDF totals \$1,697.8 million, will include \$1,571.3 million from general revenues and \$126.5 million from loans.



The major source of loan financing will be drawn from the Inter-American Development Bank (IDB) totaling \$254.6 million for the implementation of the following major projects:

- Institutional Capacity of the Registrar General's Department (RGD)
- Enhancement of the Single Electronic Window
- Global Services Promotion Programme
- Health Services Support Programme
- Multi-Phase Wastewater Rehabilitation Programme - Phase 1
- Wastewater Network Expansion
- Development of an Integrated Financial Management Information System (IFMIS)
- Urban Upgrading and Revitalization Programme

Grants funding totalling \$0.1 million sourced from the European Community will fund the Technical Corporation Facility project.

## THE MACROECONOMIC FRAMEWORK

Even before the advent of the COVID-19 Pandemic and its negative impact on economies around the world, Trinidad and Tobago's public finances were being challenged by shocks in the energy sector due to lower oil and gas prices and the concomitant reduction in energy revenues. Inclusive of the decreased demand for energy commodities resulting from the Pandemic, the country experienced unprecedented declines in revenues. Unaudited figures for the period 2019-2020 showed that oil and gas revenue fell by 54 percent primarily because of royalties which declined by 46 percent from TT\$3.4 billion in 2019 to \$1.7 billion in 2020. The share of profit the country earned from production sharing contracts also slid 20 percent from \$2.2 billion in 2019 to \$1.8 billion in 2020.<sup>1</sup> Further, with the public debt burden rising to over 80 percent of GDP in 2020 resulting from the need to sustain lives and livelihoods as a result of the Pandemic, Government is committed to reducing the Debt to GDP ratio to a more sustainable level by fiscal 2024.

Domestic economic activity contracted in 2020 amid the COVID-19 Pandemic, negatively impacting economic and financial indicators. This contraction was due to adverse developments in the energy sector and pandemic-induced restrictions which held back activities in the non-energy sector. The GDP at constant (2012) prices declined by TT\$11,401.0 Million or 7.4 percent, from TT\$154,604.8 Million in 2019 to TT\$143,203.8 Million in 2020. Latest estimates from the Central Statistical Office (CSO) indicate that GDP, at constant (2012) prices, declined by 7.4 per cent between 2019 and 2020. Some industries registering declines were the petroleum support services (-45/8%), transport and storage (-27.9%), refining (-17.1%), and accommodation and food services (-16.8%). On the other hand, industries that have offset some of this decline included processing and preserving of fruits and vegetables, which grew by 25.2 percent, asphalt by 24.6 percent, manufacture of grain mill products by 18.2 percent, and manufacture of electrical equipment by 10.4 percent. CSO's estimates also showed that real GDP declined by 1.2 percent from TT\$34,235.4 Million in the fourth quarter, 2020 to TT\$33,820.1 Million in the first quarter, 2021.

The Index of Retail Prices showed that the year to year rate of inflation from June, 2020 to June, 2021 remained relatively stable at 1.8 percent, with the highest contributor being food price inflation, which rose by 5.1 percent over the same period, followed by alcoholic beverages and tobacco with a 4.2 percent rise. This trend in the overall inflation rate was also seen in the period January to June, 2021 as the rate increased by 1.1 percent when compared to the same period in 2020. The changes in food prices was spurred on by a surge in international food prices, which usually has a lagged effect on domestic prices. This rise in global food prices is also expected to continue in the short-to medium-term given the pandemic-induced global food supply and shipping challenges. Government has, therefore, continued to prioritize agriculture for investment in an effort to reduce food prices, foster food security and encourage grow what you eat and eat what you grow philosophy. The commitment continues to be to a low inflationary environment to ensure that goods and services remain available and affordable to all.

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<sup>1</sup> <https://www.energy.gov.tt/wp-content/uploads/2021/05/Media-Release-TTEITI-Launches-Latest-Report-on-Oil-Gas-and-Mining-Sectors.pdf>

The latest labour market data from the CSO showed an unemployment rate at 5.1 per cent in the second quarter, 2020, compared with 4.2 per cent in the first quarter, 2020. Supplementary data from the Ministry of Labour showed that, for the first five months of 2021, the labour market continued to experience some disruption, with 534 persons being retrenched, compared with 475 persons during the similar period of 2020.<sup>2</sup> The resurgence of the virus in the second quarter, 2021 prompted Government to re-impose several containment measures, with adverse effects on working hours and business operations. Government will continue to initiate a number of projects and programmes to reverse this trend and ensure that job creation remains an important strategic objective in its pursuit of growth and development for the country.

One of the main purposes of the Heritage and Stabilisation Fund (HSF) is to save and invest surplus petroleum revenues derived from production business in order to cushion the impact on or sustain public expenditure capacity during periods of revenue downturn. The purpose of the HSF was further expanded in 2020 when the Act governing the HSF was amended to allow withdrawals where a dangerous infectious disease was declared under the Public Health Ordinance, as was the case with the COVID-19 Pandemic. While a total of US\$293.8 million was withdrawn from the Fund during the first quarter, 2021, as at the end of March, 2021, the total net asset value of the HSF was approximately US\$5,662 million, just US\$226.4 million lower than the previous quarter's closing value of US\$5,888.1 million. This resulted from the HSF's positive returns on investments of US\$67.8 million due mainly to the strong performance of the Fund's equity mandates which offset the withdrawals.

On the external front, preliminary data for 2020 indicated that Trinidad and Tobago's balance of payments recorded an overall surplus of \$24.8 million. The country's current account surplus narrowed considerably as a result of the negative impact of the COVID-19 pandemic. In particular, the deficit on the *goods and services* account, its first since 2016, largely accounted for this performance. Meanwhile, a net inflow was recorded on the *financial* account, a reversal from a net outflow in 2019. This outturn was mainly attributed to movements in the *other investment* and *portfolio investment* accounts. Moreover, these transactions brought the level of gross official reserves to TT\$6,953.8 million at the end of December 2020, representative of 8.5 months of prospective import cover.

Of note, the IMF, in August, 2021, announced it had approved a general allocation of Special Drawing Rights (SDRs) equivalent to US\$650 billion to boost global liquidity. The SDR is an international reserve asset created by the IMF to supplement the official reserves of its member countries.<sup>3</sup> In essence, Trinidad and Tobago's foreign reserves have received the equivalent of a US\$644 million boost from the SDR. This means that the country's Net Foreign reserves are back to levels of over US\$7 billion.

Government has pledged its commitment to protecting the most vulnerable in society as the country continues to grapple with the sudden and harsh effects of the COVID-19 Pandemic. At this time, Government expenditure as it relates to COVID-19 measures is approximately TT\$6.0 billion. Sectors that saw huge expenditures were health, national security, agriculture, education, social development and family services. Some of this expenditure included the purchase of 20,000

<sup>2</sup> Central Bank of Trinidad and Tobago, Economic Bulletin, July 2021

<sup>3</sup> <https://www.imf.org/en/News/Podcasts/All-Podcasts/2021/08/23/ceyla-pazarbasioglu-on-sdrs>

laptops to enable primary and secondary students without devices to participate in online classes as physical schools remained closed. Another major expenditure was undertaken by the Ministry of Finance and the Ministry of Social Development and Family Services to accommodate persons who lost their jobs due to lockdown measures in the form of the salary relief grants. As it continues to shelter persons from the full effects of the Pandemic, Government remains resolute in its mission to end the onslaught of the virus and return the economy to the levels of economic growth that would guarantee to all citizens a better quality of life. Therefore, Government's policy agenda remains focused on actions towards recovery in the economic and social sectors. Such actions include improving access to social services, stabilizing the economy, expanding the digitization capabilities as we move towards creating a digital nation, and investing in the non-energy sector to boost sustained socio-economic recovery.

## Medium Term Outlook

In April, 2021, the International Monetary Fund's World Economic Outlook revised upwards its 2021 global growth forecast to 6 percent from 5.5 percent projected in January 2021. These positive prospects have been attributed to successful mass vaccine rollouts across advanced countries and aggressive fiscal support in some, particularly the United States.<sup>4</sup> In Latin America and the Caribbean, growth in 2021 is projected at 4.6 per cent, however, this outlook is subject to an extraordinary degree of uncertainty as the race to vaccinate against the COVID-19 virus continues.

The IMF, in its *World Economic Outlook* of April 2021, projected that Trinidad and Tobago's real GDP would grow by 2.1 percent in 2021 and 4.1 percent in 2022.<sup>5</sup> Like most other countries, the outlook for Trinidad and Tobago is directly linked to the impact of the virus and the local response. Once containment measures are successful with the gradual removal of restrictions on movement as the vaccination programmes are rolled-out to counteract the virus, it is anticipated that business activities would thrive. This would increase the chances of seeing a turnaround in the fortunes of the entire economy by the end of 2021. Further, while some improvement is anticipated in export earnings as the country benefits from increasing international energy prices, continued efforts to bolster domestic energy output will be critical.

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<sup>4</sup> <https://www.imf.org/en/Publications/WEO>

<sup>5</sup> <https://www.elibrary.imf.org/view/books/081/29821-9781513575025-en/29821-9781513575025-en-book.xml?code=imf.org>

**PART I:  
REVIEW OF THE PUBLIC SECTOR INVESTMENT  
PROGRAMME 2021**

## **BUILDING GLOBALLY COMPETITIVE BUSINESSES**





## VISION 2030 BUILDING GLOBALLY COMPETITIVE BUSINESS





Sectors	Projected Expenditure TT\$ Million
Economic Restructuring and Transformation	132.1
Agriculture	125.0
Tourism	54.7
Industrial Development	0.2
Manufacturing	40.2
Youth Development and Entrepreneurship	233.0
Foreign Policy and Trade Relations	7.9

## **Economic Restructuring and Transformation**

Investment continued for economic development is integral to the sustainability of a strong economy. Government continued to make investments in growth sectors in order to produce higher value-added goods, boost exports, increase foreign exchange and generate sustainable employment.

In fiscal 2021, the Ministry of Trade and Industry (MTI) pursued the creation of an enabling environment for growing trade, business and investment towards positioning Trinidad and Tobago as a manufacturing base and the business, trade and financial hub of the Americas. A total of \$58.9 million was invested in various initiatives aimed at building capacity, economic diversification and the creation of opportunities for business expansion locally and internationally.

### ***Creative Industries***

Government recognises that in this new economy based on innovation and globalisation, creativity is one (1) of the main drivers of global competitiveness. The Ministry and its subsidiary agencies therefore continued to foster an environment in which creativity could flourish to facilitate the growth and development of the fashion, film and music sectors in Trinidad and Tobago.

### ***FashionTT***

Funds in the sum of \$2.6 million were expended by the Trinidad and Tobago Fashion Company Limited (FashionTT) for the continued implementation of the four-tiered *Fashion Value Chain Investment Programme* (FVCIP) which was developed to assist local designers to enter international markets. Activities conducted under each tier included:

- Global Value Chain (Tier I) - an international virtual trade mission was conducted in June 2021 with eleven (11) selected designers. The mission focused on market penetration and export to the areas of New York, Miami, the Caribbean, United Kingdom, France and Germany;
- Non-Global Value Chain (Tier II) - the official mentorship for this programme was completed on December 31, 2020 with a cohort of ten (10) designers. All required milestone reports were submitted inclusive of the final report. Eight (8) of the ten (10) designers achieved positive year over year sales increases in spite of the Covid-19 pandemic. Six (6) of the designers had increases of approximately 20 percent or more, with one (1) designer's sale increasing by 72 percent;
- Business Advisory (Tier III) – a group of sixty-six (66) designers completed this phase of the programme on December 31, 2020. The orientation for a new group of seventy-three (73) designers/fashion companies was conducted on January 28, 2021 and the official mentorship for this group commenced in February 2021. The mentorship entails discussions on the designers' business value chain to highlight gaps, needs and recommendations to improve business efficiency by stated deadlines. These sessions are conducted monthly and will be completed in December 2021; and
- Entrepreneurial Development Programme (Tier IV) - The Arthur Lok Jack Global School of Business was selected and approved as the training institution for the Entrepreneurial Development Programme 2021. A contract was signed on January 18, 2021 and work began on January 23, 2021 with a cohort of sixty-five (65) designers. Four (4) of the nine (9) monthly scheduled webinars are expected to be conducted before the end of 2021.

Other initiatives geared towards the further development of the local fashion industry were undertaken:

- development of a local production facility - a Memorandum of Understanding and service agreement between the University of Trinidad and Tobago and FashionTT was signed in January 2021 and job vacancies for this Facility were advertised; and
- Fashion LookBook - the first online version of the Fashion LookBook was completed and highlighted forty-five (45) designers. A virtual media launch was conducted in March 2021 to promote and sensitise the media and the wider public on the Fashion Digital LookBook First Edition. A new Digital LookBook will be presented each quarter showcasing newly selected designers and can be viewed at [www.fashiontt.co.tt/lookbook](http://www.fashiontt.co.tt/lookbook).

### ***FilmTT***

The Trinidad and Tobago Film Company Limited (FilmTT) utilised a sum of \$0.1 million to implement its programmes, geared towards the expansion of the film industry through activities to increase the number of film productions in Trinidad and Tobago, attractiveness to international productions and support the success of local businesses in the field. Some of the initiatives included:

- *Trinidad and Tobago Locations: Unseen, Unexpected* - representatives from FilmTT attended over twenty (20) sessions at an American film market with over three thousand (3,000) attendees. Information gathered was shared with the stakeholders. Two (2) meetings were held with Netflix representatives in November and December 2020 to discuss Trinidad and Tobago as a film location. Feedback provided was also shared with the stakeholders via a newsletter and direct messages;
- *Trinidad and Tobago Film Friendly* - FilmTT established a five (5) year MOU with Trinidad and Tobago Television (TTT) with the aim of increasing audience engagement, assist stakeholders to increase viewership, capacity development, content creation and distribution. FilmTT also collaborated with the US Embassy to host a fourday storytelling workshop with an international industry expert in March 2021; and
- *General Sponsorship* - FilmTT provided in-kind support (marketing, administrative and on set support) to over twenty-one (21) filmmakers, local film producers and productions.

### ***MusicTT***

In fiscal 2021, the Trinidad and Tobago Music Company Limited (MusicTT) recorded expenditure in the amount of \$0.4 million to support the growth and development of entrepreneurs and practitioners in the music sector and to create new opportunities for the sector. Towards this end, the following projects were implemented:

- *Live Music District* - the profiling of steel-bands in west POS area was completed in fiscal 2020 and the programme was continued in other geographical areas in fiscal 2021. This undertaking included geo-mapping of pan-yard locations, entering the band's name and size, bios, management team, contact information, photo library of the band's venue and other relevant information which were included on the website. Databases of artistes were also built into the new CreativeTT/MusicTT website;
- *Music Tech Platform* - a listing of one thousand, five hundred and one (1,501) songs across genres of soca, panorama, dancehall, parang, rock and calypso was uploaded to YouTube. MusicTT is currently working on expanding the list to include chutney, gospel and folk;

- **Spotlight** – this is an artist portfolio development programme which aims to create a strong, balanced, upskilled portfolio of artistes who are ready for possible international export opportunities. The project Spotlight Extended Play was launched featuring the eight (8) artistes of cohort three (3) of the Spotlight programme and was streamed live on MusicTT's YouTube page. Another group of participants completed two (2) music courses from the Berklee College of Music located in Boston, Massachusetts. All participants received scholarships from Coursera global online learning platform. Under this project, MusicTT also completed an intellectual property law and music two-day workshop with a field expert; and
- **Music Export Academy** – this is a capacity building initiative and in fiscal 2021 MusicTT partnered with Caribbean Export, the European Commission and the Trinidad and Tobago Coalition of Services Industries to produce the "Business of Music" workshops.

### ***Investment Promotion***

MTI through its Investment Promotion and Facilitation Initiative aims to develop and market the competitive advantages created by its facilitation services. In fiscal 2021, the programme utilised a total of \$1.0 million towards efforts for increasing foreign and local direct investment in targeted sectors, directly engaging investors with the advice of experts in the areas of focus and tenanted a cluster of firms at Phoenix Park Industrial Estate and Moruga Agro-processing and Light Industrial Park. Some of the project's achievements included:

- one (1) lead was generated to set up a sixty (60) seat customer service centre in the Latin American/Caribbean region in 2021;
- representatives from the Ministry attended a Cuba Business Forum in December 2020, however no leads were generated to boost international investment;
- a business park promotional campaign for Phoenix Park Industrial Estate was launched in November 2020 and included a mix of print, television, online and digital marketing as well as cold calling campaigns; and
- leads were recorded for Moruga Agro-Processing and Light Industrial Park – fourteen (14) and Tamana Intech Park – three (3). There were fifty-three (53) requests for information for the Phoenix Park Industrial Estate, two (2) applications were submitted and five (5) local companies expressed interest to tenant the Facility.



*Aerial view of the Phoenix Park Industrial Estate Construction Site*



*One (1) of the Factory Spacesat Moruga Agro-Processing and Light Industrial Park*

### ***Export Initiatives***

The economic impact of the Covid-19 pandemic has had far reaching economic and social consequences and as such investment is imperative to create a positive environment for the local business sector to expand. The ability to attract foreign direct investments and boost the export of goods and services are essential for recovery.

In fiscal 2021 Government sought to provide support geared towards export readiness through the Export Capacity Building Programme, which is aimed at improving the rate at which manufacturing firms are able to penetrate and establish a presence in international markets. Funds in the sum of \$0.2 million were expended in fiscal 2021 and ExporTT worked with various local manufacturers to achieve the following:

- implementation of international standards for exporters:
  - o Two (2) new companies gained international standards compliance for fiscal 2021; and
  - o Four (4) companies were enrolled and engaged in the process of attaining certification/compliance with international standards.
- export competitiveness – work on export support plans was conducted with two (2) cohorts consisting of twenty-nine (29) companies:
  - o eight (8) remaining companies in cohort one (1) began implementation of their export support plans which were completed in fiscal 2019; and
  - o ten (10) additional companies were identified to be approached to start their export support plans in cohort two (2).
- Tobago Export Development:
  - o five (5) manufacturing companies in cohort one (1) [varying from soap to tea production] began execution of their export support plans; and
  - o twelve (12) new Tobago export support plans began the implementation process in cohort two (2).
- Co-Financing Fund – ten (10) companies of varying types including the services industry benefitted from co-financings.

### ***National Statistical Institute of Trinidad and Tobago***

The foundation for sustained economic recovery and development must be informed by quality and relevant national statistical data to ensure effective decision-making. Inherent institutional and operational issues of the existing national statistical system have resulted in suboptimal statistical work. Accordingly, in fiscal 2021, works were undertaken towards the restructuring and reengineering of the Central Statistical Office (currently a Division of the Ministry of Planning and Development). The objective of this restructuring is to create an institute that will be an autonomous agency to coordinate the National Statistical System in accordance with best international standards. A provision of \$8.0 million was made under the project *Restructuring of the CSO of Trinidad and Tobago* for the implementation of activities associated with the organisational transformation.

The Ministry of Planning and Development developed the request for proposals for the design of an information system for the Central Statistical Office. The objective of this I.T data management consultancy, will be to address the digitisation of records and the installation of an ICT data platform.

In fiscal 2021, the CSO also continued its sensitisation efforts related to the national statistical system with several articles on the Statistics in Focus Series published in the newspapers during the period October 2020 to July 2021.

### ***Conduct of Pre-Census Activities for the Population, Housing and Agriculture Census***

A census is usually the largest, most demanding data gathering exercise undertaken by a national statistical organisation. A population and housing census is a complete count of the population and living quarters in a country at a given point in time.

An allocation of \$1.0 million was provided to commence activities associated with the Population, and Housing Census and the Agriculture Census. The planned activities included recruitment and training of staff for the Census Unit; development of the tabulation plan for the Population and Housing Census and for the Agriculture Census; development of the questionnaire, training in computer-assisted personal interviews (CAPI) technology; conduct of the pilot surveys and engagement of services of a GIS consultant. Of the funds allocated, a total of \$ 0.2 million was expended on the project. The CSO convened an internal working group for the Census and assessments of the GIS mapping readiness and CAPI readiness were undertaken. A Census Administrator and Business Officer will be employed.

### ***Conduct of the Multiple Indicator Cluster Survey (MICS)***

The MICS is a household survey which provides internationally comparable statistics on children, adolescents, women and households in Trinidad and Tobago. The UNICEF has supported the implementation of five (5) rounds of the Multiple Indicator Cluster Surveys globally since 1995. Trinidad and Tobago has conducted three (3) rounds in 2000, 2006 and most recently in 2011. The Survey is currently in its sixth (6<sup>th</sup>) round, known as MICS6.

A key goal of this exercise is the collection of disaggregated data for the identification of inequities and disparities to allow for evidence based policy-making aimed at social inclusion of the most vulnerable in our society. To this end, a provision of \$1.0 million was made available in fiscal 2021 to facilitate the survey activities, of which \$0.7 million was utilised. The CSO has received approval for the MICS safety protocol and testing and revisions to the CAPI questionnaire were completed.

### ***Household Budgetary Survey***

In fiscal 2021, the CSO also continued preparatory activities for the conduct of the Household Budgetary Survey/Survey of Living Conditions (HBS/ SLC) which is proposed to commence in January 2022. This survey exercise is useful for providing extensive data on household budgets - incomes and expenditures, the distribution of household income and expenditure, as well as data on the adequacy of budgets to facilitate the conduct of poverty analyses and social research activities to inform policy formulation. An allocation of \$3.0 million was provided of which \$0.2 million was expended on project activities. The CSO engaged in the procurement of requisite ICT equipment and items for the survey including tablets, laptops, a projector, bags, stationery and internet Hotspot devices. Field Supervisors and enumerators were hired and training for the HBS/SLC Special Listing Exercise for Trinidad was conducted in administering the questionnaire in an effective and efficient manner and to ensure adherence to all statistical standards.

## **Agriculture for Food Security**

Food security, reduction of the food import bill and the growth of the agro-business industry are the main focus of investment in the agriculture sector. With a view to achieving this, a globally competitive agriculture sector must be developed to embrace innovation, productivity and marketing. This requires modification of agricultural practices to encourage the production and consumption of locally grown foods. Simultaneously this would result in a reduction in the food import bill and create an environment in which agriculture could be viewed as a channel for diversification and a major contributor to the gross domestic product.

In fiscal 2021, the Ministry of Agriculture Land and Fisheries (MALF) received an original allocation of \$61.2 million which was increased to \$93.2 million during the fiscal year. Of this total, an amount of \$74.9 million was expended for the implementation of the Ministry's key programmes and projects. The Ministry continued to work towards achieving its strategic priority of having a sustainable food supply through the development of a number of areas, including agricultural land management, protection of the agriculture stock, provision of improved facilities and upgraded agricultural infrastructure, as well as the creation of innovative industries through research and development.

The Ministry received an original allocation of \$61.2 million which was increased to \$93.2 million during the fiscal year for the implementation of key programmes and projects to achieve the strategic priority of having a sustainable food supply

### ***Agricultural Land Management***

With the existing global economic conditions in fiscal 2021, Government intensified its efforts to thrust the agricultural sector into a more viable contributor to the national GDP. To support this initiative, a number of measures to expand agricultural production were implemented through the following activities:

#### ***National Seed Bank***

In keeping with Government's mandate to invest in areas of Information Communication Technology (ICT) and mechanisation, the Ministry has prioritised the *National Seed Bank* as a key project which will significantly advance digital transformation (DT). It involves the digitisation of operations inclusive of implementation of a smart inventory and acquisition of seed processing equipment - seed dryer/treatment and equipment/cleaner to facilitate the production of high-quality seeds and planting material. The expected benefit is enhanced data collection, greater resource management and improved customer service delivery. An amount of \$1.0 million was provided in 2021, of which \$0.3 million was expended.

Digitisation of operations inclusive of implementation of a smart inventory and acquisition of seed processing equipment to facilitate the production of high-quality seeds and planting material



### ***Development and Provision of Facilities, Marper Farm***

The Ministry continued to upgrade the facilities at Marper Farm as a site for germplasm conservation of a variety of crops. In 2021, the sum of \$0.4 million was provided for establishment of plots for new and improved cocoa, mango, avocado, coconut, and citrus. The activities to support this included:

- construction of one citrus screen house – purchase of building material with works to be done using in-house labour during the dry season; and
- establishment of coconut germplasm plots – procurement of inputs/plants with works to be done in-house.

### ***Development of an Electronic Document Management System (EDMS) for State Land***

One of the Ministry's priorities is to create a more efficient land management system. In this regard, the MALF developed an EDMS which digitally converts state land files throughout the Ministry to streamline access, eliminate bottlenecks, optimise security, maintain integrity and minimise overheads. Funds in the amount of \$1.0 million were utilised in fiscal 2021 for administrative functions to facilitate conversion of physical files lodged with the Commissioner of State Lands to a functional digital copy.

### ***Acquisition of Sites for Non-Agricultural Development Purposes***

The Land Acquisition Unit undertakes compulsory acquisition of land in Trinidad and Tobago for various public purposes such as developments and expansions. The project *Acquisition of Sites for Non-Agricultural Development Purposes* received a revised allocation of \$1.6 million in fiscal 2021, which was utilised to facilitate an advanced payment for land acquisition by the State.

### ***Upgrade of the Cadastral Management Information System (CMIS)***

The Surveys Division of the MALF continued the process of data entry of survey plans into the CMIS in 2021 to facilitate effective ease of access and maintenance of records. The project received an allocation of \$0.6 million of which the full amount was utilised for recruitment of four (4) geographic information system (GIS) quality control officers, eleven (11) GIS editing officers and four (4) data entry officers.

### ***Boosting Agricultural Production***

The MALF continued to boost agricultural production in fiscal 2021 through research and development activities. To further advance agricultural production and foster sustainable economic development, the Ministry implemented a number of activities through the following projects:

- *Rehabilitation of Cocoa Industry* – a viable area of investment by local entrepreneurs is the strengthening of the genetic varieties of cocoa to promote sustainability of the industry. Over six hundred 600 farmers benefit from participation in this project. A range of value-added cocoa products are produced from locally harvested beans to produce goods for sale

locally and abroad. The sum of \$1.0 million was provided of which \$0.3 million was utilised for ongoing activities as follows:

- establishment of solar powered drip irrigation system - tender process was constrained due to Covid-19 restrictions;
- furnishing of the cocoa office at La Reunion Estate – fifteen (15) persons were housed at the building and benefitted from the improved working conditions;
- rewiring of the Cocoa Research Building at La Reunion Estate - upgrade of electrical mains and rewiring of the Cocoa Research Building at La Reunion Estate, Carapo to address electrical issues and alleviate the damages to major equipment at this location;
- breeding of new and improved Trinidad Selected Hybrids (TSH) varieties to develop disease resistance in the product;
- establishment of budwood and seed gardens; and
- mitigation of cadmium on Cocoa Farms through testing of samples at Caribbean Industrial Research Institute (CARIRI).

Over six hundred (600) farmers benefit from production of Trinidad Selected Hybrids (TSH) varieties of cocoa with an investment of \$1.0 million in fiscal 2021

- *Provision of Agricultural Access Roads to Targeted Commodities and Strategic Crops* – infrastructural works such as clearing and grubbing, sub-base, road surfacing, drains and culverts continued in various areas to facilitate access to targeted strategic crops. The plots were used to cultivate commodities and crops that are in high demand, providing a source of increased income for farmers and the economy as exports increase. In 2021, an allocation of \$5.5 million was provided for this project, of which \$0.7 million was utilised. Clearing and grubbing, sub base, road surfacing, drains and culverts continued in various areas to facilitate access to targeted strategic crops.



*Ongoing works at Samlalsingh Trace*

### ***Fisheries***

The development and maintenance of vital records and several repositories of information pertaining to the fisheries industry were critical to enhancing the delivery of service to fisher folk and for the fishing industry in Trinidad and Tobago. To this end, the Fisheries Division continued its work in 2021 to facilitate the effective monitoring and management of fisheries, with the following activities:

- *Fisheries Management Research and Development Programme* - funding in the amount of \$0.6 million was utilised for the payment of salaries and outstanding bills. Some of the activities under this project included:
  - *Strengthening Fisheries Licensing and Registration Systems* – procurement of IT equipment;
  - *Preservation of Historical Fish Catch and Effort Records* – scanning of historical fish catch and effort data sheets;
  - *Implementation of a Spatial Research Programme at the Fisheries Division* – acquisition of equipment five (5) contracts were awarded for procurement of IT related and other minor equipment; and
  - *Execution of the Vessel Census Phase Two (2)* – the vessel census form for phase two (2) was drafted and tested. In addition, the vessel census data capture form, appendices, guidelines and data entry excel document were developed and updated. Data collectors were hired to undertake survey designs and field work and attended training in June 2021 in the use of the new Vessel Registry database. Data collection was conducted via telephone interviews.

- *Implementation of an Action Plan to address Illegal, Unreported and Unregulated Fishing in the Ports and Waters under the Jurisdiction of Trinidad and Tobago* – this project facilitates the enhancement of national arrangements for implementation and enforcement of fisheries laws and management measures for the fish industry. The benefits derived from this project include accessibility to information that contributes to the sustainability of fisheries resources, increased food security, and increased contribution to GDP. Expenditure in the amount of \$0.6 million was utilised in fiscal 2021 for the following activities:
  - Hire Coordinator of Fisheries Inspectorate – a Fisheries Inspectorate Coordinator was hired to establish a framework for integrated monitoring, control and surveillance of fishing activities involving all relevant agencies; and
  - Hire Fisheries Inspectorate staff – two (2) persons were hired to perform selected functions of Senior Fisheries Researcher at the Fisheries Inspectorate.
- *Orange Valley Wholesale Fish Market (Upgrade to HACCP Standards)* – the objective of this project is to provide safe and sanitary conditions for trading in the fish industry. Funds in the amount of \$0.3 million were utilised for the payment of outstanding bills to a contractor for upgrade works to the parking area to avoid congestion on the roadway; and
- *Community Based Aquaculture Programme* - this project seeks to develop and promote aquaculture and aquaponics through continued training, guidance and support to farmers. An investment of \$0.7 million was utilised in fiscal 2021 for the Aquaculture Demonstration Centre to undertake testing and demonstration of improved and upgraded methods suitable for the Caribbean climate. This was through the establishment of a demonstration floating raft aquaponics system, consisting of two (2) shallow troughs (75 ft. x 4 ft.) in which high density polystyrene sheets float on water. Tenders were also received for installation of an electronic security monitoring systems at the Aquaculture Demonstration Centre.

### ***Fish Landing Facilities***

To facilitate improvement in the local and international sanitary standards in the sea food industry, the Ministry continued to pursue the sustainable development of the fisheries sub-sector in 2021. A number of activities are ongoing in the Fisheries Division to expedite modernising the infrastructure and facilities at fish landing sites. With an investment of \$0.3 million the following projects were undertaken:

#### ***Upgrade of Fish Landing Sites***

- Cumana Fish Landing Facility – the project is one hundred (100) percent completed and payment was processed. Twenty (20) persons were employed;

- Morne Diablo Fish Landing Facility – electrical works are one hundred (100) percent completed and payment was processed. Three (3) persons were employed;
- Icacos Fishing Facility - tenders for the demolition of the existing facility, disposal of material off-site and fencing of compound were evaluated; and
- Erin Fish Landing Facility - tenders for the fencing of compound and refurbishment works to locker room building were evaluated.

Activities are ongoing in the Fisheries Division to expedite modernising the infrastructure and facilities at fish landing sites

## **Tourism**

Government has been actively pursuing the enhancement of the non-energy sectors in order to diversify the economy away from the volatile energy industry. As part of the diversification thrust, in fiscal 2021, the Ministry of Tourism, Culture and the Arts (MTCA) continued its efforts in the development of policy and strategy towards building the competitiveness of destination Trinidad and Tobago. A total of \$18.5 million was allocated for improvement works aimed at developing premiere tourist attractions across the country, of which \$8.1 million was utilised for the following projects and programmes:

Upgrade works at Vessigny Beach Facility were completed in fiscal 2021. This included works to the gazebo, office building, boat storage, guard booth, washroom, carpark, lifeguard building, wastewater treatment plant installation of CCTV system and signage.

### ***Tourism Sites and Attractions Upgrade***

The MTCA received a revised allocation of \$6.0 million to facilitate the implementation of works for the *Tourism Sites and Attractions Upgrade* project to enhance the visitor experience. The sum of \$5.9 million was expended in fiscal 2021 for upgrading works to the following facilities:

- Las Cuevas Beach Facility – improvement works to the eastern recreational area, washroom building, lower carpark and the ramp to the beach were completed. Works on the water treatment plant are ninety-three (93) percent completed;



*Installation of waste pipes at Las Cuevas Beach Facility*

- Manzanilla Beach Facility – overall works are ninety-eight (98) percent completed with the following activities completed: air conditioning, plumbing, roof repairs, painting, landscaping works, structural repairs and concrete benches were completed. Electrical and signage are ongoing;
- Vessigny Beach Facility – this well used facility now boasts a gazebo, office building, boat storage, guard booth, washroom, carpark, lifeguard building, wastewater treatment plant, CCTV installation and signage;
- Maracas Beach Facility – improvement works to the lifeguard headquarters were completed. Works on the plumbing, electrical, ventilation of the vending booths and the demolition of the old concrete slabs are thirty-four (34) percent completed;
- La Brea Pitch Lake Facility – this wonder of the world has been upgraded with a modern canteen and is ready to once again welcome visitors;
- Galera Point Lighthouse – is now one of the first tourist attractions to utilise solar lighting. The seating accommodation and security have also been improved and vinyl fencing was installed to avoid the effects of the sea blast. d. Ongoing works include refurbishment of the caretaker building, electrical installation, lighthouse repairs, fencing and the welcome centre and are ninety (90) percent completed; and
- Paramin Village Lookout – everyone is welcome to access this beautiful location, in keeping with ensuring access by the differently abled, the wheelchair access path is nearing completion along with the retaining wall, box drain, and the foundation for the cooking hut, viewing deck and observation deck. Ongoing works include the erection of walls for the cooking hut, viewing deck and observation deck, washrooms, perimeter fencing and installation of CCTV security system. These works are eighty-two (82) percent completed.





*Welcome Centre and Guard Booth at Galera Point Lighthouse*



*Rope Installation and Hut at Galera Point Lighthouse*



*Concrete Chairs and Table at Galera Point Lighthouse*



*Observation Deck completed at Paramin Village Lookout*



*Ongoing works at Paramin Village Lookout*



*Ongoing Construction of Ajoupa*



### ***Maracas Beach Facility Management Project***

The Maracas Beach Facility is considered a leading local attraction site which attracts large numbers of local and foreign visitors. The MTCA is cognisant of the fact that several factors impact the visitor's experience including social, environmental, health and safety concerns and as such proper management and maintenance of the beach facility is imperative. To this end, the Ministry utilised the sum of \$1.4 million in fiscal 2021 for the provision of the undermentioned services to ensure safety, security and visitor satisfaction at the Facility:

- janitorial services;
- security services;
- car park attendants;
- waste management;
- landscaping;
- signage;
- zoning of the beach for various activities; and
- enforcement of a beach code of conduct.

### ***Maracas Beach Facility Improvement Project***

The Ministry expended an additional \$2.5 million for the conduct of improvement works to further enhance the Maracas Beach Facility to an optimum standard. Overall works on this project are fifty-seven (57) percent completed and include:

- construction of western washroom facilities;
- installation solar LED lighting;
- construction of elevated decking and eating areas;
- development of football, volleyball and other sporting areas;
- installation of main entry signage;
- installation of a backup generator;
- development of carpark with one hundred and fifty (150) spaces;
- upgrade of detention pond; and
- installation of platform and closure for bin.



*Eating Area at Vendor Booths at Maracas Beach Facility*



*Ongoing works at Maracas Beach Facility*



*Signage at Maracas Beach Facility*

## Manufacturing

The manufacturing sector is one (1) of the key sectors to drive the economic diversification of Trinidad and Tobago. Directly employing approximately ten (10) percent of the working population and another ten (10) percent indirectly, maintaining and expanding this sector is also crucial to the recovery of the economy post pandemic. During fiscal 2021, Government invested \$43.9 million towards supportive initiatives and expansive opportunities to encourage and invigorate local businesses to achieve their potential. Some of these initiatives included the provision of facilities that meet international standards, financing for research and development, standard measurement and procedural support and capacity building.

The Trinidad and Tobago Bureau of Standards (TTBS) continued the implementation of its \$75.0 million programme of works geared to improving the quality and performance of goods produced locally and the country's overall competitiveness by modernising its national quality system. This programme aims to further strengthen national and regional capacities in quality infrastructure processes, institutions and support systems to improve trade, competitiveness and sustainable development by 2030. In fiscal 2021, the TTBS utilised \$0.5 million to implement the following:

- Independent accreditation body - the impact assessment for the Trinidad and Tobago Accreditation Service for Conformity Assessment (TTASCA) was completed along with the legislative brief. Work is ongoing towards the implementation of the training components and solutions are also being sought for the accreditation knowledge management system;
- Metrology and testing lab capacity development strategy – Research is being conducted into the cocoa sector to identify the needs and progress of the sector;
- Accreditation Programme for Public Laboratories – eighty (80) percent of project implementation plans for two (2) laboratories were implemented. The external quality assurance programme was also implemented. An internal audit training was completed for one (1) organisation while another Government agency's procedures were approved and are in the process of being implemented;
- Quality Infrastructure (QI) to support innovation - TTBS hosted two (2) webinars on good manufacturing practices and good agricultural practices to raise awareness of standards for the local agriculture and food and beverage sectors. TTBS also promoted the National Tyre Survey via social media to assist in the revision of the national standards for tyres;
- Caribbean Single Market and Economy (CSME) – a Building a Quality Culture in Trinidad and Tobago Grant was approved and is currently being processed by the Caribbean Development Bank (CDB) for a three (3) year project. The expected outcome of this project is enhanced public awareness and understanding of the importance of quality management standards and principles. The general outputs include: a public quality sensitisation and awareness campaign and workshop and distribution of quality management guides;

- QI for climate change, disaster management, sustainable energy and environment – the TTBS continued to work with the relevant authorities on the development of a national building code, national plumbing code and the adoption of regional energy efficiency standards for compact fluorescent lamps and light-emitting diodes; and
- National Metrology System for Trinidad and Tobago:
  - TTBS achieved its first (1<sup>st</sup>) calibration and measurement capabilities for mass and related quantities which validates the capability of TTBS as the National Metrology Institute, as it can now declare the national standard for mass. It also provides the assurance that consumers receive quality products and value for money; and
  - equipment and infrastructure for legal metrology inspectorate and national calibration service were procured to measure dimension, humidity, electricity and temperature.



***TTBS Instron Universal Tensile Tester with Video Extensometer***

In fiscal 2021, a sum of \$0.7 million was utilised through the Research and Development Facility to stimulate and support investment in new and advanced technology and innovation as a competitiveness enhancement tool for enterprises in the non-energy manufacturing and services sectors. Activities included grant support towards a feasibility study for a technology solution application. Additionally, four (4) new development grants were provided for two (2) manufacturing companies and two (2) software solution companies.

### ***Industrial Development***

The Tamana InTech Park at Wallerfield is continuing to gradually attract tenants. The Alutech Research and Development Facility was completed in fiscal 2021 and is being prepared for operation. The first (1<sup>st</sup>) of its kind in the Caribbean, the plant is expected to manufacture products such as pressed aluminium coils, billets, car parts and wheel rims among others while allowing for minimum waste and a high degree of precision using highly calibrated and automated machinery. This Facility is expected to provide a significantly positive impact on Trinidad and Tobago's balance of payment account and generate foreign exchange in excess of \$1,200 million over a twenty (20) year period. The Alutech Facility will also aid in the diversification of the national economy as it will provide another stream of income and foreign exchange.

### **Youth Development and Entrepreneurship**

This sector has been boosted with the completion of the Moruga Agro-processing and Light Industrial Park and the Alutech Research and Development Facility. These Facilities will provide opportunities for farmers, food processors, MSMEs to create employment and improve the potential for foreign exchange earnings. These parks are also built in rural areas providing huge economic boosting potential for the surrounding villages.

The Ministry of Youth Development and National Service (MYDNS) is mandated to ensure that the country's youth achieve their full potential and become productive members of society through the delivery of quality youth development services. The Ministry is also committed to creating a supportive entrepreneurship environment to anticipate and respond to the micro and small enterprise (MSE) development needs of citizens, resulting in a greater contribution to national development. In this regard, a total of \$12.7 million was expended in fiscal 2021 on the following projects:

#### **Youth Development and Entrepreneurship Achievement:**

The National Youth Policy 2020-2025 was approved by Cabinet in January 2021. The Policy is a guiding framework that will positively influence and transform the youth development landscape; support the institutional strengthening and strategic repositioning of youth development agencies and support the mainstreaming of youth in development processes in Trinidad and Tobago.

- *Development of a Youth Employment Policy* –the National Youth Policy 2020-2025 was approved by Cabinet in January 2021 and the MYDNS facilitated a sensitisation session with internal stakeholders and staff in the same month. An intra-ministerial team charged with the responsibility of the development of a communication plan for the National Youth Policy has resulted in a video to sensitise the national population on the Policy;



- *NEDCO Business Accelerator Programme 2020-2024* – the Business Accelerator Programme was designed to help drive the growth of the local MSE sector. The programme offers comprehensive entrepreneurial development services to facilitate the successful commercialisation of start-up companies and equips entrepreneurs with modern and effective tools to compete in the markets in which they trade. In fiscal 2021, with an investment of \$3.4 million, a total of thirty-two (32) persons (fourteen [14] males and eighteen [18] females) participated in the programme that provided fifteen (15) business development training sessions (two [2] physical and thirteen [13] virtual) and one hundred and nineteen (119) business advisory sessions resulting in the development of nine (9) new businesses and nineteen (19) persons gaining employment.

The Business Accelerator Programme was designed to help drive the growth of the local MSE sector. A total of thirty-two (32) persons (14 males and 18 females) participated in the courses resulting in the development of nine (9) new businesses and nineteen (19) persons gaining employment.

- *Construction of the Salvation Army – Josephine Shaw House* – this project entails the demolition of the old Josephine Shaw House and the construction of a new building to accommodate girls who are in transition from community residences to independent living. The scope of works includes the design, construction and outfitting of a three (3) storey building with a roof framing designed to support an additional floor for future expansion. The main building was upgraded with a kitchen area, laundry area, protection and emergency power, security booth, entrance/exit gates, paved car park, internal site drainage, landscaping and sitting area. At eighty-five (85) percent completion the project is scheduled to be completed in December 2021.



*Plumbing Installation at the Josephine Shaw House*



*Wall Framing at the Josephine Shaw House*

## **Innovation, Research and Development**

Innovation, grounded in Science, Research and Development, is the basis for sustainable growth and development. The Caribbean Industrial Research Institute (CARIRI) pursues industrial and economic development for Trinidad and Tobago and the Caribbean region serving through innovation and technology. In fiscal 2021, the Institute continued to provide technological solutions to the manufacturing and service sectors.

An allocation of \$0.7 million was provided for the implementation of the marquee project *Recycling of Tyre Crumb into Asphalt Mixes*. The project which focuses on determining the viability of establishing a laboratory scale facility for rubber crumb production using waste tyres continued in the developmental phase. CARIRI expended funds in the sum of \$ 0.3 million for the purchase of five (5) metric tonnes of rubber crumbs. Planning was initiated to undertake investigative work including testing on the imported rubber crumb to establish performance characteristics. Work was undertaken on preparation of a research proposal incorporating testing and laboratory and field investigations of crumb rubber asphalt mixes, with an aim of assessing the performance of various crumb rubber mixes and comparing typical hot mix asphalt without rubber crumb. Draft specifications have also been developed for laboratory scale equipment (laboratory scale facility and dewiring machine) for the manufacturing of rubber crumb.

## **Foreign Policy and Trade Relations**

### *Foreign Affairs*

Foreign Policy and trade relations are key elements in Trinidad and Tobago's national development agenda. The country's foreign policy aims to expand and intensify the country's foreign relations through bilateral and multilateral initiatives aimed at creating optimal environments that are conducive to the achievement of development goals. To this end, the

Ministry of Foreign and CARICOM Affairs (MFCA) plays an essential role in the pursuit of trade promotion, investment policy, international cooperation, health, financial and commercial negotiations.

In fiscal 2021, the Ministry sought to sustain its foreign relations with other states and international entities via diplomatic engagements, as well as strengthening its operations. The following projects continued in fiscal 2021 with a revised allocation sum of \$0.6 million:

- *Institutional Strengthening and Capacity Building*; and
- *Relocation and Outfitting of the Ministry of Foreign and CARICOM Affairs, Configuration, and Outfitting of new Offices.*

### ***Institutional Strengthening and Capacity Building***

The project's overall objective is to better position the MFCA's staff for overseas duty and the equally important supporting role of the Ministry's Headquarters in crafting and implementing the country's foreign policy and in directing the operations of the Overseas Missions. Accordingly, three (3) initiatives were designed to expand and strengthen the capacity of the Ministry and the Foreign Service: Foreign Service Strengthening Initiative (FSSI), Reorganisation of the MFCA and Development of Standardised Human Resource (HR) Policy Guidelines for Overseas Missions.

Three (3) training modules commenced virtually and these activities are forty (40) percent complete:

- Phase one (1): *HR Policy Guidelines for Overseas Missions*- retention of resource personnel (researcher);
- Phase two (2): *FSSI*- Grief Counselling Training Workshop and "Advances in Consular Affairs in the Modern Diplomatic Mission: A Caribbean Perspective"; and
- Phase three (3): *Reorganisation of MFCA*- additional internal stakeholder engagement

### ***Relocation and Outfitting of the Ministry of Foreign and CARICOM Affairs***

To facilitate improved responsiveness and promote synergies in the execution of its mandate, a more optimal physical organisation was needed. It is envisaged that the relocation to St. Clair Circle will strengthen the external image and branding of the MFCA by improving the safety and comfort for high-level officials visiting the Ministry as well as staff. The project will also facilitate improved responsiveness in foreign policy research, formulation, planning, and implementation that will derive from enhanced economies of scale, given a more ideal physical organisation and integration of activities.

The project is thirty-five (35) percent completed and the following activities are ongoing: post-relocation adjustments and variations; procurement of integral office equipment; procurement of potable water filtration system; and the approval and commencement of staff common room.



**VISION 2030 PUTTING PEOPLE FIRST: NURTURING OUR  
GREATEST ASSET**



## VISION 2030 PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET



Sector	Revised Expenditure TT\$m
Community Development	96.4
Culture	3.8
Early Childhood Education	2.9
Health/HIV AIDS	323.1
Housing and Shelter	127.9
Primary Education	21.7
Science, Research and Development	1.8
Secondary Education	17.0
Skills Development	14.5
Social Development	11.6
Special Education	6.5
Sport and Recreation	66.6
Tertiary Education	263.1

## Social Protection

The delivery of social services, which forms part of the social safety net, provides support and protection to vulnerable persons, and is a critical component in the maintenance of a healthy societal fabric and social cohesion. To this end, in fiscal year 2021, a total of \$4.2 million was expended for the provision of facilities and services for vulnerable groups including the differently-abled, socially displaced persons, the elderly, victims of domestic violence and children.

Upgrade of Hernandez Place in Arima, which is a residential facility for elderly homeless persons, was completed. Phase one (1) of the upgrade of the Chaguanas Senior Citizens Home was also completed

### ***Services to Differently-Abled Persons***

The Ministry of Social Development and Family Services (MSDFS) advanced the development of the scope of works for the electrical, plumbing and civil works for the *Development Centre for Persons with Challenges – National Enrichment Centre* in Carlsen Field. In addition, the Terms of Reference (TOR) for the hiring of a service provider for the operationalisation of the Facility was revised to include additional services for differently-abled persons.

### ***Establishment of Social Displacement Centres***

The MSDFS acquired a property at the corner of Duncan and Independence Square in Port of Spain for the establishment of an Assessment Centre for street dwellers and socially displaced persons. However, the property was deemed to be structurally unsound and therefore was demolished to facilitate the construction of a new Facility. Demolition works at the proposed site were completed in June 2021.

Furthermore, discussions commenced with the TTPS and the Property and Real Estate Division (PRESD) for the acquisition of a property on Abattoir Road, Sea Lots in Port of Spain for the establishment of a facility for street dwellers. A structural integrity report conducted in 2011 by the Ministry of Works and Transport concluded that the property posed a serious safety risk and a recommendation was made for the demolition of the property.

The bill of quantities and the scope of works were also completed for the refurbishment of a property at Caparo for the establishment of a transitional housing facility for socially displaced persons.

### ***Care of the Elderly***

In order to improve the safety of homes for vulnerable senior citizens, the MSDFS embarked on a number of initiatives to ensure compliance with the *Minimum Criteria for the Operations of Homes for Older Persons in Trinidad and Tobago*.

Phase one (1) of the upgrade of the Chaguanas Senior Citizens Home was completed in fiscal 2021 at cost of \$0.3 million. Major refurbishment works completed included civil works, removal and replacement of doors, installation of windows inclusive of insect screens, replacement of defective plumbing fixtures and fittings and installation of cupboards. Phase two (2) of the refurbishment of the Home included the replacement of the roof and was advanced to 61 percent completion.

The upgrade of the Hernandez Place in Arima, which is a residential facility for elderly homeless persons, was completed at a cost of \$0.2 million. The major activities completed included civil works to the structure, refurbishment of the kitchen, installation of air conditioning units and outfitting of the Facility.

### ***Implementation of a Social Mitigation Plan***

The MSDFS continued the roll out of the National Social Mitigation Plan (NSMP) which seeks to mitigate the negative social impacts of the economic downturn in Trinidad and Tobago. Among the major achievements included:

- finalisation of a contract for the hiring of a consultant to conduct an assessment of the civil society and the Food Support Programme; and
- commencement of the remodelling of the Tunapuna and Rio Claro Social Services Offices for the establishment of two (2) Social Support and Empowerment (SSE) Units. The SSE units will provide a one stop service for persons seeking relief from economic hardship.

### ***Child Development***

Government is committed to ensuring the care, protection and development of children in Trinidad and Tobago and that the best interests of all children is a primary consideration in decisions or actions that affect their lives. Consequently, in fiscal 2021 the Office of the Prime Minister continued its efforts towards the development of a National Children's Registry and a contract valued at \$0.7 million was awarded for the building phase. The Registry will contain information on all persons under the age of eighteen (18) years and will allow for the effective monitoring of children as they develop.

In order to improve the security for the residents of the St. Dominic's Children's Home, a contract totalling \$0.8 million was awarded for phase one (1) of the proposed works which include the demolition of an existing wall, reconstruction of a fifty-two (52) meter long reinforced concrete perimeter wall and installation of razor wire. Infrastructure upgrade works also continued at the St. Jude's Home for Girls with the award of a contract in the sum of \$0.8 million for rectification of electrical defects and electrical upgrade.

### **Health/HIV AIDS: Enhancing Access to Healthcare**

The protection of the population's health and the provision of access to well-coordinated, patient-centred services within the public health system remained a top priority of Government in fiscal 2021, particularly within the context of the COVID-19 pandemic. To this end, Government continued its efforts towards developing a sustainable and modern healthcare system, empowering citizens to lead healthy lifestyles and strengthening the national COVID-19 response, while simultaneously bolstering the operations of the rest of the healthcare system.

A provision of \$597.3 million was allocated to the Ministry of Health in fiscal 2021. The Ministry's work on the management of safe and quality health services, administered across the country through the Regional Health Authorities (RHAs), entailed increased investment in human resources and equipment specifically for the operations of the parallel health care system, as well as the procurement of modern, essential equipment for health facilities, investment in improving public health infrastructure, policy interventions and behavioural change initiatives for the



prevention and control of non-communicable diseases, financial assistance for specialised healthcare and leveraging use of information systems to transform the health sector.

### ***Medical Equipment Upgrade Programme***

A critical aspect of quality healthcare delivery is the availability of modern and effective medical equipment and devices. These tools are required to enable medical practitioners to perform diagnostic, treatment and care functions effectively. To this end, a total of \$16.5 million was allocated for the provision of a range of specialised equipment for facilities across the RHAs. The table below identifies some of the equipment for which contracts were awarded by RHA's in fiscal 2021.

<b>Regional Health Authority</b>	<b>Medical Equipment</b>
<b>North West Regional Health Authority (NWRHA)</b>	one (1) portable ultrasound machine for the Port of Spain General Hospital (POSGH)
<b>NWRHA</b>	20 patient trolleys for the POSGH
<b>NWRHA</b>	one (1) ambulance for the St. James Medical Complex
<b>NWRHA</b>	20 vital signs monitors for St. Ann's Hospital
<b>NWRHA</b>	one (1) tissue processor (to improve Laboratory services) for the Histology Department at POSGH
<b>South West Regional Health Authority (SWRHA)</b>	neurosurgical equipment for SFGH
<b>SWRHA</b>	medical equipment for the Neonatal Intensive Care Unit (NICU) at SFGH
<b>SWRHA</b>	13 multigas monitors and 13 anaesthetic machines for the Main Operating Theatre at SFGH
<b>SWRHA</b>	seven (7) ventilators for SFGH
<b>SWRHA</b>	seven (7) electrosurgical generators for the Main Operating Theatres at SFGH
<b>Eastern Regional Health Authority (ERHA)</b>	two (2) orthopaedic drill systems for the Sangre Grande Hospital (SGH)
<b>ERHA</b>	four (4) incubators for the NICU at the SGH
<b>ERHA</b>	one (1) laparoscopic tower and accessories for the Operating Theatre at the SGH
<b>ERHA</b>	one (1) mammogram machine for the Radiology Department at the SGH
<b>ERHA</b>	one (1) yag laser for the Ophthalmology Department at the SGH

Regional Health Authority	Medical Equipment
<b>NCRHA</b>	four (4) difficult airway kits for the Eric Williams Medical Sciences Complex (EWMSC)
<b>NCRHA</b>	20 Patient-Controlled Analgesia (PCA) pumps for the Operating Theatre at EWMSC
<b>NCRHA</b>	one (1) plasmapheresis machine at the EWMSC (used in a life saving procedure where the plasma component of the blood is removed and replaced by another solution)
<b>NCRHA</b>	three (3) autopsy tables for the EWMSC

### ***Improving Public Health Facilities***

The number and quality of health facilities in a country is one measure of the nation's prosperity and quality of life. As such, Government has made considerable investment to ensure that the citizenry has access to the necessary infrastructure for the delivery of public health services. This investment entailed increasing the suite of healthcare facilities through the construction of new hospitals and health centres as well as the redevelopment of existing hospital facilities.

### ***Sangre Grande Hospital***

An allocation of \$55.0 million was made for the execution of construction works for the new one hundred and six (106) bed hospital in Sangre Grande, project managed by UDeCOTT. In fiscal 2021, foundation works and shear walls were completed and the installation of structural steel columns and beams were 79 percent completed. Overall project completion is 45 percent.



***Sangre Grande Hospital, Shear Walls #4 and #23 (Zones 2 and 3) Constructed, Structural Steel Columns and Beams Installed (Western view)***



***Shear Walls #13, #14 and #15 (Zone 4) Constructed, Structural Steel Columns and Beams Installed (Eastern view)***

Construction of the new Sangre Grande Hospital is 45 percent completed. The one hundred and six (106) bed facility will provide enhanced healthcare services to the population of Sangre Grande and its environs.

### ***Re-Development of Port of Spain General Hospital***

Government through UDeCOTT, has embarked on the construction of a new Central Block at Port of Spain General Hospital to replace the old Block's aged infrastructure. The state-of-the-art, thirteen (13) storey, five hundred and forty (540) bed tower will include accident and emergency services, an operating theatre and recovery room, Intensive Care Unit, High Dependency Unit and ancillary services. In fiscal 2021, the sum of \$2.48 million was expended on the commencement of phase two (2) works. Site works to the foundation and ground floor slab and the erection of tower cranes were completed. Ground floor shear wall rebar fabrication was 45 percent completed and scaffolding erection commenced. Overall works on the project are 23 percent completed.



***Central Block, POSGH - Ground Floor Slab Installed (Southern view)***



***Ground Floor Slab Installed (Eastern view), Shear Wall 20-23 Rebar Installation***



### ***Diego Martin Health Centre***

Funds in the sum of \$2.9 million were expended on the construction of the new Diego Martin Health Centre at Wendy Fitzwilliam Boulevard. Works on the Advanced Health Centre were completed in October 2020 and the project is in the defects liability period. The new Health Centre offers an increased range of medical services for patients in the North West region, including specialty clinic services, dental, imaging and antenatal services.



***Diego Martin Health Centre***

### ***Health Services Support Programme***

Non-Communicable Diseases (NCDs) and their associated risk factors remain the leading cause of morbidity and premature death in Trinidad and Tobago. To this end, on August 12, 2016 the Government entered into a five (5) year loan operation with the Inter-American Development Bank (IDB) for the Health Services Support Programme on, aimed at preventing and controlling risk factors and non-communicable diseases among adults and primary and secondary school students. The loan amount is equivalent to US \$51.9 million.

In fiscal 2021, funds in the sum of TT \$60.6 million were allocated under the PSIP for implementation of the four (4) components of the project as follows:

- Implementation of NCD prevention and control plan;
- Execution of human resources for health plan;
- Implementation of e-Health Information Management Systems (e-HIMS); and
- Strengthening of health facilities investment management.

Some of the main achievements under the aforementioned components included:

- development of six (6) policies related to NCD prevention including a National Health Promotion Policy, Child Obesity Prevention Policy, Mental Health Policy, Food Labelling Policy, Infant and Young Child Feeding - Breastfeeding Policy and a Health Promoting School Policy;
- implementation of the *Healthy Schools TT* initiative (which is aimed at increasing physical activity and reducing overweight and obesity among the youth population) across a total of six hundred and twenty-three (623) schools, with contracts awarded for the provision of physical activity equipment in four hundred and seventy-nine (479) primary schools, letters for contract award issued to provide equipment for one hundred and thirty-four (134) secondary schools and contracts to be awarded for ten (10) special education schools;
- implementation of the *Healthy Youth Wellness TT* community-based initiative with physical activity equipment provided to six (6) Youth Centers;
- contracts were awarded for the supply of equipment to deliver early detection and management services for the Lung Cancer/Thoracic Malignancy Unit of the North Central Regional Health Authority; and

In addition to the planned Programme activities, during the financial year, the Ministry of Health received approval from the IDB, through an amendatory contract, to reallocate funds totalling USD \$14.8 million to support the national response to COVID-19. These funds were utilised to address the following priority activities:

- procurement of COVID-19 vaccines through the COVAX facility;
- procurement of medical equipment, including testing kits and supplies for twenty sites across the Ministry, North Central Regional Health Authority (NCRHA) and North West Regional Health Authority (NWRHA);
- recruitment of three hundred and seventy-three (373) healthcare providers to support the COVID-19 response;
- training of healthcare personnel in COVID-19 treatment facilities; and
- development and implementation of COVID-19 behaviour change communication (BCC) campaigns, phases one (1) and two (2). The phase three (3) BCC campaign was also initiated to support the vaccine programme.

### ***Specialised Healthcare Services***

In addition to Government's efforts towards the prevention of NCD's, the Ministry of Health provides access to specialised healthcare services at private institutions based on the increasing demand on the public system.

A total of \$100 million was allocated under the *Special Programme – Renal Dialysis* in fiscal 2021, to meet outstanding costs for dialysis services provided by private medical facilities. Of this allocation, funds in the sum of \$93.5 million were expended. An estimated one thousand, one hundred and twenty (1,120) patients were beneficiaries of the programme, with two hundred and seventy-two (272) new patients added to the list.

The sum of \$15.0 million was also expended under the Special Programme for the provision of cardiac services at private institutions. Five hundred and seventeen (517) patients were approved for cardiac procedures which included angiograms, angioplasty and coronary artery bypass grafting procedures.

A further \$2.2 million was expended under the project *Waiting List for Surgery* which facilitates key services such as cataract surgery, joint replacement surgery, magnetic resonance imaging (MRI) and computerised tomography (CT) scan services. An estimated three hundred and fifty-six (356) applications were received.

### ***Information Technology in Public Health Service Delivery***

The development of enhanced information technology and its use in the public health system is essential for improving the quality of service delivery to the citizenry. To this end, Government has commenced work on the establishment of a health information system for public health facilities.

The Ministry of Health engaged the services of iGovTT for the first phase of this initiative, which entails the development of an information system for Arima and Point Fortin hospitals. An allocation of \$20.0 million was provided and the Ministry hired a subject matter expert to develop the requirements for the solution for both hospitals inclusive of electronic medical records, NCD registries, training and change management. Stakeholder consultations were also conducted across all the RHAs in Trinidad and Tobago for meaningful input in the development of the requirements. iGovTT completed the procurement process for the information system and a contract is to be awarded.

### ***HIV and AIDS***

The National AIDS Coordinating Committee (NACC) Secretariat under the purview of the Office of the Prime Minister (OPM) is responsible for the management and coordination of the national HIV and AIDS response. The Committee was mandated by Government to develop a national HIV and AIDS Policy to provide an overarching framework to guide the HIV and AIDS response.

The project *Finalisation, Launch and Dissemination of the National HIV and AIDS Policy* received an allocation of \$0.1 million. The procurement process to engage a consultant was unsuccessful and a decision was taken to postpone the process until fiscal 2022 in response to the COVID-19 measures.

## **Community Development: Building Strong, Sustainable Communities**

As an integral part of the vision for people-centered development, Government has placed sustained efforts on community development as a key driver of this vision. To this end, the Ministry of Sport and Community Development (MSCD) pursued community building interventions to address the needs and development aspirations of communities.

### ***Construction and Refurbishment of Community Centres***

In fiscal 2021, the Ministry invested the sum of \$30.0 million for the provision of community facilities throughout the nation. These facilities which play a vital role in the development of local communities provide an avenue for social gatherings, skills development, preservation of art forms and promotion of microenterprise initiatives. Recently completed community centres in the areas of Diego Martin, Arima, Cantaro, Bagetelle, Petit Valley and Las Lomas were completed and officially opened.

Newly constructed two-storey Community Centres with amenities such as; a training kitchen, computer room, auditorium with stage, male and female dressing rooms, classroom, office, washroom, and gym. Other features includes; a security booth, car parking, fencing, access to persons with disabilities, green building features, and air-conditioning in limited areas.



***Diego Martin Community Centre***



*Cantaro Community Centre*



*Bagetelle, Community Centre*

## **Implementation of Self Help Programmes**

The National Commission for Self Help Limited (NCSHL) plays a critical role in the building of strong communities by providing financial assistance to vulnerable persons in society to improve their standard of living. The major achievements of the NCSHL in fiscal 2021 were:

- distribution of two hundred and forty-nine (249) minor repairs and reconstruction grants to low income homeowners;

- provision of seventy-three (73) emergency repairs and reconstruction assistance grants to citizens affected by natural and other disasters; and
- completion of eight (8) community infrastructure projects.

## Sport and Recreation

Government's development plans for the sporting sector involve the provision of world class facilities for the various sporting disciplines towards creating an enabling environment for promoting sport for all. The Ministry of Sport and Community Development (MSCD) seeks to enrich the lives of citizens through total participation in sport and physical recreation at all levels, promoting excellence in sport and fostering community spirit. In fiscal 2021, the Ministry continued to pursue the establishment of clear pathways towards holistic sport development and high-performance sport. The sum of \$26.3 million was invested for sport and recreation infrastructure under the following projects:

Works were completed at the Aranguetz Recreation Ground which included the design and construction of a double-sided three hundred (300) seating capacity pavilion with ancillary facilities, drainage works, works to the sewer treatment facility, landscaping works and the provision of underground utility infrastructure

- *Upgrade and Rehabilitation of Former Caroni Sport Facilities* – overall works on the Sevilla Club are eighty-seven (87) percent completed. These works included the upgrade and refurbishment of the existing clubhouse, the pool and tennis court. Additional works included electrical infrastructure, timber flooring and a water tank farm;



*Ongoing works at Sevilla Club*

- *Development and Upgrading of Recreation Grounds, Parks and Spaces* – upgrading works to the Bourq Mulatresse Recreation Ground entailed the construction of a two hundred



(200) seat pavilion, grass football field, retaining wall, box drains, extension of the netball court, fencing, installation of bleachers, the creation of grass beam, construction of a waste water system and outfield works. Ongoing works are eight-four (84) percent completed;



*Ongoing works at Bourg Mulatresse Recreation Ground*

- *Upgrading of Corporation Grounds* – the sum of \$4.0 million was utilised to continue to improve community recreation grounds across the country. Works were completed at the Aranguez Recreation Ground which included the design and construction of a double-sided three hundred (300) seating capacity pavilion with ancillary facilities, drainage works, works to the sewer treatment facility, landscaping works and the provision of underground utility infrastructure; and



*Works executed at the Aranguez Recreation Ground*

Ongoing works continued at four (4) Corporation Grounds as follows:

- Marac Recreation Ground – works to multi-purpose court and cricket practice nets were completed. Ongoing works include the pavilion, washrooms and jogging tracks which are eighty-nine (89) percent completed;



*Ongoing works at Marac Recreation Ground*

- Grand Riviere Recreation Ground – works to the basketball court and pavilion were completed. Ongoing project activities include works to the field, jogging track and grassing and are eighty (80) percent completed;



*Pavilion at Grand Riviere Recreation Ground*

- Todd's Road Recreation Ground – foundation works for the pavilion are twenty-five (25) percent completed; and





*Foundation works done at Todd's Road Recreation Ground*

- Park Street Recreation Ground – works to the northern fence gates, cricket nets, drainage and field works were completed. Overall works are ninety-five (95) percent completed.



*Works executed at Park Street Recreation Ground*

- *Upgrade of Mahaica Oval* – a total of \$6.3 million was expended for works on this project which are sixty-two (62) percent completed. Some of the project activities included preliminaries, structural steel erection, builders work, seating, plumbing, electrical, air conditioning and work on the elevator;



*Ongoing works at Mahaica Oval*

- *Upgrade of Dwight Yorke Stadium* – Phases one (1) and two (2) of the project were completed and entailed structural, electrical, plumbing and outfitting works. Phase three (2) is forty-three (43) percent completed and includes the installation of gym and track equipment and turnstiles equipment; and



*Ongoing works at Dwight Yorke Stadium*



*Works completed at Dwight Yorke Stadium*

- *Development of Recreational Facilities* – the sum of \$8.7 million was utilised by eight (8) Regional Corporations under the auspices of the Ministry of Rural Development and Local Government to enhance recreational grounds, parks and spaces in various communities. The funds were used for the construction of washroom facilities, perimeter fences, jogging tracks, refurbishment of pavilions as well as installation of solar lights, exercise equipment, playparks and benches.

## **Housing and Shelter: Providing Adequate Housing**

Providing access to affordable, decent and quality housing to low and middle income citizens remained a priority of Government. In fiscal 2021, the Housing Development Corporation continued its programme of home improvement and repairs to enhance living conditions for residents in public housing developments. The sum of \$20.0 million was utilised to complete critical repairs and emergency upgrades that were required to ensure decent and safe housing accommodation. Some of the works undertaken were as follows:

- roof repairs at Embacadere, San Fernando – this entailed the removal of failed coatings, tanks, plants and other objects from the roofs, filling and grading sections of roofs to ensure runoff to drain lines, and installation of double layer waterproof bituminous coating to seal edges with flashing and screws;
- installation of fire suppression systems in various housing communities – works to retrofit multi-story apartment buildings without fire escapes with fire suppression systems. These systems consisted of dedicated fire pumps, storage distribution lines, sprinklers and smoke detectors; and

- road and drainage repairs at Carlsen Field, Corinth Hills, Cypress Hills and Oropune Gardens - sections of failed drainage were repaired using reinforced concrete methods to allow for proper drainage and prevent failure to roadway and other properties in these communities. Failed sections of roadway were also excavated down to base or sub-base as required.

The Development of Residential Lots for PETROTRIN employees was established to provide residential and agricultural lots to those who received termination benefits resulting from the closure of the PETROTRIN Refinery and the restructuring of the exploration and production activities in November 2018. In fiscal 2021, seventy (70) of the one thousand, five hundred (1,500) applicants received serviceable residential lots located at Guayaguayare and Rio Claro, each received a 199 year lease 5,000 square feet of land, with all of the required infrastructure, and statutory approvals. This project continues to be implemented at various locations across south Trinidad. The project seeks to provide those former employees who are first-time homeowners or have provided an agricultural business plan with fully developed residential and agricultural lots.

The East Port of Spain Development Company (EPOS) was strategic in its approach to the delivery of works in fiscal 2021, in the context of Government's COVID-19 restrictions on the construction sector. Although some projects were placed on hold or were not started, several critical projects were executed in areas across the country providing relief to the residents of those communities. The sum of \$8.9 million was expended for projects as follows:

- John Trace – retaining wall, road paving and infrastructure upgrade were completed;
- Latrine Eradication Programme - a total of forty-seven (47) units out of a planned fifty (50) were completed and two were partially completed;
- Gerbera Avenue Recreational Facility – works to the washroom, bleachers and hard court were completed and the Company is awaiting completion of WASA and T&TEC connections to the facility;
- Mendoza "Z" Road upgrade – the project provided enhanced access to at least forty (40) households of the community with the completion of 180 feet of steps, eighty (80) feet of concrete pavement, four hundred (400) feet of box drain, metal grille covers and construction of four (4) catch pits covered with metal grille; and
- Plaisance Road Infrastructure Upgrade – the project provided enhanced access to at least twenty (20) households and a local church with the installation of thirty (30) feet of access ramp, sixty (60) feet of steps and landing, one hundred and twelve (112) feet of concrete walkway, one hundred and thirty-seven (137) feet of concrete walkway with handrails and 16 feet of hand rails over bridge crossing.

In fiscal 2021 a total of \$0.5 million was expended under the Social and Economic Programme for East Port of Spain for the continuation of upgrading works to eight (8) of the region's Impact Centers and the delivery of a sports programme which offered boxing classes for the youth of the surrounding communities.



The Inter-American Development Bank (IDB) funded *Urban Upgrading and Revitalization Programme* utilised \$24.8 million to execute some preliminary activities for three (3) of the Programme's components as follows:

- Component one (1) - Urban Upgrading and Service -sites include projects at four locations, Sahodeen Trace, Sangre Grande, Bois Bande, Sangre Grande, Factory Road, Diego Martin and Riseland, Tobago which are at various stages of the procurement process;
- Component two (2) – the Urban Regeneration project is ongoing. Temporary relocation plans for the East Side Plaza are being finalised by the consultant and a draft request for proposal to retrofit the Queens Plaza to house tenants was submitted for approval. Amendments to the draft contracts for the project management/consultant services for refurbishment works at both East Side Plaza and Scarborough Espalade were also submitted for approval; and
- Component three (3) – the Affordable Housing Subsidy programme received three hundred and eighty-five (385) applications with approximately one hundred and seventy-five (175) inspections conducted. Agreements are under review but have been delayed due to the pandemic restrictions.

Through the *Housing Village and Improvement Programme* citizens benefitted from the provision of homes in targeted villages with neglected infrastructure and poor living conditions. The Programme, aimed at offering affordable housing to persons in the lower income bracket and reducing the demand for Government subsidised housing, at a cost of \$0.15 million or less. A sum of \$8.9. million was expended under the Programme. Some of the beneficiaries were from villages as follows:

List of villages that received grant funding through the Housing Village Improvement Programme

Villages Benefiting from the HVIP	
• Moruga	• Embacadere
• Marabella	• La Brea
• Sangre Grande	• Claxton Bay
• St Joseph	• Point Fortin
• Couva / Tabaquite	• Navet Street, San Fernando
• Tunapuna	• Jacob Hill, Wallerfield
• Cumuto	



*Home Constructed from the HVIP*

Through the Ministry of Housing and Development, the HVIP delivered newly built homes to a total of 114 families in fiscal 2021 at a cost \$160,000 each, which included a \$10,000 contribution from the home owner. Homes were also distributed by the HDC and citizens also benefitted from funding through the Housing Grant Program.

## **Education: Developing 21st Century Skills**

The National Development Strategy for Trinidad and Tobago, 2016-2030 envisions ‘a modern, relevant and accessible education and training system towards developing resilient citizens and innovative leaders suited to a changing environment’. Given the importance of building our national human capital while mitigating the effects of the COVID 19 pandemic, Government invested a total of \$341.0 million for the implementation of capital projects geared towards the improvement of the education and training system of the country.

### ***Early Childhood Education***

In fiscal 2021, Government invested a total of \$2.1 million for the construction and refurbishment of Early Childhood Care and Education (ECCE) centres. Payments totalling \$0.4 million were made for outstanding bills for the newly constructed La Paille ECCE Centre, Caroni and for committed project management fees to the Education Facilities Company Limited (EFCL).

A total of \$1.5 million was allocated under the project *Procurement of Furniture and Equipment for ECCE Centres* of which \$0.5 million was utilised for the payment of outstanding bills for the acquisition of furniture and equipment.

### ***Primary School Education***

The adoption of online learning allowed students to participate in the delivery of education during the COVID-19 pandemic. In fiscal 2021, Government invested the sum of \$50.0 million towards the acquisition of ICT equipment for students of primary and secondary schools. The funding secured twenty thousand (20,000) laptops at a cost of \$45.7 million \$2.285 per unit for distribution to primary, secondary schools and teachers nationwide. Furthermore, the procurement of ten thousand (10,000) MiFi wireless internet devices, at a cost of \$0.4 million, offered connectivity to needful students lacking this service.

With an investment of \$50.0 million in fiscal year 2021, a total of twenty thousand (20,000) laptops were provided to primary and secondary students and teachers nationwide. Additionally, the procurement of ten thousand (10,000) MiFi wireless internet devices offered connectivity to needful students.



***Education Minister Dr Nyan Gadsby-Dolly conducted a symbolic presentation of laptops to Principals.***

The Ministry of Education (MOE) remained committed in its efforts to enhance education infrastructure through continued construction and upgrading works to primary schools. An allocation of \$6.6 million was provided to meet the cost of activities as follows:

- Under the *Improvement, Refurbishment and Extensions to Primary Schools*, \$4.9 million was utilised to finalise payments of Project Management fees to EFCL for approximately sixty-five (65) previously completed schools. Payments were also made towards repair and maintenance of approximately thirty (30) Primary schools including: electrical, sewer,

plumbing, flooring, ceiling and roofing repairs. Some of the beneficiary schools are listed in the table below.

#### Improvement, Refurbishment and Extensions to Primary Schools

Gran Couva Roman Catholic (R.C.) School	Woodland Hindu Primary	St. Margaret's Boy's Anglican Primary	Rochard Douglas Presbyterian Primary (Penal)	San Fernando Girls Government
William Webb Memorial Baptist Primary	Sangre Grande Roman Catholic	Toco Anglican Primary	Tabaquite Presbyterian Primary	St. Mary's Government Primary
Exchange Presbyterian Primary	Vos Government Primary	Sangre Chiquito Presbyterian	St. Dominic's R.C. (Morvant)	Sangre Grande Hindu School
Biche Roman Catholic	Iere Government	Penal Rock Hindu Primary School	Palo Seco Government Secondary	Cunapo (St Francis) RC
Upper Cumuto Government	Elswick Presbyterian Primary	Diamond Vale Govt Primary	Arima Boys Government Primary	El Socorro North Government
Diego Martin Boy's R.C	La Brea Roman Catholic	New Grant Government Primary	Point Fortin Anglican	St. Barb's Government Primary
Moruga Roman Catholic	Enterprise Govt Primary	Mayaro Government Primary	Erin Road Presbyterian	Morne Diablo Roman Catholic

- *Construction of New Grant Government and Monkey Town Government Primary School* - the amount of \$0.6 million was utilised to settle payment of the final account;
- *Construction of Woodbrook Presbyterian School* - a total of \$0.2 million was paid for consultancy fees; and
- the sum of \$1.0 million was expended to meet commitments for project management fees to EFC.

#### **Secondary Schools**

The *Improvement/Refurbishment/Extension to Secondary Schools* project primarily involves works such as plumbing, ceiling, fencing, electrical, painting, roofing repairs, air-conditioning replacement of doors and frames and pressure washing. An overall expenditure of \$5.9 million was incurred for activities at the following schools:



Malick Secondary School	Presentation Collage (San Fernando)	Mt. Hope Secondary School	St. Benedict's College	Success Laventille Secondary
ASJA Boys College (Charlottesville)	Princes Town West Secondary	Woodbrook Secondary School	Vessigny Secondary School	Marabella South Secondary
North Eastern College	Couva West Secondary	Diego Martin North Secondary	Five Rivers Secondary being used for School for the Blind	San Juan South Secondary
Cunupia Secondary School	Matelot Community College	Saraswati Girls Hindu School	Guayaguare Secondary School	Toco Secondary School
Point Fortin West Secondary	Tableland Secondary School	Siparia East Secondary	Cedros Secondary School	Shiva Boys Hindu College
Woodbrook Secondary School	St. Benedict's College	San Juan South Secondary	Matura Secondary School	Blanchisseuse Secondary School
Diego Martin North Secondary	Barrackpore West Secondary	Palo Seco Government Secondary	Morvant/Laventi lle Secondary	Marabella South Secondary
Woodbrook Secondary School	Marabella South Secondary School	Waterloo Secondary School	Vishnu Boys' Hindu College	Palo Seco Secondary School
Barrackpore East Secondary	Marabella South Secondary	Preysal Secondary	San Juan North Secondary	Mt. Hope Secondary
Coryal Secondary	Naparima Girls High	Pleasantville Secondary	Shiva Boys Hindu College	Biche Secondary

### ***Repairs and Maintenance of Special Schools***

Under the *Repair and Maintenance of Special Schools* \$0.02 million was utilised to assist in the payment of project management fees to EFCL.

### ***Repairs to Earthquake Damaged Schools***

In fiscal 2021, an allocation of \$2.0 million was provided under the IDF to execute repairs to earthquake damaged schools. Of this sum, a total of \$1.0 million was utilised to pay commitments to consultants and for works undertaken at the Diego Martin Girls R.C. school and Barrackpore East Secondary school respectively.

## ***Tertiary Education***

### ***The University of Trinidad and Tobago (UTT)***

The UTT's Strategic Plan 2020-2024 proposes to fully upgrade all UTT campuses over a five (5) year period, based on the availability of funding. In fiscal 2021, an allocation of \$70.0 million was provided for works to UTT's Main Campus at Tamana E-Teck Park, Wallerfield. Upgrading works advanced on the East Block, Central Plaza, Auditorium, West Block and Physical Plant. The project's overall completion is 89 percent, with a revised completion date of fiscal 2022. With the operationalisation of the Main Campus, a number of campuses were restructured and repositioned as the Main Campus offers an increased capacity. This presented an opportunity for UTT to reduce its operating costs at the Valsayn, Corinth and O'Meara campuses.

Due to COVID-19 restrictions on construction activities, no work was conducted during the months of May and June 2021. The total value of works to date is approximately \$1.5 billion.



***Reception area East Block***



***Learning Commons areas East Block***

Rehabilitation and upgrade works continued on the following UTT campuses in fiscal 2021:

The Eastern Caribbean Institute of Agriculture and Forestry (ECIAF) specialises in programmes in biosciences, agriculture and food technology. The following activities were executed at ECIAF based on a revised allocation of \$5.7 million:

- a contract was awarded in the amount of \$0.2 million for the electrical upgrade of the farm buildings. All of the works were completed;
- a contract was issued in the amount of \$1.7 million for the construction of one (1) sheep and goat pen. Planning activities were undertaken for the resumption of works after Government's COVID-19 restrictions on construction works were lifted;
- a contract was awarded at a price of \$0.3 million for the upgrade of the agro-processing facility;
- a contract was awarded in the amount of \$0.2 million for the upgrade of the roof and ceilings of the Oak Dormitory. The roof and soffit works were completed. Ceiling works are 100 percent completed and partitions are 60 percent completed. The overall completion is 64 percent. Planning activities progressed for the restart of works subsequent to the lifting of restrictions on construction work; and
- a contract was awarded in the amount of \$0.1 million for the upgrade of bathrooms in the Hollywood dormitory and these works were completed.



***Roofing, ceiling and interior works completed on student residence***



***Contract awarded for the upgrading of the Agro-processing machinery***

The San Fernando Technical Institute utilised a revised allocation of \$1.3 million to offset previous year's commitments towards the upgrade of laboratories for accreditation and provision of equipment for the Civil Engineering, Structural Mechanics, Structural Engineering, Soil Mechanics and Fluids Mechanics laboratories. Planned upgrade works were deferred to fiscal year 2022.

The John S. Donaldson Technical Institute campus, specialising in fashion design, animation and performing arts, received a revised investment of \$3.2 million. The funding was utilised to offset previous year's commitments towards the refurbishment of Block C - \$2.8 million, replacement of air-conditioning units - \$0.3 million and procurement of equipment for the garment facility 0.02 million, totalling \$3.2 million. The planned upgrade works to the amount of \$5.8 million were deferred to fiscal year 2022 due to the limited allocation.

UTT's Point Lisas Campus is a major supplier of trained personnel to support the operation of the petroleum and petrochemical sectors. Its allocation of \$1.3 million was used to offset previous years' commitments towards the supply, installation and commissioning of new equipment for the machine shop, replacing obsolete equipment in the amount of \$0.06 million. The balance of \$1.2 million was transferred to offset previous year invoices under the Establishment of UTT. Planned upgrade works in the amount of \$5.8 million was deferred to fiscal year 2022.

Tobago Campus - The UTT Tobago Campus benefitted from a revised investment of \$0.5 million in fiscal 2021 for the provision of multi-media equipment to facilitate distance learning programmes. Specifications for the multimedia equipment were completed and the invitation to tender documents were issued. The closing date for the receipt of bids was July 2021.

Establishment of the Aviation Institute - Aviation is a multi-billion diverse industry that encompasses a multitude of aviation positions, jobs and careers which can contribute to national growth. In this regard, Government is cognisant of the importance of having qualified and certified professionals to function within the aviation industry with efficiency. The operationalisation of the Camden Aviation Institute is geared towards meeting this objective with courses offered in the following areas of study:



- BSc Aircraft Maintenance and Management;
- BSc Aeronautical and Airworthiness Engineering;
- Certificate in Aviation Technology; and
- ASAP - Aviation Special Admissions Programme.

In fiscal 2021, expenditure in the sum of \$0.5 million was incurred for final payments for the completed hanger building. In addition, tender documents were prepared for the local procurement and installation of a hangar enclosure as well as for the purchase of a ground power unit for the teaching aircraft and a hydraulic mule to be used in helicopter simulation classes.

### ***University of the West Indies (UWI)***

In fiscal 2021, the UWI advanced the following projects to address deficiencies in the campuses' physical infrastructure as well as health and safety issues. These projects included:

- *Design and Construction of a New Wastewater Treatment Plant at the St. Augustine Campus* – construction works commenced on site in November, 2020, with an allocation of \$7.0 million:
- foundations for the buildings, concrete columns, ground floor slab and roof beams for the treatment plant were completed;
- tanks excavation and concrete works for bases were completed; formwork and concrete to tank walls are near completion;
- demolition works at Engineering and C Hall lift stations were completed; and
- underground pipe works were installed from MH#41 to MH#46.



***Aeration tank: Final concrete completed***



***Sludge Treatment Building: Blockwork in progress***

- *Renovation of Chemistry C1 Building and Replacement of Fume Hoods* – this priority project was designed to address safety and health issues and received an allocation of \$2.3 million in fiscal 2021. Funding was utilised to complete the dilapidation survey and conceptual design for phase one (1). The final design is in progress; and
- *Upgrade of 12Kv cables and switchgear at UWI St. Augustine Campus* – the project received an allocation of \$4.2 million of which \$0.6 million was expended in fiscal 2021. Design work for the upgraded switchgear is nearing completion and tender documents are ready for issuance, however, due to the limited electrical loading on the campus system during the COVID-19 period, the full testing of systems is being delayed. As such, the project schedule will now be extended into fiscal 2022. Funding in the sum of \$2.3 million was also utilised for the *Renovation of Chemistry C1 Building and Replacement of Fume Hoods*.

### ***College of Science Technology and Applied Arts of Trinidad and Tobago (COSTAATT)***

As one of the largest public tertiary institutions in Trinidad and Tobago, COSTAATT is a premier regional institution offering educational programmes in a number of critical areas including: radiography, medical laboratory technology, nursing, business and library studies. Out of an allocation of \$5.0 million, expenditure was incurred in the sum of \$2.4 million for the procurement of a multimedia projector and one hundred and forty-two (142) laptops for students.

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

*MIC Institute of Technology Limited (MIC-IT)* continues to be the catalyst for developing the technical and vocational competencies for national and regional industries, through quality training, innovation, manufacturing, construction and engineering products and services.

In fiscal 2021, the sum of \$2.9 million was utilised on the continued expansion and upgrade of facilities and purchase of furniture and equipment at MIC-IT Centres throughout the country as follows:

- Pointe-a-Pierre and Ste. Madeleine Centres - supply and installation of fire alarm systems and refurbishment of classrooms and workshops;
- Laventille Centre - supply and installation of a public address system;
- Point Fortin Centre - payment for commitments for the supply and installation of a fire alarm system; and
- Macoya Centre - award of a contract in the sum of \$0.3 million for the construction of a wall and box drain on the south western side of the compound.

### ***NIHERST***

The National Institute of Higher Education, Research, Science and Technology (NIHERST) continued to pursue its mandate to promote the development of science and technology in Trinidad and Tobago and enhance the innovative, creative and entrepreneurial capabilities of the general population.

The following are some key highlights for works undertaken by NIHERST for which \$0.96 million in expenditure was incurred out of an allocation of \$5.6 million:

- The '*Teach Me*' programme aims to facilitate increased confidence and capacity in teachers to transfer knowledge and technical skills to students in Science, Technology, Engineering and Maths (STEM) education; to support teachers in remote teaching by developing their teaching, digital, and presentation skills; improve students' capacity to think critically, problem solve and apply STEM; and promote STEM innovation and its associated careers to youth. A key activity implemented was the conduct of a virtual STEM Club for which total of one hundred and fifty-two (152) students participated including, one hundred and ten (110) primary students and forty-two (42) secondary students; and
- Under the *Science Technology Innovation Mapping and Priority Settings* project, research works commenced on the software industry in the post-COVID-19 environment. Efforts were focussed on reviewing ICT legislation and critically analysing the support given to the supply side of ICT software and web development industries. Reviews have been made based on information obtained in the National ICT Plan 2018-2022.

### ***National Energy Skills Centre (NESC)***

NESC continued to be a premier technical training institution in the area of technical and vocational education and training, seeking to transform the country's human capital through the application of advanced experiential learning methodologies. In fiscal 2021, the sum of \$2.7 million was expended out of an allocation of \$5.6 million for the following activities:

- award of contracts for the purchase of electrical, automotive, air conditioning and refrigeration, tools and equipment at Goldsborough, Tobago, La Brea, Point Lisas and Ste. Madeleine; and
- award of a contract for rig repair and inspection and tender evaluation for outfitting of the library at the Drilling Academy.

### ***School Improvement Programme- Laventille***

The programme, geared towards the holistic development of the child, brings together key stakeholders including the Ministry of Education, principals, teachers, parents, students and the community and is comprised of the following components:

- infrastructure and aesthetics - led by the Education Facilities Planning and Procurement Division (EFPPD);
- literacy and teacher training and development - led by Curriculum Planning and Development Division (CPDD);
- promoting discipline - led by the School Supervision and Management Division (SSMD); and
- parenting in education - led by Student Support Services Division (SSSD).

In fiscal 2021, infrastructure works were completed at four (4) schools in the sum of \$2.7 million. In addition, the Ministry collaborated with a Cabinet Appointed Community Recovery Committee to plan a way forward for the programme.

## **Human Capital Development**

### ***Scholarships***

Government's Scholarship programmes incentivises excellent academic performance and channels human resource development in areas aligned to national development. These scholarships are given to students who have performed exceptionally and provide the financial capacity for them to undertake advanced studies in their respective fields through the payment of tuition and personal allowances such as books and special equipment, warm clothing and travel). In fiscal 2021, the sum of \$232.4 million was expended as follows:

- National /Additional Scholarships based on Advanced Level Examinations – one thousand and sixty-eight (1,068);
- Scholarships - President's Medal and non-Advanced Level Examinations - six (6);
- Annual Scholarship and Technical Assistance Programme – eighteen (18), and



- Scholarships and Bursaries – one hundred and fifty-six (156).

### ***Training***

The sum of \$1.1 million was utilised under the MIC Training Subsidy for which eight (8) of the ten (10) Engineers In Training (EIT's) in year two (2) completed their training as at March 31, 2021. These trainees were involved in the following training courses: computer numerical controlled machining, pneumatics and hydraulics, welding, electrical power and controls. Additionally, in March 2021, journeyman trainees commenced the programme and there are twenty (20) enrolled at present at a monthly cost of \$0.050 million.

### **Libraries**

As gateways to knowledge and culture, libraries play a fundamental role in society. The resources and services they offer create opportunities for learning, support literacy and education, and help shape the new ideas and perspectives that are central to a creative and innovative society.

As such, Government expended a total of \$12.793 million on libraries in fiscal 2021 and the following activities were undertaken:

- payments for site security, maintenance and insurance at Chaguanas;
- review of the cost to complete works at Mayaro;
- review of preliminary designs by the consultants for phase two (2) restoration works of the Heritage Library; and
- evaluation of tender documents for construction of a Diego Martin Library.

### **Culture and the Arts**

Government has recognised the creative and cultural industry as a mechanism for instilling positive values, attitudes and behaviours amongst the citizenry and as an avenue to diversify the economy. In this regard, increased efforts were placed on strengthening the cultural infrastructure, celebrating and preserving cultural heritage and developing the skill-set of practitioners in the industry. These initiatives formed part of Government's thrust towards generating revenue in the non-energy sector as well as promoting social inclusion, diversity and the human resource development of the country.

A total allocation of \$15.2 million was provided for projects to improve cultural facilities across the country some of which are highlighted below.

In fiscal 2021, the scope of works for the refurbishment of Queens Hall was altered to include the establishment of a garden in the courtyard. To this end works on the structural elements of the courtyard commenced and the project is seventy-five (75) percent completed with a total expenditure of \$1.4 million

### ***Upgrade of Facilities – National Academy for the Performing Arts (NAPA)***

Funds in the amount of \$0.271 million were utilised for outstanding payments from the last fiscal year. These works previously completed included electrical installation, PBX upgrade, installation of work lights service fee, cleaning of rafters, service fee for purchase and replacement of LED fountain lights, infrared thermometer, automated hand sanitizer dispenser and hand sanitizer, custom brokerage charges for stage equipment, automatic bins and step on pedal bins, manual and automatic hand soap and sanitizer dispensers.

### ***Refurbishment of Queens Hall***

In fiscal 2021, the scope of works for the refurbishment of Queens Hall was altered to include the establishment of a garden in the courtyard. To this end works on the structural elements of the courtyard commenced and the project is seventy-five (75) percent completed with a total expenditure of \$1.4 million. The installation of the canopy poles, tables and bench were completed, while phase one of the décor is in the final stages. Furthermore, the bar/hostess station was fabricated and the stage was procured with installation scheduled to be completed by August 2021. The figures below highlights the works described above:



***Canvas Canopy Installation***



***Canvas Canopy Installation***



***Construction of Custom Built Restaurant Tables/ Benches/ Stage***





*Decorative Backdrop and Signage inclusive of water feature behind signage*



*1 of 6 Boxwood Dividers (equipped with up-lights) and 3 of 6 Boxwood Dividers*

A major project undertaken at Queens Hall during the period was building the ICT capacity of the facility through the acquisition of hardware. This project is 70 percent completed with the final stages for full integration in progress. Another project at Queens Hall is the upgrade to the CCTV cameras initiative is scheduled to commence in August 2021 with a projected completion date of November 2021. Images of these items are portrayed in the Figures below:



*Security Cameras System Installation*

***National Museum Development and Museum of the City of Port of Spain/Carnival Museum (Fort San Andres)***

UDeCOTT has been proposed as the project manager for both projects, however, due to staffing constraints and COVID-19 restrictions, the tendering process for the projects was not completed as planned. It is expected that the tenders will be issued by the end of August, 2021.

***Naparima Bowl***

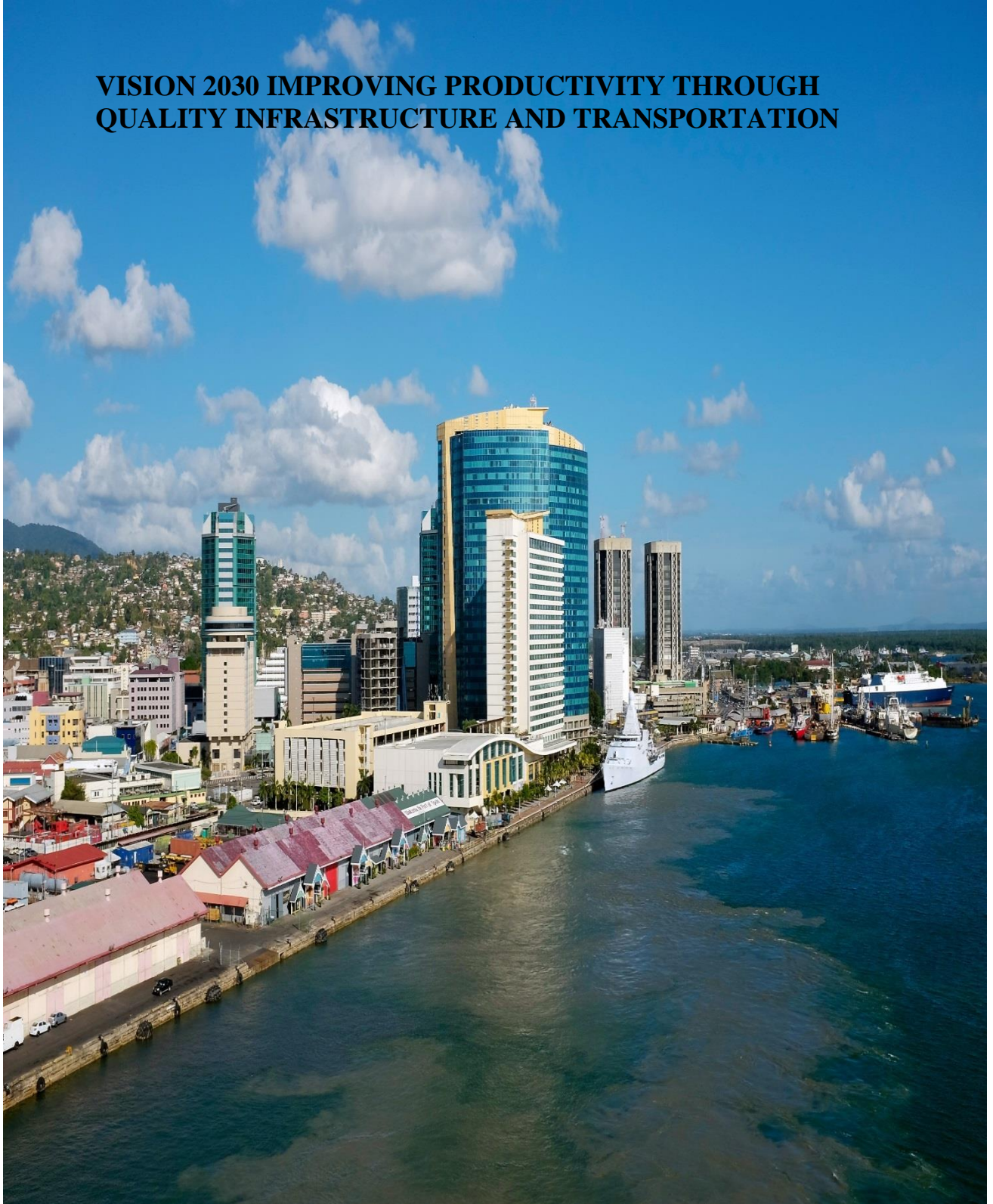
Funds in the amount of \$0.4 million were utilised for the execution of upgrades to the amphitheatre and repairs to the stage doors.

***National Academy for the Performing Arts and Remedial Works to the Southern Academy for the Performing Arts (SAPA)***

Payments were made for outstanding bills in the sum of \$0.4 million for NAPA and \$8.8 million for SAPA for works previously completed under these projects.



**VISION 2030 IMPROVING PRODUCTIVITY THROUGH  
QUALITY INFRASTRUCTURE AND TRANSPORTATION**



## VISION 2030 IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION





Sectors	Expenditure TT\$ Million
Information Technology and Infrastructure	147.2
Transportation	203.6
Roads and Bridges	754.1
Drainage	135.5
Water Security	22.3
Electricity	29.2

### Information Technology and Infrastructure

Nations around the world are increasingly aware of the importance of digitization, particularly, with the advent of COVID-19 and the ensuing mitigation measures adopted by countries. The use of Information and Communication Technology (ICT) continues to transform the way citizens live and conduct business, playing a critical role in facilitating investment and the ease of doing business. Enhancing ICT infrastructure is a key element in enhancing the efficiency, productivity and capability of Government services and operations.

Improvements to the country's ICT infrastructure continued in fiscal 2021 with an investment of \$143.0 million under Government's Digital Transformation Programme, as part of the advancement towards a Digital Society. ICT focused activities which were undertaken in fiscal 2021 are highlighted below.

At the Trinidad and Tobago Police Service (TTPS) improvement works were continued on the network infrastructure of the entire service. An access control system was installed at the St. Clair Fingerprint Office, and at the Arouca Police Station an audio-visual solution was purchased and installed. ICT equipment was purchased for the Cyber Crime Unit, the Legal Unit and the set-up of the Virtual Court System within the TTPS. Software development was also advanced with works executed on the development of the following:

- the TTPS Performance Management Module;

- the Domestic Violence Registry;
- the Station Diary Application; and
- the Pay Records Document Management System.

Under the IDB assisted Integrated Financial Management Information System (IFMIS) Project at the Ministry of Finance, work was completed on user acceptance testing by major stakeholders from the Ministries of Finance, Planning and Development, Education and the Tobago House of Assembly. Efforts were also completed on the re-configuration of the core Government Resource Planning (GRP) based on the current Chart of Accounts and the purchase and installation of an E-learning Platform. Work is currently ongoing on the configuration of the cashiering system, while pre-pilot training is also in progress.

ICT initiatives continued in other Government Ministries and Agencies and included:

- development and implementation of a national e-Identity System under *The ICT Plan* at the Ministry of Public Administration and Digital Transformation;
- the installation of Internet Protocol (IP) cameras at Camp Omega at a cost of \$0.27 million and the restoration of the camera system at Camp La Romain at a cost of \$0.19 million;
- continuation of works on the procurement and installation of backup ICT infrastructure for the National Forensic DNA Databank;
- the purchase and installation of a hyper converged server for the Forensic Science Centre;
- the purchase of a hyper converged server for the Project Planning and Reconstruction Division (PPRD), as part of the development of a new Project Management Information System (PMIS);
- the parliament continued works under the *Digitizing and Archiving of Laws of Trinidad and Tobago* to facilitate the purchase of specialised equipment for Hansard and the Library; and
- continuation of the *Development of an Integrated Social Enterprise Management System* (ISEMS) under the Ministry of Social Development. System design is ongoing and prototype testing is to commence.

### ***Single Electronic Window***

The IDB assisted *Enhancement of the Single Electronic Window* (SEW) continued in fiscal 2021 with work under sixteen (16) consultancies including the following:

- under the Automated Construction Permitting System (DevelopTT) as at April 30, 2021, a paperless process has been adopted at the Stamp Duty and Status of Land e-services in addition to the Planning Permission process for the T1 and T5 regions. User acceptance testing and training was conducted in preparation for roll-out in the South Region;
- digitisation of key records of the Town and Country Planning Division (TCPD) was completed with ninety-five thousand, eight hundred and twenty-nine (95,829) application records, one thousand, five hundred and twenty-four (1,524) plotting maps and two thousand, nine hundred and thirty-five (2,935) Subdivision layouts now available to the TCPD digitally;
- the consultancy has commenced for the Modernisation of the Legal Framework for the Electronic Transaction Act (ETA). A gap analysis, legislative brief and stakeholder consultations have been completed. Work is ongoing on the Draft ETA Amendment Bill;
- under the Development of a National Maritime Policy and Strategy, the gap analysis was completed. Interviews were conducted with approximately fifty (50) industry stakeholders and the draft policy, strategy and implementation plan are being prepared;
- the Quality Management System for the Maritime Services Division of the Ministry of Works and Transport was implemented; and
- the drafting of the Consumer Protection Legislation (CPL) has been completed.

## **Transportation**

A modern and integrated transportation system that operates efficiently and safely is considered as the backbone of any economy and is a key driver for social and economic development. The transport sector continued to be developed in fiscal 2021 with the aim of achieving a system that is designed to meet the needs and expectations of customers for easy accessibility and reliability. Towards this end, the MOWT continued to focus on the modernisation and expansion of the air, land and sea transport sub-sectors with an expenditure of \$122.9 million on infrastructural and equipment upgrades.

### ***Land Transportation***

Resources in the sum of \$14.2 million were allocated in fiscal 2021 to the Public Transport Service Corporation (PTSC) for continued focus on the development of infrastructure to enhance service and reliability to its customers. However, the COVID 19 pandemic restrictions delayed project implementation. The sum of \$7.5 million was expended on the following:

- upgrade of electrical systems at San Juan and Curepe Transit Malls and repainting of all Transit Malls;
- completion of roof works and electrical upgrade at the Scarborough Terminus;

- award of consultancy services for interconnectivity of the stand by generator to the rest of the compound at the POS City Gate Terminal;
- award of contracts for project management services and design/build for the new passenger terminal depot at Sangster Hill, Tobago;
- fence replacement at the Arima Depot;
- completion of the Deluxe Coach Service Lounge at City Gate POS;
- installation of a diesel fuel tank at the Sangre Grande Terminus; and
- refurbishment of main stores and roof at City Gate.

### ***Sea Transportation***

The sum of \$134.9 million was allocated in fiscal 2021 for the sea transportation subsector for the development of port infrastructure and major asset renewals in order to increase transport efficiency and cargo handling. Funds totalling \$93.9 million were expended for activities as follows:

- replacement of life saving equipment (life rafts and slides) on the Paria Bullet and marine link upgrades for the Calypso Sprinter, Trini Flash and Paria Bullet under the *Major Asset Renewal of the Water Taxi and Fleet of Vessels* Programme;
- *Feasibility Study for Fast Ferry Port in Toco* – completion of the environmental impact assessment (EIA);
- procurement and commissioning of one ship-to-shore gantry crane by the Port Authority of Trinidad and Tobago (PATT) for increased cargo handling capacity and efficiency;
- completion of upgrade and repairs to the high voltage electrical system at the Port of Port of Spain (PPOS) to cater for the new gantry crane and to increase electrical reliability and safety;
- procurement of one baggage scanner for cruise shipping security operations at the PATT, PPOS; and
- paving and repair works to the full container terminal at the Port of POS to expedite the turnaround time in the handling of containers.



*New Ship to Shore Gantry Crane (foreground)*

### ***Air Transportation***

The Airport Authority of Trinidad and Tobago (AATT) received the sum of \$43.1 million in fiscal 2021 for the development of infrastructure and safety requirements at the nation's airport facilities in keeping with international civil aviation requirements. The sum of \$20.7 million was utilised for works as follows:

- replacement of the existing perimeter chain link fence around the airport estate at Piarco International Airport (PIA) with new security fence in accordance with the Trinidad and Tobago Civil Aviation Authority's security audit compliance requirements; and
- paving of runway and taxiway at the Arthur Napoleon Raymond Robinson International Airport (ANRRRIA) at Crown Point in Tobago.

A total of \$70.0 million was also allocated for the project *Construction of a Terminal and Associated Facilities at the ANRRRIA* which aims to increase the capacity and service level of the airport to promote tourism and attract international companies. The project, which is being executed by NIDCO for the Ministry of Finance, involves the construction of a new terminal with new road access, taxiway, apron, ramp, parking facilities and upgrades to the old terminal. This project however also experienced delays due to the COVID 19 pandemic restrictions. The entire allocation of \$70.0 million was expended during the fiscal year for works which included:

- upgrade works on the old terminal –
  - completion of designs;
  - application for all statutory approvals which were granted;
  - procurement of baggage carousel; and

- ongoing refurbishment works to the terminal building.
- construction of the new terminal –
  - land acquisition is on-going to provide the contractor with vacant access to all of the properties;
  - clearing, demolition and hoarding of land are ongoing;
  - final designs are ongoing; and
  - application for statutory approvals.

## **Roads and Bridges**

In fiscal 2021, the sum of \$736.2 million was invested in the roads and bridges infrastructure throughout Trinidad and Tobago, Government continued with its programme of strengthening the nation's roads and bridges network. Investments in roads and bridges seek to connect communities and provide opportunities by opening up of economic spaces.

The *Road Construction/Major Road Rehabilitation Programme* executed by the Programme of Upgrading Road Efficiency (PURE) Unit utilised the sum of \$74.9 million for the rehabilitation of several sections of roadways across Trinidad.

The PURE Unit also completed and commissioned the Water Taxi Pedestrian Overpass at Wrightson Road, Port of Spain in November 2020. This modern walkover facility includes accommodation for the differently-abled with elevators and wheelchair ramps and will alleviate the safety risks for citizens involved in crossing the busy roadway. The Unit also commenced the construction of the Pedestrian Walkover at Lady Hailes Avenue, San Fernando.

In fiscal 2021, the unit expended the sum of \$38.0 million for the upgrade of the Moruga Road to improve access to and from the region. This project is multi-fold and includes:

- design, widening and construction of culverts;
- design and construction of adequate drainage;
- construction of footpaths as required;
- design and construction of bridges;
- design and implementation of slope stabilisation measures; and
- road resurfacing.

The widening of Lady Hailes Avenue, San Fernando as a component of the *San Fernando Waterfront Project* is an integral part of Government's thrust towards revitalising the second city of Trinidad and Tobago. The sum of \$40.0 million was utilised for two (2) work packages, the Public Transport Service Corporation Terminal and the Todd Street extension and revitalisation.

The construction of the *Churchill Roosevelt Highway Extension to Manzanilla* is one (1) of Government's key projects to improve access to rural communities in the Eastern Region of Trinidad. In fiscal 2021, the sum of \$123.7 million was expended under the project and involves the construction of a four (4) lane fourteen (14) km highway which is divided into eleven (11) separate work packages. NIDCO is currently awaiting clearance from the EMA to proceed with further construction.

Under the *Construction of the Valencia to Toco Road* project, the sum of \$55.0 million was expended. NIDCO and PURE are collaborating as executing agencies for this project. NIDCO is responsible for ten (10) out of the eleven (11) segments. Construction works on the segment managed by PURE is well on the way to completion. This segment consists of eight (8) construction work packages along the Valencia Main Road from Valencia Junction to the Toco Main Road. The status of each of the work packages is as follows:

Work Package	Scope of Works	Location	% completed
Package 1	Construction of Round-about and Associated Works	Valencia Junction	89
Package 2	Drainage, Concrete and Road Works	From Valencia Intersection	100
Package 3	Drainage, Concrete and Road Works	From Valencia Intersection	71
Package 4	Slope Stabilisation and Road Rehabilitation Works	From Valencia Intersection	16
Package 5	Construction of Round-about and Road Works	Valencia Old Road	57
Package 6	Road Works, Drainage and Slope Stabilisation	Valencia Old Road	62
Package 7	Road Rehabilitation and Associated Works	From Valencia Intersection	28
Package 8	Road Rehabilitation and Associated Works	From Valencia Intersection	51

In April 2021, the EMA granted CEC approval to NIDCO, for the execution of the ten (10) segments. The project is intended to improve accessibility to the proposed Toco Ferry Port and



create an economic climate for development in the surrounding communities in the North-Eastern Peninsula of Trinidad.

The *Construction of the Solomon Hochoy Highway Extension to Point Fortin (SHHEPF)* project advanced in fiscal 2021 and utilised the sum of \$167.3 million for nine ongoing work packages. The completion rates of these work packages were as follows:

- Mosquito Creek Bridge to Godineau River Bridge road segment seventy-seven (77) percent;



***Package 5A - Completion of the segment between the Godineau River Bridge and the Mosquito Creek Bridge of the SHHEPF.***

***Photos to the right- Godineau River Bridge, left - Geofoam Laying***

- St. Mary's Interchange Bridge, Grants Road Interchange Bridge and Delhi Road Overpass eighty-seven (87) percent;



***Package 1C - Completion of St. Mary's Interchange, Delhi Road Overpass and Grants Road Underpass***

***Above Photos- St Mary's Interchange (left), La Brea Interchange (right), Below Photos- Delhi Road Overpass (left), Grants Road Interchange (right)***



- Package 5B, Road segment from Eccles Trace to La Brea eighty (80) percent;



***PACKAGE 5B- Completion of the SHHEPF Segment Between Eccles Trace and La Brea***  
***Top Right- Eccles Trace to La Brea Segment, Lower Left- SMR Roundabout, Lower Right-La Brea Connector***



- Mon Desir Interchange Bridge and Oropouche River Bridge ninety-seven (97) percent;



***Package 1B -Completion of the Mon Desir Interchange Bridge and Oropouche River Bridge  
Photos showing Mon Desir Interchange Bridge (left) and Oropouche River Bridge (right)***

- No. 8 Road Overpass and Guapo River Bridge – one hundred (100) percent completed;



***PACKAGE 1D-Completion of No. 8 Road Overpass and Guapo River Bridge (left)***

- Southern Main Road Overpass and La Brea Interchange Bridge fifty-eight (58) percent;



***Package 3A - Construction of the Southern Main Road Overpass and La Brea Interchange Bridge of the SHHEPF***

***Photos to the top-left- SMR Overpass, top-right and lower-left La Brea Interchange.***



- Mon Desir to Eccles Trace and St. Mary's Junction to Mon Desir Segment fifty-seven (57) percent;



***Package 2C - Completion of Mon Desir to Eccles Trace and St. Mary's Junction to Mon Desir  
Photo showing a segment of the Eccles Trace to Grants Road segment***

- Highway Segment between Southern Main Road (B44) and Dunlop Roundabout seventy (70) percent; and



***Package 5D - Completion of the segment between Southern Main Road (B44) to Dunlop Roundabout  
of the SHHEPF***

***Photo showing an aerial view of the road segment SMR to Dunlop Roundabout***

- La Brea Interchange to Bridge B44 Southern Main Road and from Fyzabad Road to the Mon Desir Interchange road segments fifty-eight (58) percent.



***Package 6C - Completion of the segment between La Brea Interchange to Southern Main Road (B44) and from Fyzabad Road to the Mon Desir Interchange.***

***Left- Fyzabad to Mon Desir, Right-La Brea to Southern Main Road***

Under the *Bridges Reconstruction Programme* (BRP), the sum of \$50.0 million was expended for the payment of outstanding bills for construction works completed, and ongoing design consultancies in relation to the reconstruction of thirteen (13) bridges under Phase 3A of the BRP. Expenditure in the sum of \$14.4 million was utilised for payment to consultants for design works on thirty-four (34) landslips under Phase two (2) A of the *Landslip Repair Programme*, as well as contractual obligations from repair works to landslips that were previously completed.

### **Municipal Corporations**

The Ministry of Rural Development and Local Government via its Engineering Unit and fourteen (14) Municipal Corporations utilised the sum of \$53.0 million to rehabilitate local roads. Some of the interventions undertaken included the resurfacing of segments of roadways, construction of gabion basket walls, reinforced concrete walls and pavement reinstatement.

### **Tobago House of Assembly (THA)**

The THA utilised the sum of \$30.9 million to undertake road rehabilitation and construction works across the island. Some of the projects undertaken in fiscal 2021 are: -

- Upgrades to secondary roads;
- Milford road bridge construction;
- Rehabilitation of Claude Noel Highway; and
- Windward Road Special Development Programme.



## Drainage

The Government has adopted an integrated planning approach to mitigate the effects of flooding and coastal erosion, which include the upgrading of the nation's drainage infrastructure and the implementation of coastal protection measures. To this end, the sum of \$5.6 million was invested in fiscal year 2021 to improve drainage infrastructure and reduce the impact of flooding in low-lying areas in Trinidad.

Under the Major River Clearing Programme the Caroni River Rehabilitation and Improvement Works Project was ninety (90) percent completed. Embankment works have been completed on the north bank, both upstream and downstream of the By-pass Road, Piarco for approximately 1,500 meters. In addition, twenty (20) meters of embankment works were completed at Church Street, Kelly Village.

A total of \$2.8 million was utilised for the continuation of projects under the *Programme of Upgrade to Existing Drainage Pumps and Gate Inventory* which is implemented by the Ministry of Works and Transport (MOWT). The programme involved the upgrade of pump stations and the replacement and rehabilitation of sluice gates and flap gates across Trinidad. The major achievements under the programme included:

- the upgrade of the Tulsa Trace (Penal) pump house and gate structure and reconstruction of Sadhoo Trace (El Socorro South) pump house are at half way completion;
- upgrade of the gates at Bamboo No.1 and at St. John's in Fyzabad have been completed;
- upgrade of gates at Trinidad Point in Woodland are at sixty-six (66) percent completion; and
- tender documents have been issued for the upgrade of the Sea Lots pump house and gates and for the construction of the Moruga pump house and gates.



*Gate Structure at St John's (Fyzabad)*

Under the *Major River Clearing Programme*, a total of \$1.7 million was expended to facilitate drainage infrastructure works. The Caroni River Rehabilitation and Improvement Works which involved the rehabilitation of existing embankments at several locations from St Helena to El Socorro South continued unabated. The project is ninety (90) percent completed and embankment works were completed in the following areas:

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

Additionally, three (3) mobile pumps were purchased, eight (8) existing flood control structures were rehabilitated and nine (9) new flood control structures were completed in Kelly Village and St Helena.



***Embankment Works on the Caroni River***

A total of \$1.1 million was utilised under the *Infrastructure Rehabilitation and Flood Mitigation Programme*. The *Diana River Improvement Works Phase Two (2)*, which involved the construction of reinforced concrete walling and paving to prevent erosion and flooding in Chase Village.



*Drainage Works on Diana River (Chase Village)*

### ***Water Management and Flood Control***

Flooding is a major factor affecting the agriculture sector, as a result Government has been implementing measures on an ongoing basis in farming areas geared towards alleviating flooding throughout the country. In 2021, funding in the sum of \$2.9 million was provided for flood mitigation measures through the following projects:

- *Water Management and Flood Control (Orange Grove Food Crop Project)* – this project is aimed at providing the most appropriate water management interventions to enable sustainable farming throughout the year in selected project areas (Orange Grove site was identified for the first [1<sup>st</sup>] phase). The project benefits two hundred and fifty (250) farmers and ten (10) persons were employed in the implementation phase. Project activities in fiscal 2021 were as follows:
  - a hydraulic long reach excavator was purchased and delivered to Central Workshop, El Carmen in January 2021;



*Hydraulic long reach excavator*



- a contract was awarded for the rehabilitation of 1.5 km of roadway at Orange Grove, County St. George; and



***Rehabilitation of Roadway at Orange Grove***

- a contract was awarded for a side arm brush cutter and accessories and the equipment is being imported.
- *Rehabilitation and Development of Physical Infrastructure at Plum Mitan* - the Engineering Division of the Ministry of Agriculture, Land and Fisheries focused on improving drainage through the replacement of drainage pumps in selected areas to channel excess water into the rivers during the rainy season and to provide water during the dry season. This provides six hundred (600) acres of usable land for new production for two hundred and fifty (250) active farmers in the Biche and Plum Mitan areas. Repairs and upgrades to embankments have been ongoing at low lying agricultural lands and at the edge of the Nariva Swamp to protect the lands from rising water levels during the rainy season;

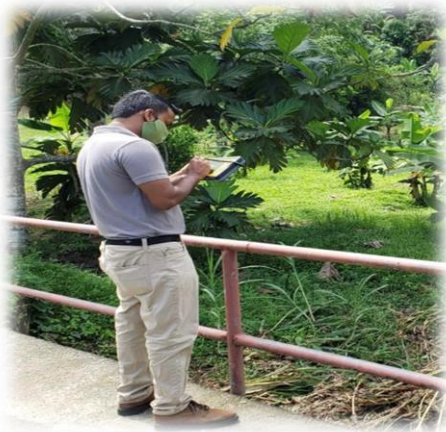
Repairs and upgrades to embankments have been ongoing at low lying agricultural lands and at the edge of the Nariva Swamp to protect the lands from rising water levels during the rainy season

- *Restoration and Management of the Guanapo Watershed* – the focus of this project is to increase farm productivity and income for farmers in the Guanapo area through restoration and management of sustainable water resources. Contracts were awarded for the supply, delivery and installation of water quality equipment. Training in water quality was

conducted by CARIRI for forty (40) participants to empower the community to take charge and to improve their environment;



*Training in water quality*



*Trainees collecting Data*

- *Development of Water Management Infrastructure for the Caroni/ Bejucal Area* – the objective of this project is to make available water for sustainable farming in the dry season. To support this, the activities completed in 2021 included:
  - supply and delivery of one (1) heavy duty Gooseneck Trailer with triple axle to Central Workshop Station, El Carmen. The equipment was received in Trinidad in fiscal 2021 and is pending approval from the Transport Board for licensing of the trailer; and



- repairs to road infrastructure and clearing of channels at Caroni Bejucal Road Network – tenders were evaluated and a contract was awarded.



***Clearing of Channels at Bejucal Road***



### ***Coastal Protection***

The sum of \$32.3 million was provided in fiscal year 2021 to reduce the impact of coastal erosion and damage to property along the coastline in Trinidad. Of this sum, a total of \$44.1 million was utilised for the completion and continuation of projects under the *Critical Coastal Protection Programme* which is implemented by the Ministry of Works and Transport (MOWT). The



Programme aims to create a world class national coastal defence system to mitigate against shoreline erosion, coastal flooding and other health and environmental hazards through hard and soft coastal engineering techniques and management methodologies.

During the period under review the major achievements included:

- continuation of the *Cap-de-Ville Shoreline Stabilisation* project which involved the construction of a rubble mound revetment seawall along the Cap-de-Ville Shoreline and seventy-nine (79) percent completed;
- continuation of phase two (2) of the *Matelot-Grande Riviere Shoreline Stabilisation* project which is ninety-three (93) percent completed;
- substantial completion of the Shoreline Management Plan for Manzanilla Beach which is eighty (80) percent completed; and
- continuation of the Comprehensive National Coastal Monitoring Programme (CNCMP) which supports the monitoring of coastal areas. The CNCMP advanced to ninety (90) percent completion.

Achieving water security continues to be a prominently featured element of the National Vision for Trinidad and Tobago. As such, within fiscal 2021, Government remained committed towards ensuring improved access to regular water and wastewater services by all citizens. Specifically, focus was placed on improving systems to provide an efficient supply of potable water and to effectively treat wastewater to ensure healthy lives and wellbeing, support social, economic development and prevent environmental degradation.

## Water Security

The Water and Sewerage Authority (WASA) continued to expand the delivery and sustainability of its water supply and to support new initiatives to improve wastewater services for its customers. The Authority implemented its projects with the objective of achieving water security and fulfilling the strategic goals and outcomes under the National Development Strategy (Vision 2030) Development Theme III ‘Improving Productivity through Quality Infrastructure and Transportation.’ These initiatives also have environmental benefits through the reduction of the impacts of contaminants, and improvements of the self-recovery capacity of natural systems, which are in tandem with Theme V ‘Pacing the Environment and the Centre of Social and Economic Development’.

Out of a revised allocation of \$234.5 million provided to WASA for the execution of projects, a total of \$191.1 million was expended in fiscal 2021. The major achievements were as follows:

- rehabilitation of wells in Arima, Sangre Grande, Tucker Valley, Las Lomas, Paramin, Granville, Valencia, Santa Cruz and Grandwood under the *Well Development Programme*. Approximately one hundred and eighteen thousand (118,000) customers benefitted from an improved water supply with an increased total production of 40,399 m<sup>3</sup> per day;

- completion of the *Arouca Well Development Programme*. This programme involved the drilling and development of three (3) new wells with related pipeline works to interconnect to the distribution system at the Housing Development Corporation (HDC) estates at Arouca and Oropune. Well numbers eight (8) and nine (9) were previously completed in fiscal 2020 and well number ten (10) was completed in December 2020. Approximately one thousand, six hundred and fifty (1,650) persons in La Florissante 1 and 2, Red Hill, Lillian Heights and Timberland benefitted from this programme;
- completion of the installation of 1.7 km of two hundred (200) mm pipeline from South Oropouche Main Road (LP 95 Teetoo Hill) to Avocat Junction along South Oropouche Main Road;
- completion of the installation of a polyvinyl chloride (PVC) main pipeline from Calvary Hill Booster to Calvary Hill Reservoir. Construction of a three hundred thousand (300,000) imperial gallons (IG) glass fused to steel tank at Calvary Service Reservoir was advanced to twenty-seven (27) percent completion;



***Installation of a polyvinyl chloride (PVC) main pipeline from Calvary Hill Booster to Calvary Hill Reservoir***

- continuation of the design and construction of one (1) imperial milli gallons (IMG) glass fused to steel storage tank at Sobo Village in La Brea. The targeted beneficiaries are Caribbean Gas Chemical Limited (CGCL), Trinidad Generation Unlimited (TGU) and the residents in the area;
- continuation of the construction of two (2) one hundred thousand (100,000) IG service reservoirs at the Paramin Booster Station and at the level three (3) Paramin Booster Station under the project *Development of New Water Sources Phase One (1) Maraval and Environs*. The construction of the storage tanks will improve the water supply to residents and allow for better regulation of system pressures;

- installation of a three hundred thousand (300,000) IG tank at the Guanapo Water Treatment Plant and the interconnection of tanks to the transmission and distribution system. Approximately thirteen thousand (13,000) persons in Arima Bypass, Pinto, Alenore Gardens, Mt. Pleasant, Maturita, Calvary Hill and Environs benefitted from an improved supply of water from three (3) days per week to five (5) days per week;



***Installation of a three hundred thousand (300,000) IG tank at the Guanapo  
Water Treatment Plant***

- completion of the installation of one (1) km of a two hundred (200) mm main along Blue Basin Road and the installation of nine hundred (900) meters of one hundred and fifty (150) mm main in Blue Basin Road under the *Non-Revenue Water Reduction Programme*. This project resulted in a reduction of water lost from leaking pipelines and an improved reliability of water supply to one thousand, one hundred (1,100) residents in Blue Basin, Harris Drive, Wyan Road, Cicada Drive, Water Wheel Road No.1 and Cizan Trace from two (2) days per week to four (4) days per week;
- continuation of the *Community Water Improvement Programme (CWIP)* which facilitated the provision of water connection to unserved and underserved areas and improved the reliability of the service and class of supply of water to residents. The following rural communities benefitted from the connection of a water supply: Beach Road (Palo Seco), Solomon Street (Fyzabad), Boyack Hill (Santa Flora), Texeira Ext. (Diego Martin), Wharton Street (Point Fortin) and Comparo No. 2 Fishing Pond (Sangre Grande);
- refurbishment of School Street and Richplain booster pumping stations, construction of Seaview booster pumping station and the installation of one thousand, five hundred (1,500) meters of three hundred (300) mm Class E PVC Main from Four Roads Water Treatment Plant to Goodwood Park Crescent along Morne Coco Road/Western Main Road were completed under the *Integrated Water Improvement Programme - North West Trinidad*. A total of eighteen thousand, one hundred and forty-five (18,145) residents benefitted from an improved water supply;



*Refurbishment of School Street booster pumping station*



*Refurbishment of Richplain booster pumping station*





*Construction of Seaview booster pumping station*

- implementation of phase three (3) of the project for the *Upgrade of Petrotrin Guayaguayare Waste Water Treatment Plant (WWTP)*. The construction of a coagulation/flocculation/sedimentation system at the Petrotrin Guayaguayare Waste Water Treatment Plant continued and upon completion it will significantly increase plant production;
- continuation of the *Rehabilitation of the Ultraviolet (UV) Contact Tank at the Beetham Waste Water Treatment Plant*. This project entails the removal of the existing UV contact tank and the design, supply and installation of a new UV contact tank capable of treating the wastewater flowing through the Beetham WWTP. The procurement of UV equipment for the Beetham WWTP for the supply of 504 UV- Lamps ECORAY SLR 3214 ¾ P has advanced and upon completion will safeguard the watercourses from untreated sewage thus ensuring a sanitary environment for approximately one hundred and eighty-two thousand, five hundred (182,500) citizens;
- completion of the evaluation of proposals for the upgrade of TCO Booster Pumping Station as part of the *Moruga Well Development* project. The pipeline project for the transfer of Sisters Road offtake from five hundred (500) mm main to eight hundred (800) mm main has been completed and will improve water supply services and provide a facility with a high service pumping capacity to deliver treated water to the higher areas of the St. Julian's distribution zone;
- completion of the drilling and equipping of a production well in Calder Hall/Bacolet with the capacity of four hundred thousand (400,000) gallons per day which will result in an improved water supply throughout the year. This project will increase the existing water supply by two (2) million imperial gallons which will improve the level of service to the customers in Tobago and benefit over forty thousand (40,000) citizens;
- award of a contract for the desilting and rehabilitation of the Hillsborough Dam in Tobago. The project entails the removal of two hundred and fifty-six thousand (256,000) m3 of silt from the dam to designated areas over a thirty (30) months period in order to improve the storage capacity and water supply. The mobilisation of dredger and other heavy equipment



was completed in January 2021. A total of five thousand, six hundred and sixty-two (5,662) m<sup>3</sup> of dewatered silt and forty-four (44) truckloads of vegetative cover from the reservoir's water surface and bed were deposited at Valley D as at April 2021. Approximately fifteen thousand (15,000) persons in Bamboo Hill, Cinnamon Hill, Concordia, Ebo Gully, Les Coteaux, Mary's Hill, Mt. Grace, Orange Hill Rd, Mason Hall, Summer Hill, Table Piece, Union and Whim Development have benefitted from an improved supply; and

- completion of the replacement of seven hundred and forty (740) meters of one hundred and fifty (150) mm PVC pipe along All Fields Crown Trace from Old Milford Road Phase two thousand, three hundred (2,300) meters of one hundred (100) mm pipeline at Village Street No. 1, Bon Accord and five hundred and seventy (570) meters of one hundred (100) mm PVC pipe at Lammy Road, Argyle Tobago under the *Upgrade of Distribution System – Tobago* project. The works involved the collective replacement of dilapidated distribution pipelines in Tobago to improve the localised distribution network by reducing water loss through leakage and ensuring an efficient water supply. Approximately five thousand (5,000) persons benefitted from an improved reliability of service in the areas of Mason Hall, Bacolet, Bon Accord, Mt. Pleasant and Lowlands, Bon Accord, Belle Garden, Mason Hall, Roxborough, Bacolet and Lowlands, Church Street and Mt Grace Trace.

### ***Sewerage***

Untreated domestic wastewater contains a variety of pollutants including pathogens, organic particles, toxins, pesticides, herbicides and pharmaceuticals and can lead deleterious impacts on human health and ecosystems. Wastewater management is imperative as it protects the environment and public health through the efficient and effective removal of toxins from raw sewerage. It also lowers economic costs by avoiding the fiscal output for remedial or restorative works.

In fiscal 2021, the sum of \$169.8 million was allocated for the continuation of the two (2) IDB-funded projects, *Multi-Phase Wastewater Rehabilitation Programme Phase One (1)* and *Wastewater Network Expansion*. The major achievements under the IDB-funded projects were as follows:

#### ***Multi-Phase Wastewater Rehabilitation Programme Phase One (1):***

- continuation of the construction of the San Fernando Wastewater Treatment Plant and Collection System (CS) phase one (1). The project has an overall completion of ninety-four (94) percent; and
- completion of the connection of seventy-one (71) properties to the Malabar Wastewater System.

#### ***Wastewater Network Expansion:***

- continuation construction of the Trincity Wastewater Treatment Plant which has advanced to eighty-four (84) percent completion; and

- completion of the construction supervision services at the South West Tobago Waste Water Treatment Plant.

## **Electricity**

One of the key enablers which determines the level and quality of the standard of living of a country is the provision of efficient, cost-effective and reliable electricity services. Accordingly, Government's continued to pursue the sustainable development in Trinidad and Tobago through the development of resilient electrical infrastructure that will benefit all users. In fiscal 2021, a revised allocation of \$35.0 million was provided to the Trinidad and Tobago Electricity Commission (T&TEC) for the continued development of the electricity infrastructure. Of this sum, a total of \$28.7 million was expended for the advancement of a number of significant projects.

### ***National Street Lighting Programme***

In an effort to improve citizen security, facilitate community development and enhance the quality of life, the *National Street Lighting Programme* focused on the illumination of communities, highways and major roadways. The installation of Light Emitting Diode (LED) streetlights and solar LEDs continued as part of the phasing out of old luminaries. A total of \$2.0 million was utilised for the procurement and installation of luminaries, light poles and street lights. The major achievements included the installation of two hundred and seventy-three (273) LED lights, two (2) High Pressure Sodium (HPS) lights and erection of one hundred and five (105) poles.

### ***Lighting of Parks and Recreational Grounds***

In fiscal 2021, a total of \$1.3 million was utilised for the *Lighting of Parks and Recreational Grounds*. Several recreational grounds have been illuminated, and demand for this service is growing as residents now use these facilities for evening-time leisure, sporting and keep-fit activities.

### ***Bulk Power Projects***

In order to provide a stable, safe and reliable power supply to the nation to meet the demands of residential and economic development, T&TEC continued with its *Bulk Power Development Programme* in 2021. The initiatives - *Bulk Power Requirements*, *New Bulk Power* and the *Additional Infrastructure to move Power from Trinidad Generation Unlimited (TGU) to the National Grid* received a combined allocation of \$10.6 million which was expended on upgrade works and the expansion of transmission and sub-transmission infrastructure to move power from generating sites to load centres. The major activities undertaken included:

- upgrade of the 66kV Pinto Road (Arima) Substation. The project advanced to sixty-seven (67) percent completion;
- payment of compensation to land owners to facilitate the expansion of the power utility corridor from Union Estate, La Brea to Gandhi Village, Debe;

- provision of valuation services required for land acquisition;
- continuation of phase two (2) of the Union Estate to Gandhi Village 220kV Double Circuit Tower Line;
- expansion of the Union Estate 220/66kV Substation and procurement and installation of a 132/12kV transformer and a 12kV switch gear at the Gandhi Village 220/132/12kV Substation;
- upgrade of the Westmoorings Substation and associated circuits which is ninety-eight (98) percent completed;
- re-conducting of Wrightson Road/ Westmoorings No.1 and No. 2 - 66kV circuits;
- upgrade of the Bamboo/ Wrightson Road No. 1 - 66kV circuit; and
- upgrade to Bamboo/ Wrightson Road circuits No. 2 and No. 3 - 66kV cable circuits.

### ***Development of Disaster Preparedness Capabilities in T&TEC Phase II***

Given the recent increase in the frequency and intensity of natural disasters, T&TEC's *Disaster Preparedness Programme* was developed to minimise disruptions in electricity service in the event of natural or man-made disasters. A total of \$2.0 million was expended to acquire additional resources that will aid the Commission in restoring power to the country in times of disaster. In November 2020, a down payment of \$1.2 million (representing forty [40] percent of the total cost) was paid to the supplier for the procurement of one (1) amphibious vehicle and the associated tools and equipment. The vehicle is expected to be delivered in November 2021.

### ***Electrification Programme***

The Electrification Programme continued in the fiscal year 2021 with expenditure of \$1.6 million for the completion of twenty-one (21) projects. This programme seeks to combat poverty, foster urban equality and improve the lives of the less fortunate segments of the population through the provision of an electricity supply.

### ***Residential Electrification Assistance Programme (REAP)***

The *Residential Electrification Assistance Programme*, which seeks to provide financial assistance to low income households in the electrical wiring of their homes, continued with expenditure of \$1.6 million for the completion of fifty-seven (57) house wiring jobs.

### ***Replacement of Ageing Transmission Infrastructure***

The replacement of aged transmission infrastructure ensures continued reliability of the electricity supply. A number of upgrades and works on various transmission and sub-transmission circuits were undertaken in fiscal 2021. The key achievements include the replacement of two (2) 66/33 kV transformers at the Wrightson Road Substation and the completion of repair works on the North Oropouche-Toco Link No.1 33 kV circuit.

It has become critical to replace weathered and obsolete transmission infrastructure in a timely manner in order to provide a more climate resilient electricity infrastructure. In this regard, T&TEC undertook a number of upgrades in fiscal 2021 to various transmission and sub-transmission circuits at a cost of \$9.6 million. Works included:

- repair of the St Mary's-Galeota 33kV circuit phase two (2);
- supply of two (2) 66/33kV, 50/70 MVA power transformers for the Wrightson Road 66/33/12kV Substation; and
- completion of the repair of the North Oropouche-Toco Link No.1 - 33kV circuit.



***Installation of new transformer at Wrightson Road Substation***



*Refurbishment of the North Oropouche-Toco Link #1 33 kV Circuit*



**VISION 2030 DELIVERING GOOD GOVERNANCE AND SERVICE  
EXCELLENCE**



## VISION 2030: DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE



Sectors	Expenditure
Communication	3.7
Public Safety and Citizen Security	81.6
Law Enforcement	114.1
Regional Development Planning	1.7
Administration	166.7
Capacity Building/Institutional Strengthening	50.3

### **Communication: Digitalisation of Postal Services**

In fiscal 2021, the Trinidad and Tobago Postal Corporation (TTPOST) continued to pursue the goal of quality postal and consumer services, while achieving economic viability and sustainability. The Corporation expended a total of \$1.9 million for the implementation of projects which included the following:

- work ongoing on the acquisition of the first module of the Enterprise Resource Planning Project: HRIS System. In June 2021, a stakeholders meeting was held with iGovTT's new consultant team and the implementation schedule, gap analysis and conformation of works have been completed. The installation of the Track and Trace Parcel Delivery Management System was completed at a cost of \$1.9 million and is in the Beta Testing Phase; and
- works commenced on the refurbishment of the Gasparillo Postal Facility and the construction of a transportation hub at Penal/Debe.

TTPOST completed the installation of the Track and Trace Parcel Delivery Management System at a cost of \$1.9 million.

## **Public Safety and Citizen Security**

Public safety and citizen security are of crucial concern to the citizenry of Trinidad and Tobago and continues to be a priority of Government. Fostering safety and security requires focus on crime detection and prevention, border security, cyber security, terrorism defence, intelligence gathering and disaster risk reduction to name a few. As such, in fiscal 2021, the Ministry of National Security continued to focus on:

- improving border security;
- enhancing the criminal justice system;
- supporting humanitarian assistance and disaster support and relief efforts;
- improving physical infrastructure and providing the necessary specialised equipment for the military; and
- providing support to the Government's response to managing the COVID-19 pandemic.

### ***Protecting our Nation's Borders – Maritime Formation***

The overall focus of the Ministry of National Security therefore is to ensure that security forces are equipped and mobile to respond to any challenges to the nation's borders.

The Trinidad and Tobago Coast Guard (TTCG) has the responsibility of safety and security within the maritime borders of Trinidad and Tobago. In fiscal 2021, the TTCG expended the sum of \$17.5 million for the acquisition and maintenance of naval assets as well as the improvement and development of the infrastructure and utilities at the bases which support the operationalisation of the TTCG and the vessels.

The naval fleet was enhanced by the acquisition of two (2) Naval Cape Class Patrol Vessels which were launched in July 2021. The vessels will assist the TTCG in patrolling the nation's borders. Additionally, the TTCG has commenced procurement for the acquisition of four (4) high speed outboard interceptor vessels at a cost of \$11.0 million to further enhance the fleet. These interceptor are able to operate closer to shore as well as work alongside the larger naval crafts to increase the efficiency in monitoring and policing our territorial waters.

In order to support these newly acquired vessels and the existing fleet, the TTCG has upgraded the electrical system, potable water system, waste water treatment system and air conditioning systems at Staubles Bay.

Additionally, the TTCG commenced the development of preliminary designs for an Integrated Logistics Support Facility at the Heliport Base in Chaguaramas at a cost of \$1.5 million. The facility will be a centralised service and maintenance facility for the TTCG.

Two (2) 58 meter Naval Cape Class Patrol Vessels, TTS Port of Spain (CG41) and TTS Scarborough (CG42) were launched on the 16th July, 2021. These new fit-for-purpose vessels will enhance the border protection capabilities of the Trinidad and Tobago Coast Guard.

### ***Strengthening our Military Capability***

The Trinidad and Tobago Regiment (TTR) focused on operational readiness and the improvement and maintenance of its existing infrastructure and equipment. An investment totalling \$38.5 million was allocated to the TTR, of which, \$17.7 million was utilised for the implementation of priority projects.

The TTR sought to increase the capacity and capability of the Engineering Battalion to respond to disasters by commencing the procurement of vehicles and equipment necessary to support its work. The TTR was provided with the sum of \$2.0 million to procure an excavator, a flatbed truck and a trailer.

Infrastructural works at the La Romain Base of the TTR advanced to ninety-five (95) percent completion in fiscal 2021. The TTR utilised the sum of \$11.5 million for the provision of pre-engineered structures, construction of roads and installation of utilities. The Second Infantry Battalion which is based at the Heliport Base in Chaguaramas will be relocated to the La Romain Base pending completion of the infrastructural works.

The main workshop at Camp Cumuto is being refurbished to increase the operational capacity of the facility and reduce the cost of vehicle maintenance and repairs. The tendering process was completed and a contractor was engaged. The sum of \$2.3 million was expended to initiate these works which commenced in April 2021. However, work was halted in May 2021 with the implementation of Government's COVID-19 restrictions. The refurbishment has resumed and are expected to continue into fiscal year 2022.

### ***Ensuring Aviation Security***

The Trinidad and Tobago Air Guard (TTAG) is the agency responsible for providing aviation security to safeguard citizens, national resources and economic interests within national borders.



The TTAG, as well as other arms of the TTDF, provided support during the pandemic to the Ministry of Health by providing assistance in the transportation of COVID-19 positive patients. The TTAG was allocated the sum \$2.0 million to continue the procurement process for the acquisition of the required vehicles.

### ***Building our Fire Fighting Capability***

The Trinidad and Tobago Fire Service (TTFS) is responsible for fire and civil defence through the provision of fire and emergency response services to the nation. The TTFS has focused its development programme on:

- the upgrade of existing fire stations;
- the construction of new stations to serve new residential and commercial communities; and
- the acquisition of vehicles and equipment to ensure that each station has a first response appliance and an ambulance.

The TTFS has embarked on a programme to construct/reconstruct seventeen (17) stations across Trinidad and Tobago especially in rural and newly developing areas. The Mayaro, Penal and Roxborough Fire Stations have been completed and are operational.

The TTFS also entered into a design-build-equip arrangement for the construction of the Pont Fortin Fire Station which is estimated to cost \$39 million. In fiscal 2021, the sum of \$10.2 million was expended for the construction of the station which is 5 percent completed. The upgrade of the Scarborough Fire Station advanced to 60 percent completion with expenditure of \$0.3 million. The major achievements included roof works, electrical works and construction of the decking.

In addition, the TTFS sought to refurbish and recommission two (2) crash tenders in order to ensure optimal levels of firefighting capabilities. Of the \$2.0 million allocated for the project, a total of \$0.2 million was expended to extend the functionality of the tenders.

### ***Rehabilitation of Offenders***

The Trinidad and Tobago Prison Service (TTPrS) is an arm of the criminal justice system and a division of the Ministry of National Security. The Prison Service is committed to the protection of society and crime prevention by facilitating opportunities for habitation/rehabilitation of offenders while maintaining control under safe, secure and humane conditions. In fiscal 2021, the TTPrS expended a total of \$23.7 million for the following activities related to the fulfilment of its mandate of holding and treating of incarcerated persons:

- installation of an alarm system at the Maximum Security Prison (MSP) which has advanced to forty (40) percent completion;

- design and installation of a CCTV system at the MSP which is 95 percent completed at a cost of \$0.7 million;
- upgrade of plumbing and electrical systems at the Remand Yard Prison which is 45 percent completed with expenditure in the sum of \$22.4 million; and
- establishment of a Community Residence/Rehabilitation Centre to accommodate female child offenders which advanced to 25 percent completion.

## Law Enforcement

The mission of the Trinidad and Tobago Police Service (TTPS) is to provide safe and secure communities in partnership with citizens, through professional policing, focused leadership and consistent high quality service. In this regard, Government provided a total allocation of \$176.9 million for the implementation of the TTPS' programme of works for fiscal 2021 to address crime prevention and public safety.

The Police Service placed strategic focus on executing intelligence driven operations, being more proactive, improving service delivery, enhancing public confidence in the Service and becoming a first class law enforcement organisation. The sum of \$9.795 million, was utilised to execute these strategies through greater use of technology throughout operations. This entailed equipping officers with body cameras and outfitting vehicles with cameras, GPS tracking devices and laptops. Additionally, to strengthen crime fighting efforts the TTPS expanded the training of officers to ensure they are frequently engaged in refresher courses to keep abreast of developing trends and the latest methods of policing. Another major achievement included the provision of appropriate tools for officers such as non-lethal weapons, drones, helmets, crowd control vehicles and low water vessels.

The TTPS expended the sum of \$19.7 million for the implementation of infrastructural projects in fiscal 2021. Works were completed under the following projects:

The Carenage Police Station was officially opened by the Prime Minister of the Republic of Trinidad and Tobago on July 1st, 2021. The Station is a two-storey structure with a total floor area of 1,846 square metres constructed on 3113 square metres of land along the Western Main Road in Carenage.

- *Improvement Works to Police Stations:*
  - upgrade works to the Roxborough Police Station to accommodate the Special Victims Unit and ID Parade Room;
  - establishment of a Special Victims Unit at San Raphael Police Station; and

- relocation of the Homicide Unit, Scarborough Police Station.
- *Establishment of New Facilities for Traffic and Highway Patrol Branch and Inter-Agency Task Force*- additional civil works were executed to relocate Traffic and Highway Patrol to the Atrium, Aranguez shown in the images below;



***Establishment of New Facilities for Traffic and Highway Patrol Branch and Inter-Agency Task Force***

- *Establishment of Police Youth Club Facilities*- additional refurbishment works were conducted on the Old Magistrate Court and Police Station building to accommodate the La Brea Police Youth Club and works were executed on the St. Mary's Police Post to accommodate the St. Mary's Police Youth Club;
- *Establishment of Juvenile Booking Stations*- this is being outfitted with furnishings for Juveniles;
- *Upgrade of Facilities* - civil and electrical works associated with the installation of a transformer were executed at the Anti-Kidnapping Unit in Brechin Castle; and

- *Pre Feasibility Study for the Barracks (PTA)*- the RFP has been completed for the Police Training Academy located in St. James.

Infrastructural works are ongoing under the following projects:

- *Improvement Works to Police Stations:*
  - general building works for the driving wing at the Motor Pool in St. James;
  - upgrade works at Morvant Police Station;
  - upgrade works at St. Clair for the relocation of Guard and Emergency Branch (GEB);
  - refurbishment works to the Marabella Police Station;
  - upgrade works at Princes Town Police Station;
  - refurbishment works to the Telecom Unit at the Police Training Academy (PTA);
  - the re-configuration for civil works to accommodate the relocation of the Special Units at St. Madeleine Police Station is in the scoping stage; and
  - a boxing ring has been proposed for the SRP Office and retirees for the north chapter at the old Arouca Police Station. These works are in the planning phase.



*Morvant Police Station*



*Marabella Police Station*



*Princes Town Police Station*



- *Upgrade of Police Administration Buildings* - refurbishment works to the media room and the audio-visual unit are ongoing, furniture was purchased for the executive floors;
- *Refurbishment of Police Headquarters* - completion of works at the former Police Headquarters. This will facilitate accommodation of the Human Resource Unit restroom, Internal Audit and Social Work Unit;
- *Supplemental Works to Phase One (1) Police Stations* – NIPDEC will provide project management services for the supply, installation and commissioning of heating, ventilation and air conditioning systems at eight (8) police stations;
- *Establishment of Divisional Property Rooms* - the Siparia Police Station was selected for expansion to accommodate the Divisional Property Room and phase one works are completed which included demolition while phase two works for the construction of the super structure has begun;
- *Establishment of Facilities for Divisional Command Centres* - upgrade works to the Knowsley Building, POS are ongoing. Purchase and installation of a closed-circuit television (CCTV) system and five hundred and fifty-five (555) units were completed at the Knowsley Building however works are ongoing on the establishment of a CCTV office at Sangre Grande Police Station (see figures below) and the expansion of the Operational Command Centres at Barrackpore and Maloney Police Stations and Knowsley Building in Port of Spain;



***Remodeling of spaces to facilitate CCTV and supporting staff at Sangre Grande- 90 percent completed***



***Remodeling of spaces to facilitate CCTV and supporting staff at Sangre Grande – ninety (90) percent completed***

- *Upgrade of Detention Cells at Police Stations-* refurbishment of the detention cells at the Rio Claro, St. James, Princes Town, San Fernando, Scarborough and Penal Police Stations;
- *Establishment of a Coastal and Riverine Patrol Unit at the Trinidad and Tobago Heliport* – general building works are ongoing;
- *Establishment of Virtual Courts-* works for the establishment of virtual courts at Mayaro Police Station were completed. The establishment of virtual courts at Four Roads and Princes Town Police Stations are in the planning phase;
- *Refurbishment of Playing Fields at the Police Training Academy-* this project entailed renovation of the hockey field at the Police Training Academy in St. James. Phases one and two were completed, however upgrade works are ongoing on the lighting of the hockey field. Civil works, ceiling and roof works and the electrical and plumbing works for the establishment of a football and hockey pavillion at the GEB Facility at the Academy are ongoing.



*Images of works for the Playing Fields at the PTA*



*Images of works for the Playing Fields at the PTA*





*Image of Completed works for the Playing Fields at the PTA*

### ***Construction of Police Stations***

The TTPS utilised \$72.681 million which represented ninety-eight (98) percent of its IDF allocation to cover expenditure for the *Construction of Police Stations* programme. Works under this programme included the close-out of five completed projects which saw the addition of the Special Victims Unit to police stations in Besson Street, Port of Spain, Maracas/St. Joseph, Roxborough and Shirvan Road in Tobago;

### ***St. Clair Police Administrative Support Centre***

This project involves the design and construction of a new signature Police Station. This building will be a two storey, structural-steel-framed building, that will facilitate policing activities that differ from the activities usually provided at a Police Station. The Units which will be housed include a Victim Support Unit, a Juvenile Booking Center, a Gender Based Violence Unit and a Child Protection Unit.

Some of the external works included the preparation of road sub-base, construction of carpark and walkway spaces to the west and south of the building. Whereas internal works on both the ground floor and first floor encompassed electrical installations and tiling. First coat painting on the first floor, glass panels and door installation at lobby entrance, sprinkler pipe second fix and elevator cabin assembly were also progressed.

### ***Carenage Police Station***

The Carenage Police Station is a two-storey structure at Western Main Road in Carenage. The station was officially opened on July 1st, 2021. The project incurred a cost of \$53.7 million and is a reinforced concrete building that will provide basic spaces that are common to TTPS stations inclusive of a public reception space, private statement rooms, fingerprinting room and offices and amenities that will aid the officers of the TTPS with the necessary tools needed for 21<sup>st</sup> century policing. This new police station will also be home to the Trinidad and Tobago Police Service Coastal and Riverine Patrol Unit.



***Carenage Police Station***

### **Regional Development Planning**

In keeping with the thrust towards enabling inclusion and improving public service delivery through digitisation, Government continued its efforts to transform the land and building development services executed by the Town and Country Planning Division (TCPD) of the Ministry of Planning and Development. This transformation is also a critical feature in the Local Government Reform Programme to enhance the capacity of the fourteen (14) Municipal Corporations to be able to ultimately undertake the functions related to development planning. This initiative is also critical for acceleration of the construction sector, which was identified as an important tenet of the COVID-19 Roadmap to Recovery Plan. The transformation of TCPD is being executed through projects related to automation and digitisation of the service delivery which are geared towards improving the overall efficiency of the construction permitting process.



### *Automation of the Construction Permit Process*

In fiscal 2021, the Ministry of Planning and Development in collaboration with the Ministry of Trade and Industry advanced the roll out of the automated construction permitting system, branded *DevelopTT*, across the country. Funds in the sum of \$1.3 million were allocated for the project, of which a total of \$0.3 million was expended. The one-stop shop online platform is intended to standardise the processing of development applications and is the portal to a reliable, transparent, and efficient development process. The efficacy of this online service augurs well with efforts to improve the country's 'Ease of Doing Business'.

*DevelopTT* offers planning permission e-services which include building permits and other development approvals required for the construction process. In fiscal 2021, the functionality of the platform was expanded to offer two new online services to the public: applications for Stamp Duty Exemptions and Status of Land. The new correspondence applications services were initially rolled out for the North Regional area inclusive of the Port of Spain City Corporation and the Diego Martin and San Juan/Laventille Regional Corporations and Chaguanas Borough Corporation; Couva/Tabaquite/Talparo Regional Corporation; portions of the San Juan/ Laventille and Tunapuna/Piarco Regional Corporations.

In June 2021, *DevelopTT* e-services were operationalised at the South Regional Office of the Town and Country Planning Division. To this end, digital applications for planning permissions became available for end users in Sangre Grande, Mayaro Rio Claro, Couva/Tabaquite/ Talparo, Princes Town and San Fernando and Penal/Debe, Point Fortin and Siparia. Stamp Duty Exemption and Status of Land e-Services were also extended to these regions.



*Services at DevelopTT*

A member of the *DevelopTT* administrative team carries out a trial run for the new e-Services: Stamp Duty and Status of Land Correspondence.

DevelopTT e-services were operationalised at TCPD's South Regional Office. As such, digital applications for planning permissions became available to users in the Sangre Grande, Mayaro/ Rio Claro, Couva/Tabaquite/ Talparo, Princes Town and San Fernando and Penal/Debe, Point Fortin and Siparia.

### ***Implementation of the Automated Workflow Process***

A provision of \$3.6 million was made in fiscal 2021 to continue activities associated with the digitisation of TCPD's historical records into a central database, as an enabling platform for the automation of the permitting system. Digital data formats makes it easier to collect, analyse, manage and manipulate information and as such the project *Implementation of the Automated Workflow Process* plays an integral role in the transformation of TCPD's services.

In fiscal 2021, phase one of the digitisation project was completed in the North and South Regional Offices. This phase was completed in November 2020. Funds in the sum of \$0.6 million were expended and the deliverables of this phase deliverables were as follows:

TCPD's Digitised Historical Development Records (Phase 1)			
<i>Region</i>	<i>Application Files</i>	<i>Plotting Maps</i>	<i>Layout Folios</i>
<b>North Regional Office</b>	43,651	683	1,541
<b>South Regional Office</b>	50,751	613	1,622
<b>Total for 2 Regional Offices</b>	<b>94,402</b>	<b>1,296</b>	<b>3,163</b>

Phase two (2) of the project will address the digitisation of records of the East Regional Office and the Tobago Regional Office.

### ***Regional Development Initiatives***

Urban development is a critical aspect of national development, for example, a country's capital region must provide the requisite infrastructure, services and housing accommodation for the urban population's needs. Government is cognisant of the challenges of urbanisation as it relates to meeting the increasing demand for affordable housing, an efficient transport system and other services. To this end, in fiscal 2021, Government embarked on a programme of urban revitalisation including the rehabilitation and redevelopment of the nation's capital.

In November 2020, an engagement forum captioned "Spotlight on Urban Development" was held with major stakeholders which included business leaders, business chambers, academia and NGOs to obtain feedback on the Master Plan for Port of Spain. The project *Revitalisation of Port of Spain* was officially launched at this event and aims to restore the vibrancy of the city, improve traffic circulation, enhance property values, unlock private capital and stimulate the economy.

The revitalisation of the capital will include the execution of seven (7) key infrastructural development projects which are being executed by UDeCOTT in conjunction with the Ministry of Planning and Development. The development initiatives are as follows:

1. Memorial Plaza Development – construction of a multi-use complex inclusive of residential apartments, commercial spaces, office accommodation, entertainment and parking facilities. UDeCOTT has issued requests for proposals for Public Private Partnerships (PPP) for the implementation of this project;
2. Salvatori Development – construction of a multi-use complex inclusive of residential apartments, commercial spaces, office accommodation, entertainment and parking facilities. Requests for proposals for a PPP were also issued for this development and evaluation of the proposals received is ongoing;
3. Piccadilly Housing Development - a mixed use development with sixty (60) residential units, commercial and community spaces, recreational areas, restored Lodge Building and parking facilities with utilisation of green building initiatives. Requests for proposals for phase 1 of this project were issued and tender evaluations were completed with a top ranked proponent identified. The source of funding is to be determined prior to the award of contract. A public consultation was also held in July, 2021;
4. Powergen Development - a mixed-use development comprised of residential and commercial spaces, office accommodation and parking facilities. Conceptual designs for the development were completed. UDeCOTT is awaiting the decommissioning of the plant at Power Gen to be completed prior to commencement of the tendering process;
5. Redevelopment of City Gate - to provide an improved transit hub, with possible residential, commercial and office spaces. UDeCOTT has issued RFPs for the conduct of a feasibility study and evaluation of the bids received is ongoing;
6. Inter City Transit Tram System – this entails the establishment of a tram system within Port of Spain and its environs to improve transportation and accessibility in and around the city, subject to the recommendations of a feasibility study. RFPs for the conduct of a feasibility study were issued, however no proposals were received and as such a new approach to this project is being developed; and
7. Foreshore Green Space – this initiative entails the reclamation of approximately 100-150 acres to be located at southwest side of the Audrey Jeffers Highway. The reclamation will be developed to provide public open space, a public boardwalk, Government facilities and private developments for living needs and commercial opportunities. A letter of award was issued for consultancy services and the consultant is undertaking preliminary tests while the scope of works for the project is being developed to inform the consultancy.

Government also continued to invest in the strategic development of the north-western region of the country namely the Chaguaramas Peninsula. This area is home to the local yachting industry and supports marine services, heritage sites, commercial establishments and several recreation facilities. To this end, funds in fiscal 2021 the Chaguaramas Development Authority (CDA) pursued the implementation of three (3) projects as follows:

- *Upgrade of Chaguaramas Golf Course (Phase1)* - tender packages were received for renovation works to the tractor shed, erosion control works and rehabilitation of the playing greens. However, the procurement process was halted due to the implementation of the State of Emergency and COVID-19 public health restriction protocols;
- *Development of Nature Trails and Parks* – the CDA commenced the tendering process for the conduct of improvement works to the Gasparee Caves, to enhance the visitor experience, which included works to the washroom facilities, plumbing and refurbishment of the flooring and railings. However, this process was halted due to the implementation of the State of Emergency and COVID-19 public health restriction protocols; and
- *Installation of a Sewer Lift Station at Williams Bay Police Post* – the scope of this project was expanded to also include emergency repairs to the sewer pumps at Scallywag Bay. The CDA received quotations for these critical works and the evaluation is ongoing.

## **Administration: Providing Modern, Safe Public Buildings**

### ***Public Buildings***

Essential equipment was purchased for the Meteorological Services Division in Tobago, including a Ranger X-5 ICAO Compliant X Band Portable Doppler Weather Radar System and automated weather observing systems for three locations.

Public investment in quality infrastructure, which includes well-maintained buildings, information and communication technology, law and the regulatory environment, is integral to the delivery of good governance and service excellence. In this respect, Government through Ministries, Departments and Agencies (MDAs) continued to undertake construction and refurbishment works aimed at providing suitable accommodation and a safe and healthy OSHA compliant work environment. The sum of \$53.2 million was allocated to undertake activities which included:

- works to constituency offices for Members of Parliament to facilitate servicing their constituents at their offices and sub-offices which included refurbishment work done at, Point-a-Pierre, Fyzabad, Lopinot/Bon Air, Couva North, Oropouche East, Diego Martin and Moruga/Tableland constituency offices;

- completion of Duplex one (1), located in Tobago, which will provide accommodation for judicial officers. Works included the installation of furniture and fixtures, construction of a guard booth, tank stand and storage room, interior and exterior tiling works;
- upgrade of physical infrastructure at the Eric Williams Financial Complex, Ministry of Finance Building;
- work continued on the *San Fernando Waterfront Development Project* with the widening of Lady Hailes Avenue. Relocation of the PTSC Maintenance Facility to the previous OAS head office at Golconda was also undertaken with WASA, TTEC, NIDCO, TSTT and TTFS engaged in the project;



***Construction of wall at beginning of Lady Hailes Avenue, San Fernando***



***Coastal Reclamation at Lady Hailes Avenue, San Fernando***





*Coastal Works at San Fernando*



*Dualling of Lady Hailes Avenue at PTSC Compound*



*Dualling of Lady Hailes Avenue after Roodal Cemetery*



*Dualling of Lady Hailes Avenue at Before PTSC Entrance*





*Dualling of Lady Hailes Avenue near entrance to San Fernando General Hospital*



*Bridge Works at Lady Hailes Avenue near Embacadere*

- completion of outfitting of facilities for the north office of the Director of Public Prosecutions and the Legal Aid and Advisory Authority;
- the Ministry of National Security entered into an agreement with UDeCOTT for the provision of project development and project management services for the construction of a new modern state-of-the art forensic and pathology services facility in Mt. Hope. UDeCOTT has engaged a design consultant and the design process is in progress. The Government of Trinidad and Tobago has signed an agreement with the Government of the People's Republic of China for the provision of financing for the construction;
- repair and upgrade of the air conditioning systems in several departments of the Rudranath Capildeo Learning Resource Centre, Ministry of Education;
- the Ministry of Health commenced work on the project *Equipping of the Chemistry Food and Drugs Laboratory* which aims to provide furnishing and equipping for seven (7) laboratories. The equipment will include an autoclave/steam sterilizer, automated gas chromatograph, gravity meter, microwave digestion unit, mercury analyser, solids and moisture analyser, protein analyser, fat analyser and a lab density meter. Work also started on the design, construction, outfitting and maintenance of the Ministry of Health, Administrative Building utilising a Build-Own-Lease-Transfer (BOLT) arrangement between UDeCOTT and NH International. A multi-storey carpark is also being constructed at the San Fernando General Hospital compound;



*San Fernando General Hospital Car Park*





*San Fernando General Hospital Car Park*



*San Fernando General Hospital Car Park*



- renovation of New City Mall by the Ministry of Housing and Urban Development;
- establishment of eight (8) Activity Centres by the Ministry of Public Administration to provide access to free Wi-Fi. ICT equipment and training in various rural communities. Existing property such as community centres were identified and refurbished in the following areas: St. Ann's East, POS North, Lopinot Bonaire, Diego Martin North East, St. Joseph, San Fernando East, Chaguanas East, Diego Martin West;
- purchase and installation of equipment for the Meteorological Services Division, Tobago, which provides measurement of all parameters needed for safe operations at the airport including but not limited to approach, landing and take-off. The equipment included a Ranger X-5 ICAO Compliant X Band Portable Doppler Weather Radar System. The project also entailed the installation, testing and acceptance of automated weather observing systems at three locations: A.N.R Robinson International Airport, in Buccoo, Tobago and in Flagstaff. Works were also undertaken for the installation of a rust proof high security fence for the Scarborough automatic weather station and for a web server for Metrological Services, Tobago. In addition, the evaluation and award of tenders were completed for the design, development, posting and maintenance of a website for Central Administrative Services, Tobago (CAST) under the OPM and for intranet services;



*Geostationary Operational Environmental Satellite (G.O.E.S) Ground Station Satellite Dish*



*Erection of Low-Level Windshear Alerting System (LLWAS)*



*Automatic Weather Station at Flagstaff, Charlottesville*

- construction started on the Diego Martin Regional Corporation Head Office and repair works were effected by Corporation offices of the Arima, Chaguanas, Couva/Tabaquite/Talparo, Pt. Fortin, Port of Spain, Siparia and San Fernando; and
- continued refurbishment of the MOWT head office building including works to the air-conditioning system, fire alarms, video surveillance, structural and plumbing works.

### ***Court Facilities***

The Judiciary of Trinidad and Tobago invested a total of \$15.0 million in the upgrade and establishment of court facilities throughout Trinidad and Tobago with the objective of restructuring the judicial sector, implementing judicial reform and improving court administration. Beyond the administration of justice, these undertakings have also augmented the measures towards protecting the vulnerable and supporting family stability through the facilitation of rehabilitative, protective and judicial measures within both the family and juvenile courts.

#### ***Rehabilitation of the Hall of Justice, Trinidad***

At a cost of \$1.1 million, the Judiciary commenced the reconfiguration of the Hall of Justice, Port of Spain to accommodate additional criminal court rooms and criminal administrative staff offices.

#### ***Rehabilitation of the Hall of Justice, Tobago***

In fiscal 2021, an overall sum of \$0.5 million was expended for the installation and commissioning of one (1) 15-ton and two (2) 30-ton new split, duct type, air conditioning units at the Hall of Justice in Tobago.

#### ***Refurbishment of Magistrates' Courts***

Under the programme for the *Improvement/Refurbishment to Court Facilities*, works continued on the refurbishment and upgrade of Magistrates' Courts throughout Trinidad and Tobago as follows:

- establishment of court rooms and criminal administrative offices for the Criminal Division;
- installation and commissioning of walkthrough baggage scanners and interface barriers;
- upgrade and/or replacement of sewer systems and pump down tanks at the Couva, Chaguanas, Point Fortin and Tobago Magistrates' Courts;
- repair to roof at the Chaguanas Magistrates' Courts;
- completion of the installation of an electric gate at the Arima Magistrates' Court; and
- repair of the roof and installation of guttering at the Scarborough Magistrates' Court as well as purchase of a 15-ton air conditioning condenser.

### ***Family Court of Trinidad and Tobago***

The Family Court of Trinidad and Tobago provides support where necessary to encourage parties to resolve their family disputes themselves with specialist assistance. In fiscal 2021, funds in the sum of \$2.2 million were utilized by the Judiciary of Trinidad and Tobago to continue establishing and upgrading Family Courts throughout Trinidad and Tobago.

- The establishment of an additional Family Court located in Arima involved the following:
  - installation of ICT Equipment, For the Record (FTR) systems and audio-visual court room solutions;
  - procurement of equipment, dispensers, furniture and fittings;
  - construction of a pedestrian walkway;
  - installation of air conditioning systems and standby power systems; and
  - establishment of four (4) Virtual Access Customer Centers (VACC)
- Upgrade works were advanced at the Family Courts in Couva, Fyzabad and Tobago which included:
  - completion of sealing and cladding works in the court rooms;
  - installation of vertical platform lifts;
  - construction of guard booths and the tiling;
  - continuation of electrical work at the Family Court, Tobago;
  - installation of court security equipment at the Family Court in Tobago; and
  - establishment six (6) Virtual Access Customer Centers at the Fyzabad, Couva and Tobago Family Courts.

### ***Establishment of Juvenile Courts of Trinidad and Tobago***

This programme continued with upgrade works on the existing building in north and south Trinidad as well as Tobago that include the following.

- Children's Court, Fyzabad installed VACC Court rooms; FTR Video Conferencing; microphones; and digital court recording solutions; purchase of laptops; and upgrade works to the air condition.

- Children's Court, Port of Spain completed repairs to the Appeal Court.

### ***Construction of Video Conferencing Centre at Golden Grove***

A total of \$2.1 million was utilised for the reconfiguration of the Video Conferencing Centre at Golden Grove, Arouca. The Video Conferencing Centre consists of eight (8) Court Rooms which will facilitate the hosting of virtual court proceedings. The major achievements were as follows:

- upgrade of the plumbing and electrical systems;
- installation of ICT and security infrastructure;
- procurement of a generator, uninterruptible power supply system and heating, ventilation, and air conditioning system; and
- installation of plinths.

### ***Princes Town Magistrates' Court***

The Princes Town Magistrates' Court, which was relocated to No. 271 Edward Street, Naparima/ Mayaro Road, Princes Town, comprises eleven (11) Court Rooms which consist of five (5) Family Courts and six (6) Criminal Courts. The Facility was officially launched on July 1st, 2021 and will serve the Victoria East Magisterial District and the South-Eastern Magisterial District (Rio Claro Magistrate's Court). A total of \$9.5million was expended on works which included:

- installation of doors and upgrade of the basement;
- provision of ICT equipment for the court rooms;
- installation of security scanners (hardware and software);
- procurement of furniture and fittings;
- installation of signage throughout the building; and
- construction of the prison cell gates and the prison docks.

The Princes Town Magistrates' Court, which was relocated to No. 271 Edward Street, Naparima/ Mayaro Road, Princes Town, was officially opened on July 1st, 2021. The facility which comprises of eleven (11) Court rooms which consist of five (5) Family Courts and six (6) Criminal Courts.



### ***Historical Buildings***

In fiscal 2021, a total of \$52.5 million was expended for the payment of outstanding bills for the completion of a number historical buildings including Whitehall, Prime Minister's Residence in Tobago, Stollmeyer's Castle, President's House and Mille Fleurs.

### **Capacity Building/Institutional Strengthening**

The Ministry of Public Administration and Digital Transformation (MPADT) sustained its efforts in fiscal 2021 towards the modernisation of services, with focus on the improvement of the human resource management architecture throughout the public service. To this end, funds were provided in the amount of \$41.8 million to strengthen operational effectiveness within the Public Sector, of which \$5.2 million was utilised for the following major initiatives:

- *Modernisation of the Public Service Academy (PSA)*
  - purchase of tools for ID development - requirements analysis by iGovTT is ongoing to inform the type of infrastructure required by the PSA for online learning;
  - development of online curriculum;
  - professional memberships for Association for Talent Development, Human Resources Management Association of Trinidad and Tobago, International Association of Facilitators and Society for Human Resources Management; and
  - marketing and rebranding - draft marketing plan was prepared and interventions to be listed on the Ministry's website.
- *Public Sector Performance Management Systems (PSPMS)*
  - staff development continued in fiscal 2021 in Process Improvement, Measurement and Management Training with eleven (11) officers trained in Instructional Design Programme Module III (virtual session); acquisition of service providers over a twelve (12) month period; acquisition of licences for online solution (open source) for twelve (12) months;
  - Lines of Inquiry (LOI) sessions were developed with pilot MDAs. LOI meetings were held with members of the steering committee and counterpart teams from the three (3) pilot MDAs namely the Eastern Regional Health Authority (ERHA), Public Management Consulting Division (PMCD) and the South West Regional Health Authority (SWRHA); LOI question prompt sheets and LOI presentations were prepared for SWRHA and the Ministry continued review of strategic documents supplied by pilot MDAs to inform the Business Case for Change; and
  - PSPMS Measurement System – the measurement framework is currently being updated.

The Ministry of Labour (MOL) aspires to be the leader in promoting decent work in Trinidad and Tobago has targeted the implementation of appropriate labour policies and programmes. In fiscal 2021, the MOL utilised a sum of \$4.2 million for the following:

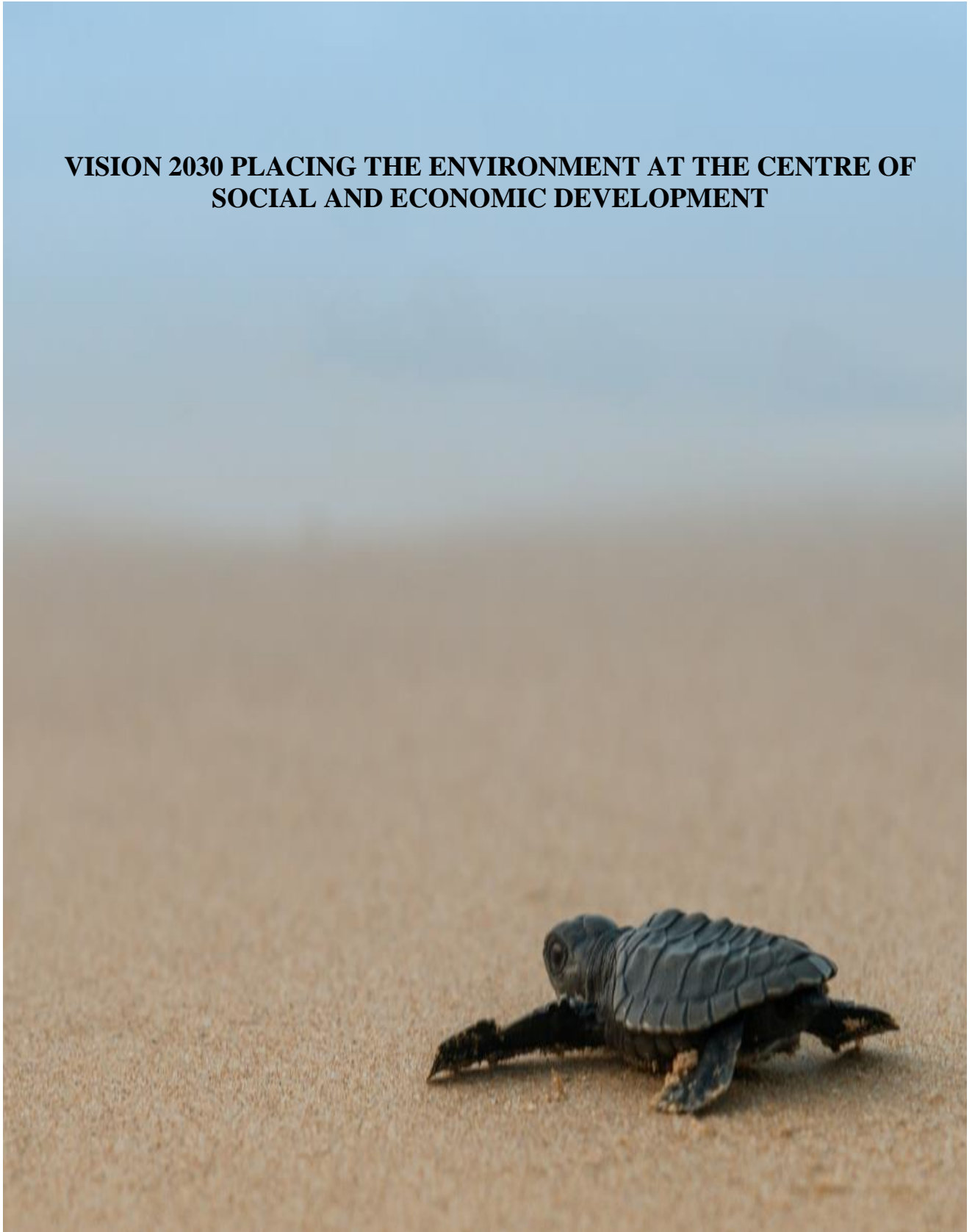
- evaluation of proposals for the engagement of consultants for the following:
  - establishment of a system to review, determine and monitor the minimum wage in Trinidad and Tobago; and
  - conduct of a survey to gather essential data regarding knowledge, attitudes, practices and beliefs on HIV in the workplace.
- engagement of a consultant to conduct research on the prevalence of child labour in Trinidad and Tobago. The *Child Labour Policy* will consist of comprehensive strategies for the prevention and elimination of child labour in Trinidad and Tobago;
- establishment of an Inter-ministerial committee to oversee the development of a *Labour Migration Policy for Trinidad and Tobago*. Work on the Policy thus far included a situational analysis, one (1) public consultation and circulation of the draft Policy to Ministries, Government agencies and the United Nations. The Policy is in the process of being finalised;
- conduct of webinars in January 2021 aimed at sensitising stakeholders including Ministries, Trade Unions, and the Business Sector on the *National Workplace Policy on Sexual Harassment*. Additionally, the MOL has been engaging in discussions with Telecommunication Services of Trinidad and Tobago (TSTT) on the requirements for the establishment of a permanent hotline for victims of sexual harassment; and
- engagement of a Consultant for the upgrade and enhancement of the security systems at the Cipriani College of Labour and Co-operative Studies (CCLCS) to ensure the safety of students and staff.

MOL's mandate is to create a modern, model legislative framework that allows businesses and employees to thrive in an environment of co-operation and sustainability and to maintain favourable industrial relations through *Labour Legislation Reform*. In fiscal 2021, the MOL advocated the adoption of virtual consultations to meet its goals and objectives in respect of the reform of labour legislation. The major achievements were as follows:

- Completion of:
  - *Review of the Minimum Wages Act, Chapter 88:04*; and
  - *Review of the Maternity Protection Act, Chapter 45:47*.
- completion of a Report by the *Industrial Relations Advisory Committee (IRAC)* which outlined recommendations in the legislation related to employment standards;

- approval of a Report with policy recommendations on the *Trade Unions Act Chap. 88:02* preparation of the draft policy position draft amendments to the Trade Unions Act Chap 88:02;
- conduct of three (3) virtual working group sessions in December 2020 on the *Recruiting of Workers Act Chap. 88:10*;
- The *Foreign Labour Contracts (Repeal) Bill* was published in the Trinidad and Tobago Gazette in February of 2021 and is to be laid in the Parliament; and
- completion of the draft amendments to the *Cipriani College of Labour and Co-operative Studies Act Chapter 39:51*.

**VISION 2030 PLACING THE ENVIRONMENT AT THE CENTRE OF  
SOCIAL AND ECONOMIC DEVELOPMENT**



**VISION 2030: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT**





Sectors	Projected Expenditure TT\$ Million
Energy/Renewable Energy Alternatives	0.5
Environment	13.3

### **Energy/Renewable Energy Alternatives**

The energy sector is one (1) of the main contributors to the Trinidad and Tobago's Gross Domestic Product (GDP) and foreign exchange earnings. The Ministry of Energy and Energy Industries (MEEI) is responsible for the overall management of the oil, gas and minerals sectors and for the promotion of renewable and energy initiatives. The Government remains committed to reducing the country's carbon footprint and to promote growth and sustainability in the energy sector through development of renewable energy and energy efficiency initiatives. As such, Government continued to facilitate investment in energy-based programmes and infrastructure.

An overall allocation of \$9.3 million was provided to the MEEI in fiscal 2021, of which \$1.3 million was allocated under the Consolidated Fund and \$8.0 million under the Infrastructure Development Fund. Due to the COVID-19 pandemic some of the project schedules were delayed and as a result the allocation was not utilised in fiscal 2021. However, the following project activities were undertaken under the MEEI:

#### ***Renewable Energy and Energy Efficiency Initiatives (RE&EE)***

The development of the renewable energy and energy efficiency initiatives by the MEEI is as follows:

- *Installation of two (2) Electric Vehicle (EV) Charging Stations and Purchase of One (1) Electric Vehicle for the MEEI* – the proposed site for the installation of the charging station was provided by UDECOTT.
- *Wind Resource Assessment Programme (WRAP) and the Solar Traffic Light Project.*

#### ***Synthetic Aperture Radar System***

The Synthetic Aperture Radar Systems will aid in the detection and monitoring of oil spills in the Gulf of Paria. Cabinet by Minute 1758 of August 29, 2019 approved PSIP funding of \$0.270 million for annual maintenance (inclusive of insurance), upgrade of ICT and contingency fees for both the Synthetic Aperture Radar Systems at Chaguaramas and Port of Spain from fiscal 2020 for

three (3) years. However, due to the delays in the procurement and installation of the systems, the funding was not utilised in fiscal 2021.

### ***Acquisition of Equipment for the National Quarries***

The new Furukawa rock drill was fully installed and commissioned and the average monthly haulage of blast rock has since increased from five thousand [5,000] (metric tonnes) MT to fifteen thousand (15,000) MT. The installation and commissioning of the stone crusher was delayed due to the COVID-19 restrictions.

### ***Dredging of the Sea Lots Main Channel and Turning Basin***

Heavy siltation of the Sea Lots Main Channel and Turning Basin has posed a challenge for vessels as its depth is below the minimum requirement of seven (7) metres for safe navigation. As such, an updated Bathymetric Survey on the Sea Lots Main Channel and Turning Basin is being conducted.

## **Environment**

Building climate and Environmental Resilience is essential to life on land and below water. Ministries, Departments and Agencies (MDAs) continued to focus on initiatives targeted climate resilience, waste management, disaster preparedness, coastal protection, the conservation of natural resources as well as development of alternative sources of power, while reducing pollution and harm to the environment. Projects within the environment sector involve: - replanting forests; preserving wetlands; protecting natural areas from resource harvesting; pollution monitoring and reduction; protecting endangered species; air, marine, land, waste and energy management; establishment of research facilities; environmental awareness campaigns, coastal protection and disaster preparedness continued.

The sector also serves as a catalyst for formulating environmental development plans, updating environmental policies and legislation and developing public sector investment projects and initiatives. Discussions with MDAs underscored citizens' role in protecting the environment from threats related to climate change, biodiversity, land degradation, ozone depletion and chemical and waste pollution. To this end, the implementation of environmental management programmes, projects, policies and practices in fiscal 2021 was geared towards sustainable development.

### ***Environmental Management and Policy***

Approval was granted for an Ambient Air Quality Management Station at the Point Fortin East Secondary School as part of the Ambient Air Quality Monitoring Network.

The Environmental Management Authority (EMA) continued to implement key activities in 2021 with an expenditure of \$1.4 million on the following projects:

- *Establishment of an Ambient Air Quality Programme* – the EMA continued to roll out its Ambient Air Quality Monitoring Network which collects data that can be used to make informed decisions, to best manage and improve ambient air quality, and safeguard human health and the environment. The Point Fortin East Secondary School was chosen as the location;
- *Development of Ambient Water Quality Standards* – the project scope originally entailed the conduct of sampling and development of watershed improvement plans for two (2) watersheds: the Rest West (Trinidad) and the Hillsborough West (Tobago) watersheds. In fiscal 2021, activities were focused on the Rest West Watershed in Trinidad. The terms of reference, request for proposals and documents for the collection of water, sediment and biological samples, as well as for the conduct of watershed improvement plans for the Rest West Watershed were prepared. The conduct of sampling and development of watershed improvement plans for the Hillsborough Watershed are proposed to be undertaken in fiscal 2022; and
- *Acquisition of ISO 9001 Certification:*
  - a Quality Manual was drafted and the first review was completed. The scope of the Quality Management System Context of the Organisation procedure was also drafted and the ISO procedure templates were finalised;
  - final testing is underway for the introduction of a document control application;
  - Quality Policy plaques and frames were delivered and are currently being installed at all offices; and
  - process owner training was completed.

### ***Marine Resources***

The Institute of Marine Affairs (IMA) continues to be guided strategically by the National Development Strategy (Vision 2030). Its vision is to be the centre of expertise for marine scientific research in the Caribbean region. IMA's research has added value to the national trove of information on biodiversity, the marine environment, as well as aquaculture and has informed government policies on natural resource management. Through various media, IMA has created products to increase the awareness of its role to the scientific community and public. Among them are scientific articles for journals and popular articles for magazines and newspapers; books which contain information on our beaches, wetlands, coral reefs and artisanal fishing boats; presentations in schools and videos for television and social media; brochures and posters on environmental topics; and an annual tidal calendar, a unique product that is the only one (1) of its kind in Trinidad and Tobago. In fiscal 2021, the IMA utilised \$0.4 million for the following projects:

- *Construction of a Mariculture Facility* - construction of the facility was completed in the first quarter of fiscal 2021 and it is now being operationalised with the installation of a recirculating aquaculture system. The project is geared towards developing the technology,

and creating a demonstration facility at the IMA for the culture of marine organisms (mariculture). The overarching aim is to develop working business models for the controlled and consistent production of various marine aquatic species (carite, shrimp, mussels), with the expectation that the output would create investment opportunities for the private sector and support sustainable coastal livelihood and enhance food security. This goes toward fostering the Blue Economy; and

- *Marine Field Station and Interpretive Centre in Tobago* - A geotechnical survey was conducted at the site and NIPDEC was selected to manage the design, construction and outfitting of the field station in April 2021. The marine field station, along with the interpretive centre and a living classroom will promote the Heritage Park, not only as a recreational site, but as a site that promotes marine conservation and education in Tobago. It will be a state-of-the-art research facility that can be used by both local and foreign scientists to conduct marine research.

### ***Forestry***

The United Nations Food and Agriculture Organisation (FAO) emphasises that forests and trees are essential to food security by helping to maintain the environmental conditions needed for agricultural production. Forests stabilise the soil, prevent erosion, and enhance the land's capacity to store water and moderate air and soil temperatures. Loss of forest cover has exacerbated soil erosion and flooding, contributing to most of the rainy season challenges our nation has experienced for years. As such, the Forestry Division within the Ministry of Agriculture Land and Fisheries aims to sustainably manage the nation's forests to ensure that they are abundant, ecologically healthy, biologically diverse, and contribute to the wellbeing of the citizen and the national economy in current and future generations.

The clearance of tree vegetation is mainly due to annual forests fires and illegal quarrying operators, miners, slash-and-burn farmers and squatters, which results in the loss of hectares of productive land. The Forestry Division therefore, focuses on the conservation of the nation's forests in addition to the upgrade, management and maintenance of national parks, watersheds and wetlands.

In fiscal 2021, \$1.5 million was utilised on the following projects:

- *Commercial Repository;*
- *Forestry Access Roads;*
- *Upgrade of Caroni Bird Sanctuary Visitor Center; and*
- *Forestry Access Roads.*

During the period April to June 2021, several forestry projects were tendered as follows:

- *Commercial Repository* - establishment of one (1) new Commercial Repository nursery at Catshill;

- *Improvement of Forest Fire Protection Capability* by tendering for repairs to fire towers at Nariva (Kernahan Trace) and St. Michael's Tower and a final report was submitted for approval; and
- *National Parks and Watershed Management* - San Fernando Hill.



*St. Michael's Tower*

### ***Solid Waste Management***

Government is committed to the development and delivery of environmentally sound waste management, including waste recycling and reuse systems. The Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL), as the entity with responsibility for waste disposal at the three (3) major landfills, has been mandated to provide integrated waste management services to domestic, municipal, commercial and industrial clients throughout the country. This mandate was expanded to include the implementation of the National Waste Recycling Policy which outlines that the reuse of recyclable materials (organics, paper, glass, metals, plastics, textiles, and beverage containers) has significant positive impacts on the capacity of the existing landfills to meet the final waste disposal need of the country. SWMCOL focuses on waste management in accordance with the waste hierarchy, including refusal, reduction, reuse, repurposing and recycling in order to minimise waste generation and boost recycling efforts.

With utilisation of \$1.4 million, SWMCOL continued its efforts on the following initiatives: -

- *Upgrade of the Recovery and Recycling Facilities, Plant and Equipment* at NAMDEVCO and Forres Park. The objective of the project is to build operational capacity to process anticipated incoming recyclables with the introduction of the Beverage Containers Deposit Refund System. The implementation of works at the two (2) facilities were as follows:
  - upgrade of the NAMDEVCO facility is eighty-nine (89) percent completed. Electrical works will resume with the lifting of COVID-19 restrictions and



reopening of the construction sector; the emergency response system and fire certification inspection was delayed pending completion of electrical work; and the baler production was completed; and

- work on the Forres Park Facility included the purchase of equipment which is ongoing and award of contracts for infrastructural upgrades.
- *The Establishment of an Engineered Sanitary Municipal Solid Waste (MSW) Landfill, Forres Park* – the facility is to be equipped with best available technologies to ensure the sustainable treatment of leachate and the collection of landfill gas. The project is eighty-one (81) percent completed with the ground water monitoring and interim geotechnical reports completed and validated. SWMCOL commenced the Certificate of Environmental Clearance (CEC) application process however, the process was deferred due to additional documents needed to request the survey order from the Director of Surveys. SWMCOL will continue to work to secure the CEC approval.

## **Disaster Preparedness**

The need to prepare for disasters cannot be overstated as they have the potential to erode development gains and greatly impact the quality of lives of citizens. In fiscal 2021, efforts were made to prevent, respond to and recover from natural threats and hazards through enabling an effective Disaster Preparedness and Management system, and the Disaster Management Units of the Municipal Corporations, through the Ministry of Rural Development and Local Government (MRDLG), continued to build its capacity to provide assistance to citizens in times of natural disaster events such as flooding, earthquakes and landslides. An allocation of \$14.2 million was provided in 2021 for disaster preparedness initiatives of which the sum of \$8.5 million was utilised for the following:

- to purchase a two-way radio system, three (3) STIHL chainsaws and supplies for the Disaster Management Unit at the Ministry's Head Office;
- to purchase emergency and disaster relief items and equipment at the Port of Spain City Corporation;
- to purchase a Hino Cab and Chassis, fabricate and install mobile truck body for the Disaster Management Unit mobile office and purchase disaster relief items at the Arima Borough Corporation;
- to purchase communication equipment, a generator diesel tank, a truck cab and accessories, as well as for the upgrade of the emergency operations centre at the San Fernando City Corporation;
- to purchase a weather monitoring station, communication equipment and equipment for the Disaster Management Unit of the Chaguanas Borough Corporation;

- to purchase a Hilux and Hino Canopy Truck for the Disaster Management Unit for the Diego Martin Regional Corporation;
- to purchase a four-wheel drive backhoe loader for the San Juan/Laventille Regional Corporation;
- to purchase equipment for the Disaster Management Unit for the Tunapuna/Piarco Regional Corporation;
- to purchase a generator unit for the Sangre Grande Regional Corporation;
- to construct a Disaster Management Unit building for the Couva/Tabaquite/Talparo Regional Corporation;
- to purchase ten (10) custom desktops and three (3) Laserjet Printers for the Disaster Management Unit at Mayaro/Rio Claro Regional Corporation;
- to purchase equipment and supplies for the Disaster Management Unit of the Siparia Regional Corporation; and
- to purchase radio communication equipment and critical disaster equipment for the Disaster Preparedness Unit for Princes Town Regional Corporation.

### ***Coastal Protection***

The sum of \$44.1 million was utilised for the completion and continuation of projects under the *Critical Coastal Protection Programme* which is implemented by the Ministry of Works and Transport (MOWT). The Programme aims to create a world class national coastal defence system to mitigate against shoreline erosion, coastal flooding and other health and environmental hazards through hard and soft coastal engineering techniques and management methodologies.

During the period under review the major achievements included:

- continuation of the *Cap-de-Ville Shoreline Stabilisation* project which involved the construction of a rubble mound revetment seawall along the Cap-de-Ville Shoreline and is seventy-nine (79) percent completed;
- continuation of phase two (2) of the *Matelot-Grande Riviere Shoreline Stabilisation* project which is ninety-three (93) percent completed;
- substantial completion of the Shoreline Management Plan for Manzanilla Beach which is eighty (80) percent completed; and

- continuation of the Comprehensive National Coastal Monitoring Programme (CNCMP) which supports the monitoring of coastal areas. The CNCMP advanced to ninety (90) percent completion.

**PART II**  
**PUBLIC SECTOR INVESTMENT PROGRAMME 2022**

## **VISION 2030: BUILDING GLOBALLY COMPETITIVE BUSINESS**





**VISION 2030: BUILDING GLOBALLY COMPETITIVE BUSINESS**

Sectors	Allocation \$TT Million
Agriculture	125.0
Economic Restructuring and Transformation	132.1
Foreign Policy and Trade Relation	7.9
Industrial Development	0.2
Manufacturing	40.2
Tourism	54.7
Youth Development and Entrepreneurship	233.0

## Economic Restructuring and Transformation

The International Monetary Fund's World Economic Outlook Update 2020 estimated regional growth contraction at negative [7.4] percent for 2020. This impact has been felt in many sectors which highlights the importance of investment in transformative initiatives geared towards forming a more resilient and sustainable economy. In this regard, Government will continue to invest in the strengthening of institutions and efforts aimed at diversification, sustainability, economic expansion and digital driven transformation.

### *National Statistical Institute of Trinidad and Tobago*

The role of timely and reliable statistics is integral as part of the enabling environment for national development and economic restructuring. Government values statistical information as a strategic resource for evidence-based policy making and for planning, monitoring and evaluating development activities. To this end, a provision of \$2.0 million will be made towards the *Restructuring of the CSO of Trinidad and Tobago* towards the establishment of the National Statistical Institute of Trinidad and Tobago. Technology support and improvement (through the development of an IT data management system) is one of the major components of the project to transform the CSO. As such, funds will be

utilised in fiscal 2022 for the engagement of IT data management/consultancy services to design, procure/build and install an Information System for the CSO.

Additionally, Government will continue to invest in the collection, compilation and analysis of official statistics by the CSO with an overall allocation of \$20.5 million for statistical activities.

### ***Conduct of the 2022 Population and Housing Census***

The Population and Housing Census is a primary source of national socio-economic data and provides a wealth of information which can be utilised to inform evidence-based decision making, as well as to formulate policies which would assist in improving the quality of life and standard of living for the people of Trinidad and Tobago. In this regard, an allocation of \$12.0 million will be provided to commence the preparation of this decennial exercise.

The CSO is mindful of the health and safety concerns posed by the COVID-19 global pandemic and as such, has undertaken adjustments in terms of redesigning census operations, modifying its methods of enumeration to achieve both maximum coverage and adherence to safety guidelines. Resultantly, a hybrid approach will be utilised in fiscal 2022, with the Census to be administered using the following interviewing methods:

- computer assisted web interview (CAWI);
- computer assisted personal interview (CAPI);
- computer assisted telephone interview (CATI); and
- paper-based self-enumeration (drop off-pick up or DOPU) as a replacement for face-to-face interviews.

The proposed start date for the conduct of the Population and Housing Census is May 2022. The enumeration is estimated to take twelve [12 weeks].

### ***Conduct of the Multiple Indicator Cluster Survey (MICS)***

The MICS is a household survey which was designed to provide estimates for a number of key indicators on the well-being of children, women and households at the national level, towards helping to inform policies for the improvement of lives. The data covers a wide range of topics which include: demographic characteristics, literacy and education; clean water access, sanitation and hygiene; water quality; energy use; reproductive health; child mortality; nutrition; child health; child development; child protection; child functioning; victimisation; social transfers; subjective well-being; mass media and information and communication technology (ICT); tobacco and alcohol use as well as HIV/AIDS and sexual behaviour. UNICEF launched the 6th round of the global MICS programme in November 2016.

In fiscal 2022, Government will invest the sum of \$2.5 million to facilitate Trinidad and Tobago's participation in MICS six (6). The Survey will cover approximately seven thousand two hundred (7,200) households, an increase from the sample size of six thousand six hundred (6,600) households covered in the 2011 MICS.

The Survey Findings Report will be utilised to stimulate action to improve the situation of children and women, both at national and subnational levels.

### ***Household Budgetary Survey***

In fiscal 2022, a provision of \$6.0 million will be made for the conduct of the Household Budgetary Survey/Survey of Living Conditions (HBS/SLC). This Survey was previously scheduled to begin in April 2020 but was postponed due to the COVID-19 pandemic and is now planned to commence in January 2022. The proposed end date for the Survey is December 2022.

The HBS /SLC is designed to collect detailed information on household expenditure, income, savings and other socio-economic characteristics. The core subject matter of the proposed 2022 HBS/SLC will comprise the following:

- demographic, socio-economic and related information of household members;
- access to social programmes;
- the household budget – income, consumption expenditure and non-consumption expenditure;
- household receipts and disbursements;
- area purchased;
- type of outlet;
- housing conditions;
- availability of durables and facilities; and
- household debt.

Funds will be utilised towards meeting the cost of field operations, equipment supplies and services, engagement of a consultancy firm to analyse and generate SLC reports and for data dissemination.

### ***Creative Industries***

The creative and cultural industries continue to form part of Government's thrust towards growing the non-energy sector. As such, Government's commitment to develop this sector is reinforced under Pillar 1 of the Roadmap to Recovery Report, which speaks to diversifying and transforming the Economy of Trinidad and Tobago. Under this Pillar, increased focus is placed on investing in steelpan

manufacturing, cultural creative industries and tourism, among others, in order advance economic diversification and build the export capacity of the sector, while boosting competitiveness, productivity and employment generation in Trinidad and Tobago.

Towards this end, a sum of \$1.5 million will be invested for the execution of programmes and projects geared towards the development of the fashion industry, in alignment with the approved Strategic Plan of FashionTT. The allocated funding is aimed at increasing the contribution of the fashion industry to the GDP, improving capacity and infrastructure of the fashion sector, creating channels to production and retail distribution, attaining the alignment of local industry activity with international market cycles and supporting the marketing and promotion of the fashion industry locally. To achieve these objectives, FashionTT will continue the implementation of activities as follows:

- the Fashion Value Chain Investment Programme:
  - Global Value Chain;
  - Non-Global Value Chain;
  - Business Advisory;
- the Implementation of the Local Production Facility;
- Fashion Industry Development Programme; and
- Fashion LookBook.

The Film and Audio-visual Sector is a vehicle that supports other elements of the Creative Industries including fashion, music, performance and visual arts. The Trinidad and Tobago Film Company Limited (FilmTT), as a sub-company of CreativeTT, continues to drive the economic development of the film and audio-visual in Trinidad and Tobago. In fiscal 2022, funding in the amount of \$1.0 million will be provided for the implementation of projects under three [3] major areas of the company namely: film commission, production sector development and administrative support.

Funding in the sum of \$1.0 million will also be provided to MusicTT to support the growth and development of entrepreneurs and practitioners in the Music Sector and to broaden the opportunities and avenues for the sector as a whole. These funds will facilitate initiatives to address critical strategic areas at both the macroeconomic and microeconomic level, creating an enabling environment for stakeholders and practitioners to thrive. In fiscal 2022, MusicTT will support sub-projects geared towards the fulfilment of the overall music industry development as follows:

- Development of the Live Music District;
- Enhancement of the Music Tech Platform;
- Micro-investment and Micro-sponsorship Fund;
- Spotlight: An Artist Portfolio Development Programme; and
- Music Export Academy.



## **Agriculture For Food Security**

The need to focus policies and actions towards significantly increasing food production, improving access to inputs and innovating along the food value chain were among the major lessons learnt from the COVID-19 pandemic. In endeavouring to sustain a steady supply of food and increase the share of agriculture's contribution to national domestic output, Government has adopted, as part of its post-pandemic development agenda, the Reports of the Roadmap to Recovery Committee. The reports recommended agriculture as a key sector in the recovery and transformation of the economy and one of the three [3] pillars for development specifies 'Making Food Security a Reality for Trinidad and Tobago'. The focus of this priority area is on technology-based farming, to examine both the demand and supply side of the food equation, and towards placing the agriculture sector on a path to achieving sustainable growth and increased competitiveness, locally and internationally.

The Ministry of Agriculture, Land and Fisheries (MALF) will continue its efforts to promote greater consumption of locally produced agricultural products; modernise farming practices; further develop infrastructure, make the sector more attractive, especially to young persons and increase activities in the fisheries sector within a legislative framework. The development of the blue economy will be an area of greater focus to improve the livelihoods of critical communities while also addressing coastal infrastructure and quality of catch. This will be accomplished through the advancement of programmes and projects to be administered by the various Divisions of the MALF and through the Tobago House of Assembly (THA).

In fiscal 2022, the MALF will be provided with an allocation of \$100.1 million to implement major initiatives to facilitate the continued production of safe and nutritious food, in an effort to fulfil the dietary needs and encourage access to healthy food preferences in daily living for the citizens of Trinidad and Tobago. Initiatives in the following broad areas will be implemented:

- agricultural land management;
- boosting agricultural production;
- provision of agricultural access and upgrade of key infrastructure; and
- upgrade of fish landing facilities.

### ***Agricultural Land Management***

The Regional Administration North and South Divisions will continue to develop agricultural land to be distributed to farmers through the *Survey and Sub-division of State Lands*. This project provides an increased hectareage of arable land for cultivation of food crops and will contribute to increased food production geared towards ensuring a sustainable food supply for the nation. The amount of \$0.2

million will be provided in fiscal 2022, to survey State lands which are to be distributed to farmers for the development in the following areas:

*Regional Administration North*

- Rodney Road- Freeport (16 ha/11 plots), Caroni; and
- Adjodha Trace, Las Lomas. (20 ha/8 plots), Caroni.

*Regional Administration South*

- to re-survey and sub-divide approximately one hundred and thirteen point seven [113.7] hectares into approximately forty- two [42] parcels at BP Coora Food and Tree Crop Project, Coora Road, Siparia, County St. Patrick;
- to survey and sub-divide approximately three point seven [3.7] hectares into approximately five [5] parcels at Mile End Road, Rio Claro;
- to survey and sub divide approximately four point two [4.2] hectares of state agricultural lands known as Diamond Road Block I into approximately ten [10] parcels - County Victoria;
- to survey and sub divide approximately three point six [3.6] hectares of state agricultural lands known as Diamond Road Block II into approximately six [6] parcels - County Victoria; and
- to survey and subdivide approximately three point seven two [3.72] hectares of state agricultural lands into approximately five [5] parcels at Mile End Road state lands located at seven point five [7.5] km Rio Claro Mayaro Road, Ecclesville.

*Establishment of the Land Management Authority*

Effective land administration is a critical component to support the achievement of the national development goal of increasing food production and to attain the level of food security required to support economic diversification. Funding in the amount of \$0.5 million will be provided in fiscal 2022, for the *Establishment of the Land Management Authority* project, to achieve:

- improved state agriculture land lease management;
- production for local consumption and exports of small and medium agri-enterprises;
- increased tenure security and support food security; and
- sustainable agricultural land and environmental practices.

*Implementing a Comprehensive Crop Biodiversity Programme for Trinidad and Tobago*

Sustainable food production for the future requires continued improvements in crop quality and yields, which are tolerant to pests and diseases and resilient to climatic changes. Conservation and access to invaluable global plant genetic resources are key to secure crop genetic resources for future use and will contribute to sustainable national food self-sufficiency for Trinidad and Tobago. In fiscal 2022, an allocation in the amount of \$0.3 million will be made available for *Implementing a Comprehensive*

*Crop Biodiversity Programme for Trinidad and Tobago* project. The funds will be utilised to implement a national work programme for crop biodiversity exploration, collection, characterisation, evaluation, conservation and documentation of plant genetic resources for food and agriculture in Trinidad and Tobago.

### ***Boosting Agricultural Production***

Consistent with Government's thrust towards building a globally competitive agriculture sector, with a view to achieve a sustainable economic development structure within the agricultural sector, the MALF will continue efforts towards boosting agricultural production in fiscal 2022, through the following projects:

#### ***Smart Agriculture Programmes (Artificial Intelligence)***

A major factor to boost overall agricultural production is the incorporation of the use of Information Communication Technology in agriculture with artificial intelligence driven systems to expand agriculture databases that will inform decision making for better harvesting and improved environmental conditions. This will be facilitated through a provision of \$1 million for the *Smart Agriculture Programmes Artificial Intelligence* project.

In fiscal 2022, Government will invest the sum of \$1.0 million to facilitate the use of Information Communication Technology in agriculture with artificial intelligence driven systems to expand agriculture databases that will inform decision making for better harvesting and improved environmental conditions.

#### ***Coconut Industry Rehabilitation***

As a catalyst to leverage competitive advantage in the agricultural sector in Trinidad and Tobago, coconut production is considered a priority. One of the major objectives of the MALF's Research Division is to ensure that the coconut industry continues to have a sustainable contribution to economic activity. To achieve this, funds in the amount of \$0.2 million will be allocated for the *Coconut Rehabilitation and Replanting Programme* to facilitate the ongoing work with technical support provided by experts from Mexico, for the following activities:

- digitising pest surveillance programme for coconuts;
- surveillance of invasive species;
- acquisition and distribution of superior coconut varieties; and
- management of important coconut pests including red ring disease and red palm mite.

#### ***Cocoa Industry Rehabilitation***

Cocoa and cocoa by-products continue to be a high value product and has significant economic value in the global market. Through innovation and new technology, efforts to increase production and to develop cocoa products for exports will continue through the *Rehabilitation of the Cocoa Industry* project. Establishment of the clusters will provide improvements in education, training, infrastructure, product quality development, access to organised labour pools, planting material, certification,

branding, and field learning. To support services for streamlining of the cocoa business towards improved profitability, funds in the amount of \$1.1 million will be provided in fiscal 2022 for the following activities:

- establishment of solar powered drip irrigation system for seed gardens;
- establishment of national cocoa germplasm collection at La Reunion Estate:
  - identification and multiplication of selected varieties in nursery; and
  - field establishment, care and management of young plant, labelling of fields and conducting a spatial analysis of cocoa production at La Reunion.
- improvement of disease resistance in the Trinidad Selected Hybrids (TSH) varieties through breeding:
  - genetic finger printing of cocoa;
  - propagation of plants;
  - field establishment;
  - disease screening;
  - flavour analysis;
  - care and management of plants;
  - training in flavour analysis and genetics by UWI; and
  - linkages with the Ministry of Education (MOE).

Funds in the amount of \$1.1 million will be provided in fiscal 2022 for Development of Cocoa for Domestic Industry and Export Market Expansion.

### ***Strengthening the Domestic Farm-to-Table Supply Chain***

The global pandemic has placed emphasis on effective market systems to provide a platform to support farmers in achieving national good agricultural practices (GAP) to boost local food production and reduce dependence on imported food and inputs. The *Farm to Table* project will facilitate the establishment of a model farm for training, to assist farmers in building competitiveness and boosting production outputs. Funds in the amount of \$3 million will be provided in 2022 for perimeter fencing, mapping of structures and designated areas and installation of irrigation system and pump house, establishment of drainage system and development of road infrastructure.

### ***Farm to Agro-processing***

Promoting sectoral linkages between agriculture and the manufacturing sector has been identified as key to the sustainable food supply and for export-driven food manufacturing. The ministry will be provided with the sum of \$5 million to facilitate the development of the production of local commodities that derive higher value-added benefits to support the supply chain to manufacturers for the processing of canned and packaged foods, cosmetics and pharmaceuticals.

### ***Provision of Agricultural Access and Upgrade of Key Infrastructure***

To pursue recovery from the disruptions in the global food supply chain and the need to become self-reliant on food supply and products, the Engineering and Agricultural Services Divisions of the MALF in fiscal 2022, will continue to focus on further development of the level of agricultural production with the aim of decreasing the national food import bill while providing a catalyst to a greater contribution to the GDP. To this end, the following projects will be implemented:

#### ***National Seed Bank Project***

A major goal of the Agricultural Services Division is to provide high quality seed material to the farming community at a subsidised cost. This will result in reduced production costs to the farmer and by extension providing food at a lower cost. To achieve this, the MALF will continue to upgrade the facilities at Chaguaramas to increase the efficiency and effectiveness with which crop production targets are achieved. In fiscal 2022, funding in the amount of \$1.0 million will be provided for the purchase of equipment, refurbishment of irrigation network, installation of pipe lines and construction of a tank farm. Digitisation of operations inclusive of smart inventory, purchase of hardware, software, will facilitate tracking of seed inventory and sales.

The amount of \$1.0 million will be provided to support upgrades to the facilities at Chaguaramas to increase the efficiency and effectiveness with which crop production targets are achieved and digitisation of operations to monitor seed inventory and sales.

#### ***Development and Provision of Facilities, Marper Farm***

The MALF will continue its efforts to rehabilitate the facilities at Marper Farm to maximise germplasm conservation and production of high quality planting material for new and improved varieties of cocoa, mango, avocado, coconut and citrus. To facilitate production of propagative material and high quality seedlings for the benefit of the farming community, an allocation of \$0.4 million will be provided in fiscal 2022, to support the following activities:

- construction of citrus screen house;
- construction of perimeter fencing;
- establishment of four [4] hectares of coconut germplasm field plots: land clearing, tillage, purchase of plants/ chemicals/ fertilisers/ manure, drainage, irrigation, planting of trees; and
- establishment of six [6] hectares of minor fruit germplasm and live fruit museum.

#### ***Development and Implementation of Waste Management System for the Livestock Industry***

In fiscal 2022 the sum of \$3.0 million will be provided to facilitate the activities for farm productivity and income for livestock farmers by converting livestock waste into an environmentally safe and beneficial product.





*Clearing site for compost depot*



*Compost depot*

***Development of Agricultural Niche Products (Hill Rice, Honey, Forestry products for Strategic Crops)***

As a catalyst to improve production capacity and promote high value niche products for exports, the Ministry will be provided with an allocation of \$5.0 million in fiscal 2022. The funds will be utilised to advance products such as hill rice, honey and forestry products for strategic crops.

***Fisheries***

### ***Fish Landing Sites***

Fisheries Division of the Ministry continues its work to facilitate the enhancement of both food security and food safety, through the provision of improved infrastructure and facilities to meet both local and/or international standards, in accordance with the practice of responsible fisheries. Modernisation initiatives of fish landing sites will facilitate enhanced conditions to benefit vessel owners and operators within fishing communities, fisher folk, wholesalers and retail vendors and the wider community. An investment of \$3 million will be provided in fiscal 2022 for urgent renovations for upgrade of fish landing facilities at Bonasse, Cumana, Erin, Icacos, Morne Diablo, Claxton Bay and Maracas.

### ***Fisheries Management Research and Development Programme***

Maintenance of vital records pertaining to the fishing industry of Trinidad and Tobago is central to achieving efficiency and effectiveness of the delivery of services provided by the Fisheries Division. The major responsibilities of the Division include registration of fisher folk, maintenance of records of fishing vessels, registration and marking of vessels, engines and fishing gear, as well as issuance of licences to fish and charging of fees for services offered. To successfully achieve this, the Fisheries Division will seek to strengthen its institutional and ICT capacity with an investment of \$1 million in fiscal 2022 for the following activities:

- *Strengthening Fisheries Licensing and Registration Systems* - to facilitate compliance with new fisheries legislation and to transition from the existing record systems, the Division will procure IT equipment as well as equipment for vessel registration, hire contractors for marking of vessels, recruit and contract staff (administrators, computer systems assistants, business operations officers), and train staff in the use of the new systems for enhanced public awareness and registration;
- *Preservation of Historical Fish Catch and Effort Records* will expedite the continued scanning of historical fish catch and effort data sheets for incorporation into the database. Data examination of trends in fish landings, fishing effort and catch rates allow for improved assessments of the status of the fish stocks and consequently improve the quality of the management of the fish stock; and
- *Implementation of a Spatial Research Programme at the Fisheries Division* - to facilitate establishment of a geo-database for the production of maps for the mapping and analysis of the fishing areas and critical habitats of commercial marine species in Trinidad through the use of a public participatory GIS (PPGIS) model to empower coastal communities and provide legitimacy to their spatial knowledge.

### ***Agriculture in Tobago***

Ongoing development of the agricultural sector is one of the major strategic initiatives for diversification and stabilisation of the economy in Tobago. To strengthen self-sufficiency and sustainable agricultural development, a number of programmes and projects will be implemented in fiscal 2022. This will enable high productivity in the sector and is intended to encourage consumption

of locally grown foods to meet the dietary needs of the citizens of Tobago and visitors. A total allocation of \$24.9 million will be provided for continued advancement of agriculture in Tobago in fiscal 2022. Some of the projects to be implemented are highlighted below:

- *Agricultural Access Roads* – to facilitate the opening of new access roads to recognised farm lands. Work will be undertaken regarding the clearing of landslides, overhangs and cylindrical drains;
- *Comprehensive State Land Development Project* – to provide infrastructural upgrades to State Lands identified for distribution;
- *Goldsborough Agricultural Estate Irrigation Project* – to provide for the establishment of wells, irrigation lines and pump houses;
- *Improvement to Beaches and Landing Facilities* – the continuation of the renovation of fish landing sites at Barbados Bay and Buccoo as well as the upgrade of buildings and equipment at other sites;
- *Invasive Plants Control Project* – to provide for the identification and controlling of infestation of invasive species, purchase of equipment and safety gears;
- *Urban Forestry Programme* – to provide for the environmental enhancement of Argyle, Speyside and Belle Garden as well as the construction of bikeways, walkways and signage; and
- *Lure Wildlife Nature Park* – upgrade of existing roads, nature trails, landscaping and the construction of an administrative centre.

## **Tourism**

In fiscal 2022, the Ministry of Tourism, Culture and the Arts (MTCA) will continue to invest in the development of policies and strategies to facilitate growth of the tourism sector and build the competitiveness of destination Trinidad and Tobago. The MTCA will also continue its efforts to strategically align and structure itself to achieve its mandate, strengthen public-private sector partnerships and monitor trends in the tourism industry. Government will provide a total of \$31 million towards the development of this sector in fiscal 2022.

### ***Tourism Sites and Attractions Upgrade***

The tourism sector, being negatively impacted by the COVID-19 pandemic, will require concerted effort to not only recover but to contribute in bolstering the nation's diversification thrust. The tourism sector has been identified by the Roadmap to Recovery Committee as a core sector in advancing the diversification of the economy and is emphasised for attention specifically, Pillar 1 *Diversifying and Transforming the Economy in Tobago and in Trinidad - leveraging digitization*. Policies for the recovery and growth of the sector focus our natural environment, heritage, culture, communities, and local food, while leveraging the blue economy. Emphasis will be placed on promoting greater

competitiveness in the sector locally, regionally and internationally. Activities to be undertaken are geared towards developing niche areas to give the tourism sector a competitive advantage.

In fiscal 2022, the MTCA will continue the programme to upgrade sites and attractions in collaboration with the Ministry of Agriculture, Land and Fisheries, the Ministry of Rural Development and Local Government, non-governmental organisations (NGOs) and communities throughout Trinidad, with a view to increasing visitors and revenue, towards economic development for communities and sustainability of the sites. The MTCA has also aligned its Blue Economy project in accordance with the recommendations of the Roadmap to Recovery Report. As such, the sum of \$10.6 million will be allocated for the upgrade of the following sites:

- Temple in the Sea;
- River Estate Water Wheel;
- Fort Abercromby Heritage Park;
- Blue Basin Waterfall;
- Galera Point Lighthouse Restoration project - phase two; and
- installation of statues in Port of Spain.

### ***Tourism Trinidad Limited***

Tourism Trinidad Limited (TTL) recently completed a three-year strategic planning exercise, whereby the organisation, together with stakeholders, charted the way forward focusing on stabilisation and recovery of the sector. TTL believes that stakeholders have a critical role to play in driving tourism growth and ensuring that the sector is well-positioned for changes in a complex and competitive global environment. As such, the organisation is committed to working with industry players to revitalise the destination's tourism economy. The sum of \$7.0 million will be allocated to TTL for the execution of its four [4] core functions as follows:

- research, strategy and marketing – which focuses on implementing and executing initiatives, including campaigns and projects that will assist in promoting and marketing;
- destination development – which focuses on actions to positively impact visitor experience, while ensuring the ongoing development and sustainability of the tourism product;
- corporate communications and stakeholder relations – to promote technology and digital media leverage as the way forward to meet and communicate with travellers; and
- investment and business development – to develop, package and promote tourism investment opportunities to local and foreign investors as well as other targeted investment intermediaries.

### ***Caribbean Small Tourism Enterprise Project (STEP)***

Small businesses form the basis for the delivery of tourism offerings as they provide a point of direct contact between visitors to Trinidad and Tobago and various communities. The Caribbean Small Tourism Enterprise Project (STEP) seeks to engage stakeholders in the transformation of the tourism sector into a modern, vibrant, culturally unique and economically viable entity. The project enables small business owners in the tourism industry to improve their performance and profitability through

selected training programmes. In fiscal 2022, the sum of \$0.5 million will be allocated for training programmes on product packaging and pricing, digital marketing and customer service.

In fiscal 2022, a sum of \$6.0 million will be allocated for the continuation of the *Maracas Beach Facility Improvement Project* to drive economic growth and diversification through the sustainable use and management of the country's natural capital.

### ***Maracas Beach Facility Improvement Project***

The rehabilitation and upgrade of Maracas Beach Facility aims to provide an enhanced visitor experience for both local and international visitors through high standard and upgraded amenities. These amenities include new washrooms that meet international standards, additional beach recreational facilities, safety through additional lighting and CCTV cameras and comfortable eating areas. It is expected that the improved Maracas Beach Facility will attract more visitors and improve beach revenues earned for maintenance of the facilities, while enhancing international and domestic tourism and contributing to foreign exchange earnings and savings. The completion of this project has the potential for driving economic growth and diversification through the provision of a unique tourist destination where visitors both local and foreign will experience the culinary delights in a first class beach facility.

As such, in fiscal 2022, a sum of \$6.0 million will be allocated for the continuation of the *Maracas Beach Facility Improvement Project* for the following activities:

- construction of a craft market village;
- landscaping and drainage works;
- provision of beach sports areas for football and volleyball;
- beach lighting;
- elevated deck/eating areas for vendor booths;
- expansion of the existing car park to accommodate one hundred and fifty [150] additional spaces; and
- installation of a CCTV surveillance system.





*Ongoing works at Maracas Beach Facility*

### ***Development and Implementation of a Sports Tourism Master Plan***

Sport tourism as an existing economic sector has been identified by MTCA as a sector of significant potential for growth. It represents an avenue for diversification under Theme IV of the National Development Strategy of Trinidad and Tobago 2016-2030 (Vision 2030) – Building Globally Competitive Businesses. Further underscored by the Roadmap to Recovery, sport tourism has the potential to increase direct revenue and foreign exchange generation through building sport tourism, commercialisation of facilities and promote innovation through technology in order to attract foreign investment and participation of athletes from across the globe. Accordingly, the sum of \$1.0 million will be allocated in fiscal 2022 for the development of a Sports Tourism Master Plan for Trinidad and Tobago. The MTCA will engage the services of a consultant to develop the Master Plan through collaboration with other relevant Ministries and agencies, as well as other key stakeholders within the sport and tourism sectors (including the MTCA, the THA, the MSCD and their implementation agencies). The consultant will conduct a comprehensive review of all existing and previous policies, plans and strategies that have been used to guide the development of the sport tourism niche market to develop a Sports Tourism Master Plan suited to the needs of Trinidad and Tobago.

### ***Ariapita Avenue Enhancement Project***

Enhanced domestic tourism is essential for local appreciation of the country's assets and for saving foreign exchange. As a result of the global crisis, international travel has either halted in some countries or has not yet fully operationalised and this may have a lasting effect for many travellers. As such, it is imperative that local tourism products are provided for citizens who would have otherwise travelled internationally, utilising much needed foreign exchange. An investment of \$2.0 million will be made to contribute to the development of Ariapita Avenue into a world class cultural, dining, entertainment hub for locals and visitors. The scope of works for phase one (1) includes: pedestrianisation of Ariapita

Avenue; installation of electronic barriers; enhancement of Adam Smith Square as an event venue and carnival village; and installation of public washrooms and seating.

It is expected that this project would contribute to the:

- overall marketability of Trinidad as a desirable tourism destination with diversified product offerings;
- promotion and development of satellite businesses such as accommodation, tour guiding, rest stops and other tourism opportunities in host communities where sites have been upgraded; and
- provision of revenue-generating sustainable tourism products for the enjoyment of local and international visitors.

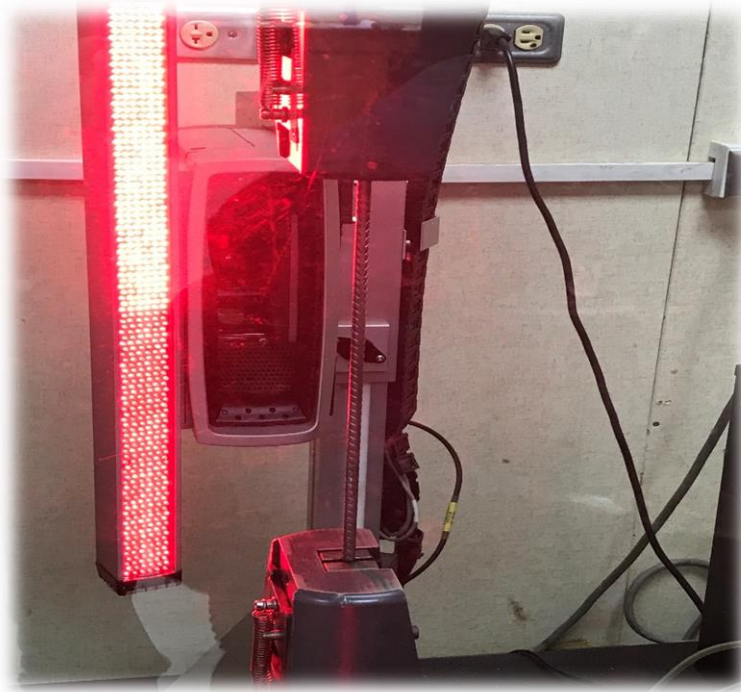
## **Manufacturing**

The Manufacturing Sector continues to be a key contributor to national income and therefore, aids in the economic diversification for Trinidad and Tobago. With its ability to absorb new workers, increase exports and foreign exchange earnings, expanding this sector is also crucial to the recovery of the economy post-pandemic. Thus, it is earmarked for priority attention in the national development agenda which entails the strengthening of the ecosystem and framework within which the sector can operate effectively and efficiently, innovate and thrive. As such, in fiscal 2022, \$40.2 million will be invested to support the Manufacturing Sector with the implementation of several key initiatives.

The National Quality Infrastructure Enhancement Programme seeks to improve the overall competitiveness and sustainability of Trinidad and Tobago by modernising its National Quality System (NQS). This system forms the country's institutional framework that establishes and implements the practice of standardisation, conformity assessment services, metrology and accreditation. Referred to in the R2R, the NQP will address several weaknesses and inconsistencies in the current arrangement of the National Quality Infrastructure (NQI) and ensure adherence to international standards and technical regulations, guarantee reliable measurements and set up a system that will allow accreditation of testing and certification facilities. It includes public and private institutions and the regulatory framework within which they operate and it is recognised as a critical support for social progress and economic development. In fiscal 2022, the Trinidad and Tobago Bureau of Standards (TTBS) will continue the implementation of its \$75.0 million programme as follows:

Execution of National Quality Policy (NQP) Implementation Plan and Communication Plan - support to aid for trade strategy;

- TTBS organisational transformation;
- Quality Infrastructure (QI) to support Innovation for Enhanced Competitiveness, Export Capability, Research and Development
- QI for the climate change/ disaster management/ sustainable energy/ environment; and
- Advancing the National Metrology System.



*Conducting a Rebar Tensile Test at TTBS Lab*

The Ministry of Trade and Industry will invest \$1.2 million to establish and operationalise a Trade and Investment Promotion Agency in Trinidad and Tobago that will promote effectively promote business opportunities in export and investment of the local and international private sector. This project will facilitate the merger of all existing government trade and investment institutions within the Trinidad and Tobago into one organisational structure with specific functions based on international best practices, and will also seek to develop an integrated management system to manage clients related to both export and investment and track organisational progress and achievements.

Consistent with the Roadmap to Recovery's strategy to stimulate local demand and economic activity through steelpan manufacturing, the sum of \$3.0 million dollars will be provided for further research and development, capacity building and mechanisms geared towards the further development of the steel pan industry. This investment will provide additional support to the Steel pan Manufacturing Grant Fund Facility to MSME's, to provide financial support for the acquisition of new machinery, equipment, software, tools, raw material and training. Through the Ministry of Trade and Industry, these initiatives aim to improve the ancestral product and increase its global market reach, generating foreign exchange and boosting steel pan tourism in Trinidad and Tobago.

### **Green Manufacturing**

Green manufacturing is also a critical element to the Manufacturing sector emphasised in the Roadmap to Recovery. To this end, Government will invest the sum of \$2.0 million towards the Development of the Eco-friendly Businesses Sector. Boosting this sector is critical towards achieving the agreed upon UNDP SDGs by the year 2030. The funding will also aid in the development of MSMEs such as the Scrap Iron Dealers, promote recycling, energy efficiency and other environmentally friendly methods that helps to reduce the carbon footprint.

## **Investing in Human Resource**

The enhancement of the human resource capacity is another fundamental component to achieving a globally competitive Manufacturing Sector. Thus, through the MTI, funds in the sum of \$5.0 million will be provided to support the implementation of the National Apprenticeship Programme to create a cadre of trained and skilled individuals. This programme is designed to equip trainees with the necessary skills set for the Non-energy Manufacturing Sector that meets and exceeds the current and future skills gap in the Manufacturing sector. The training will be provided by the MIC-IT as the National Skills Development (NSDP) Journeyman Programme over the course of three (3) years as a full-time programme delivered in two (2) phases:

- phase one [1]: the first year of training provides trainees with an opportunity to gain skills in three (3) technical areas; mechanical engineering technology (machine shop), electrical/electronic technology and industrial maintenance technology; and
- phase two [2]: in the second and third years of the programme trainees are required to choose one [1] of the three [3] areas offered as a specialisation. Trainees are placed into on-the-job training at an industry partner site where they are exposed to the practical, real-world application of the knowledge they gained during the first year. Trainees spend four [4] days per week in the industry and one [1] day per week at the MIC-IT training centre where they are provided with in-house training in their specialised area to complement their on-the-job training.

In fiscal 2022, the GORTT will invest a sum of \$0.5 million to combat the prevalence of illicit trade and its negative impact on all actors of the economy. It was estimated that over \$100 million is lost annually through various sectors and this contributes to a gap in tax revenue in Trinidad and Tobago of approximately \$1,200 million. Combatting this underground industry requires a holistic and collaborative approach which has influenced the program design to achieve the following objectives:

- strengthen the legal framework to combat illicit trade;
- strengthen the capacity of Ministries and enforcement agencies to combat illicit trade;
- enhance collaboration among regulatory and enforcement agencies;
- promote public-private partnerships towards fighting illicit trade; and
- increase public awareness of illicit trade and the associated dangers.

## **Technical Studies on International Trade**

Furthermore, an investment of \$0.5 million will be made for the Conduct of Technical Studies on International Trade. The studies seek to provide sound technical grounding, to inform government policy to create and exploit new and existing regional value chains within CARICOM to aid the manufacturing sector in Trinidad and Tobago. Identified as a key area to improve the Manufacturing Sector, the project seeks to uncover new and alternate sources of inputs for manufacturing including

raw material, labour/skill needs, as well as, retail and distribution requirements. Through a consultancy over a period of six [6] months, the research seeks to deliver on two [2] major areas:

- Study 1: Study on Regional Value Chains for the Manufacturing Sector; and
- Study 2: Strengthening Sectoral Linkages in Trinidad and Tobago.

### ***Industrial Development-Industrial Parks***

Emphasis will be placed on the development of new modern parks and upgrades to existing facilities to target firms in the specific areas of high-value and light manufacturing in emerging industries, in alignment with the overall development and diversification thrust by the Government. In fiscal 2022, funding will be provided for continued expansion of the non-petroleum initiatives aimed at developing globally competitive domestic industries.

Of the nineteen [19] active industrial parks, fifteen [15] currently possess fire hydrant infrastructure which are mostly non-functional and have also been deemed non-compliant with current international specifications by the Trinidad and Tobago Fire Services (TTFS). In an effort to mitigate the risks associated with fires especially in light of the presence of many manufacturing entities on the parks, Government will invest \$2.0 million towards the upgrade of the fire hydrant infrastructure to safeguard the physical assets of the manufacturing sector. These funds will be directed towards activities including the replacement of the existing non-functional fire hydrant pedestals and the installation of new fire hydrant pedestals and supply lines based on TTFS specifications.

Promotion and tenanting of the industrial parks is crucial to the recovery of the Trinidad and Tobago's economy. In this regard, Government will provide \$2.0 million in fiscal 2022 towards attracting investment and promoting business development to stimulate micro enterprises consistent with the Roadmap to Recovery Phase II Report. Focus will be placed on the following three [3] industrial parks which are at different stages of development, with both the Moruga Agro-processing and Light Industrial Park and Tamana InTech Park completed with room for further expansion while Phoenix Park and Industrial Estate is still under construction. These large parks play a key role as part of the diversification strategy, are purpose driven and are designed to accommodate differing types of tenants.



***Overhead view of the Moruga Agro-processing and Light Industrial Park***



Over fifty [50] local companies will benefit from the Export Capacity Building Programme boosting their export capabilities to regional and international markets.

## Youth Development and Entrepreneurship

Government is cognisant that the youth is an essential resource in the pursuit of national development for future generations. This demographic group has been one of those most negatively impacted by the Pandemic, from family life to education to employment. Therefore, Government has ensured that youth development remains an area of focus in the recovery and transformation process and entails the mainstreaming of youth development issues across all sectors. Also, Pillar 3 of the Roadmap to Recovery report, *Leave no one behind: making equity and empathy central*, includes a number of initiatives to address the emerging issues faced by the youth, alongside support for existing initiatives geared towards increasing the overall development, training and employability of young persons. As such, considerable emphasis is being placed on the empowerment and strategic engagement of youth, as co-creators of sustainable development initiatives. In discharging its responsibilities, the Ministry of Youth Development and National Service (MYDNS) is guided by the National Youth Policy (2020-2025) for the delivery of coordinated, relevant, youth-centred and youth-friendly services to meet the current and emerging needs of all youth. Through its model of intervention, the MYDNS seeks to increase youth engagement and participation and provide the necessary information and services for positive youth development in Trinidad and Tobago.

### *Implementation of the National Youth Policy*

In fiscal 2022, the MYDNS will implement various youth development initiatives in alignment with the eight [8] strategic pillars of the National Youth Policy (2020-2025). The interventions proposed in this project will provide developmental opportunities, training and enhance employability for young adults. As such, a sum of \$3.0 million will be allocated under the *Implementation of the National Youth Policy* for interventions as follows:

- Alternative Learning Literacy and Skill Enhancement Training (ALLSET) - designed to foster and promote employability through technical and vocational training as a means of development;
- Advance Proficiency Entrepreneurship Excellence (APEX) - developed to facilitate the link between training and employment opportunities, and to enable youth to become job creators rather than job seekers;
- Modernisation and Revitalisation of the Youth Resource and Information Centres (YRIC) – works will include the creation of a webpage and virtual presence for the Centres and the rehabilitation and outfitting of five [5] centres for the provision of youth empowerment services such as academic classes, employment training, counselling, career advancement, recreation and cultural activities;
- National Leadership Training – the initiative will entail a blended approach of virtual sessions

utilising the Ministry's eCademy and eFacility via the Big Blue Button supplemented by socially distanced physical teaching to explore and invest in the leadership capabilities of youth;

- Re-establishment of the National Youth Council – this initiative is geared towards the re-establishment of nine [9] District Youth Councils in Trinidad and three [3] in Tobago, to facilitate engagement with youth to talk about their lives, circumstances and recognise the value added of youth to the community ;
- Youth Workers Conference – this initiative will bring youth workers across the Caribbean together virtually to discuss and plan youth development initiatives and to study youth development best practices across the Caribbean; and
- Youth Economic Forum - to create a platform for dialogue on economic and social issues, with the purpose of encouraging constructive debate, promoting active involvement of the youth in economic policymaking, building confidence between youth and the public sector, and increasing oversight on the government and economic-policy making.

### ***Youth Development Project Formulation***

Government is cognisant that the youth is an essential resource in the pursuit of national development for future generations. This demographic group has been one of those most negatively impacted by the Pandemic, from family life to education to employment. Therefore, Government has ensured that youth development remains an area of focus in the recovery and transformation process and entails the mainstreaming of youth development issues across all sectors. Pillar 3 of the Roadmap to Recovery Report, *Leave no one behind: making equity and empathy central*, includes a number of initiatives to address the emerging issues faced by the youth, alongside support for existing initiatives geared towards increasing the overall development, training and employability of young persons. As such, considerable emphasis is being placed on the empowerment and strategic engagement of youth, as co-creators of sustainable development initiatives.

Youth empowerment of persons between the ages of ten [10] to thirty-five [35] years, remain an area of primary focus through the delivery of several skill-based training programmes. These programmes will promote the fundamentals of the music industry, provide internship and development opportunities and provide opportunities for communities identified in the Community Recovery Report. As such, the sum of \$3.0 million will be allocated under *Youth Development Project Formulation* for the following initiatives:

- barbering training – this will provide one hundred [100] persons with technical and vocational skills training in the beauty industry with the aim of fostering employability and entrepreneurship;
- AMPLIFY – will provide one hundred [100] persons with skills training in music production and sound engineering. It will be piloted in ten [10] music studios across the country; and
- National Service Community Partnership - will initially engage one hundred [100] youths in the Laventille, Port of Spain area, who already possess skills and/or experience in trades such as

masonry, welding, plumbing, carpentry, and electrical installation in a vigorous on-the-job training programme.

### ***Refurbishment of Youth Training Facilities***

The MYDNS aims to provide safe, multipurpose, youth friendly spaces where young men and women can participate in a range of positive youth development programmes and activities at its Youth Training Facilities. In order to improve the functionality of these facilities, the sum of \$10.0 million will be allocated to facilitate renovations to the buildings and refurbishment of engineering installations for the following Youth Training Facilities:

- Los Bajos Youth Facility - installation of security fence;
- California Youth Facility – upgrades to offices, hall and electrical installations;
- St. James Youth Facility – upgrades to kitchen and cafeteria and painting of building;
- Laventille Youth Facility – upgrades to studio and classrooms; and
- Malick Youth Facility – upgrades to fire alarm system, plumbing and electrical installations.

### ***Youth Development and Apprenticeship Centres (YDACs)***

The MYDNS is committed to preparing youth to become innovative and fully productive citizens who can contribute meaningfully to national development, through the provision of technical, vocational and other skills. In this regard, young men between the ages of fourteen [14] to nineteen [19] years who are economically and socially disadvantaged are awarded a two-year residential scholarship at the Ministry's Youth Development and Apprenticeship Centres. Students will be offered theory and practical skills training within a six-week on-the-job training component. This project will enhance employability and provide training opportunities for youths which is in alignment with the Community Recovery Report. As such, a provision of \$60.0 million will be allocated in fiscal 2022 for the *Refurbishment of Youth Development and Apprenticeship Centres* so as to create the learning and residential environments that stimulate the development of youth skills. Works to be undertaken at the sites are as follows:

- Chatham YDAC– upgrades to staff quarters, offices and construction of new livestock pens;
- Presto Praesto YDAC - outfitting of gymnasium, upgrades to LPG storage system and outdoor recreation facilities (basketball court and play field); and
- El Dorado YDAC – refurbishment works to buildings.

Additionally, the MYDNS will commence the construction of two [2] new Youth Development and Apprenticeship Centres in the vicinity of Wallerfield and Chaguaramas, each with the capacity of accommodating two hundred and fifty [250] persons. To this end, an allocation of \$20.0 million will be provided to the project *Construction of Youth Development and Apprenticeship Centres* to commence works.

The MYDNS will commence works for the *Establishment of a Farm School in Moruga* that is consistent with contemporary standards for residential training institutions and with capacity for approximately one hundred and fifty [150] students.

### ***Establishment of a Farm School – Moruga***

The National Development Strategy 2016-2030 (Vision 2030) identifies the agro-business sector as one of the targeted sectors for diversification due to its potential to increase local and regional products and provide sustainable employment. Additionally, the Roadmap to Recovery d reinforces this position and recommended that strategic action should be undertaken to ensure that young, well-trained entrepreneurs are channelled into food production. Accordingly, the MYDNS will commence works for the *Establishment of a Farm School in Moruga* that is consistent with contemporary standards for residential training institutions and with capacity for approximately one hundred and fifty [150] students. Students will be exposed to techniques such as drip irrigation systems and other science-based technologies such as computerised fertigation which will enhance the quality and quantity of agriculture production in Trinidad and Tobago. The curriculum for the school will be developed in collaboration with MoE and MALF. The sum of \$15.0 million will be allocated for the execution of this project.

### ***Refurbishment building for the CHINS project (for the OPM/Children and Gender Affairs Unit) St. Michael School for the boys***

Care for the vulnerable, in particular for children, has been articulated in the Roadmap to Recovery Report as a necessary layer of protection that should be afforded in the social safety net programmes. Creating safe spaces is a critical layer of protection. The refurbishment of the building for Children In Need of Supervision (CHINS) will provide shelter and a safe place for children. The project entails accommodation for eighty [80] males between the ages of twelve [12] and eighteen [18] years. It will also introduce a two-year residential program geared towards changing the cognition and behaviour of youths by developing the participants' self-awareness, self-esteem, literacy, numeracy and vocational skills. The sum of \$10.0 million will be allocated for the completion of refurbishment works to this building.

### ***Construction of the Salvation Army – Josephine Shaw House***

One of the Social Care Strategies identified in the Roadmap to Recovery is to focus on delivering immediate and long-term relief by providing safe shelter for the vulnerable groups in society. Women have been identified as one of these vulnerable groups, as such, the MYDNS has identified the Josephine Shaw House as a transition home for girls which will provide:

- transitional living and interim support and services for young women towards supportive conversion from homelessness to self-sufficiency;
- a facility that is consistent with the current standards of a residential institution; and
- the rehabilitation of residents to re-engage into the community and society.

A sum of \$16.9 million will be allocated for the continuation of this project. Construction works are anticipated to be completed in December 2021.



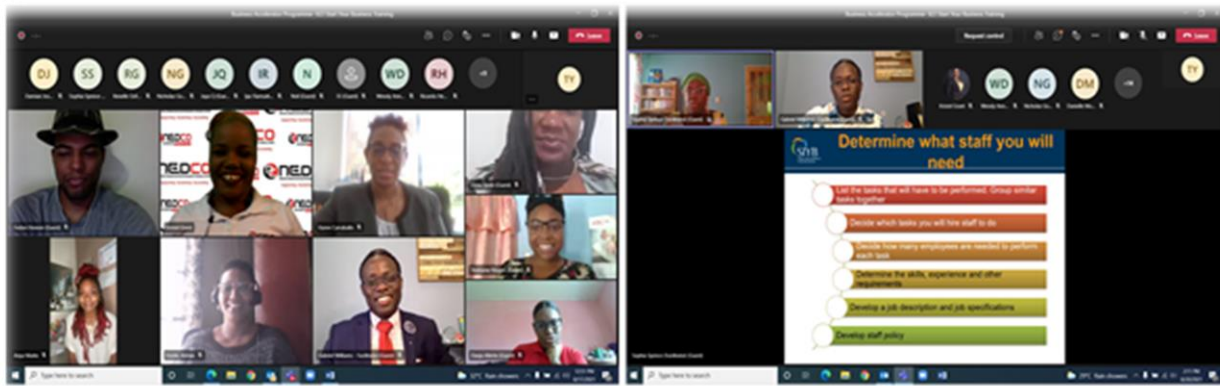
*Ongoing works at the Josephine Shaw House*

### ***NEDCO Business Accelerator Programme***

Transforming the Trinidad and Tobago economy involves new and increased investments in the MSME sector hinged on innovation, entrepreneurship and diversification which inspires new players in the marketplace.

The Business Accelerator Programme (BAP) 2020-2024 is an entrepreneurial development programme which aims to develop exceptional business persons and risk takers by facilitating mentorship, training and the forging of partnership and alliances with prominent business entities and groups. An allocation of \$3.8 million will be invested in fiscal 2022 for the conduct of outreach workshops, payment to subject matter experts and mentors, orientation, training, advertisements and the provision of loans.





*Business Accelerator Programme (BAP) conducted 15 Business Development Training sessions and 119 Business Advisory sessions virtually. The courses conducted included Developing a Business Plan, Record Keeping and Cash Management, Marketing, Corporate Governance and Legal Instruments.*

### **NEDCO-Business Accelerator Programme (BAP)**

BAP is an entrepreneurial development programme aimed at creating a group of exceptional business persons and risk takers who will lead to the next generation of entrepreneurs. Thirty-two [32] participants (fourteen [14] Males and eighteen [18] Females) will be graduating in September 2021, resulting in the development of nine [9] new businesses and nineteen [19] persons gaining some level of employment. In 2022, thirty [30] to forty [40] participants have been targetted for enrollment.

### ***From Disaster to Recovery: Securing Employment Through the Empowerment of Small and Medium Enterprises in Post COVID-19 Trinidad and Tobago***

Building globally competitive businesses requires research and how best to support Micro and Small Enterprises (MSEs). In fiscal 2022, an allocation of \$0.2 million will be provided to analyse research findings and develop supporting policies using an evidence-based approach to assess the effect of COVID-19 on employment levels, supply chain, inventory and sales/revenue of MSEs; to estimate the economic contribution of the MSE Sector to Trinidad and Tobago's labour market; and to identify the major types of support most needed by MSEs post COVID-19.

### **Youth Entrepreneurship**

The MYDNS will continue to improve the lives of youth and provide support for their development to ensure that they achieve their full potential to become productive members of society. An investment in the sum of \$34.0 million will be made for three [3] new projects which will facilitate the enhancement of youth economic participation, create a safe and affordable space for youth entrepreneurs and help young persons involved in small businesses to expand.

- *Youth Entrepreneurship Hubs* will provide a dedicated space for youth entrepreneurs at a subsidised rental rate to showcase, market and sell their products or services;

- *Youth Business Incubator* aims to assist the development of youth entrepreneurs in the areas of laboratory and field testing, consultation, research and development and training. This project will target start-ups and early-stage youth entrepreneurs seeking to test the market viability of their product, service or technology solution; and
- *Youth Business Park* is geared towards small businesses that require an area for operations in the light manufacturing and agro-processing sector. The MYDNS will partner with Evolving TecKnologies and Enterprise Development Company (eTeck) to provide the park with basic utilities for the processing of raw materials and intermediate products within the sectors of agriculture and fisheries.

These projects will also facilitate the enhancement of youth economic participation, promote youth economic empowerment and assist in the reduction of the youth unemployment rate.

## **Innovation, Research and Development**

Government is committed to shaping the future of Trinidad and Tobago through innovation and technology. In order to build a culture of innovation and entrepreneurship, priority will be placed on increasing research capacity and the provision of funding for such research and innovation. Government will continue to provide support for the Caribbean Industrial Research Institute's (CARIRI) development programme to enhance efficiency, competitiveness and viability, foster new business creation, improve the quality of life of citizens and promote sustainable economic development.

In fiscal 2022, an allocation of \$0.3 million will be provided for implementation of the *Recycling of Tyre Crumb into Asphalt Mixes* project. CARIRI will continue its previously initiated investigative/developmental work involving comparison of performance characteristics of locally produced crumb vis a vis imported crumb, performance monitoring of paved test strips and the refinement of asphalt mixes. In this regard, funding will be utilised for the following activities:

- procurement of chemicals, training and waste tyres in regard to the operation of the small scale facility for rubber crumb production;
- rental of a facility to house small scale production and to store rubber crumb;
- undertaking market research exercise to identify local and export market potential for rubber crumb and downstream rubber crumb-based products;
- undertaking assessment/testing of rubber crumb produced at small scale for comparison purposes with imported rubber crumb and determine scale up parameters;
- development of prototypes for two (2) downstream rubber crumb-based products with high export market potential;
- preparation of a business case, for promotional purposes, for local production of rubber crumb and associated downstream products; and

- preparation of the final report.

## Foreign Policy and Trade Relations

Trinidad and Tobago's foreign policy seeks to strategically maintain, develop and enhance relations at the bilateral, regional and multilateral levels. The foreign policy agenda promotes the need to forge new partnerships within regional and hemispheric organisations to address emerging and existing socio-economic, environmental and geo-political issues. The country's foreign policy continues to be aligned to the national development agenda, Vision 2030, namely, promoting sustainable development, peace and citizen security. As Trinidad and Tobago seeks to become more active on the global market place, having a strong foreign policy to support this thrust is paramount, as recommended by Roadmap to Recovery Committee. Accordingly, the Ministry of Foreign and CARICOM Affairs (MFCA) will continue to engage in effective representation at home and abroad and act as a channel through which the national interests and development goals are achieved.

The MFCA prioritises the Economic Mission which focuses on energy, trade, investment, tourism, science and technology, culture and agriculture; the Security Mission which focuses on ensuring national and human security; the Consular Mission which emphasises services to nationals at home and to the diaspora; the Political Mission which utilises public and international diplomacy to ensure respect and leadership; and the Mission related to international law. It also directs the country's foreign relations with other states and international entities mainly through diplomatic initiatives and representation.

In fiscal 2022, the Ministry will continue to expand and intensify the country's relations through bilateral and multilateral initiatives by seeking environments that are conducive to trade, tourism and investment for Trinidad and Tobago. Funds in the amount of \$7.9 million will be allocated to maintain the effectiveness of the MFCA in the execution of its mandate and for the continued implementation of the following projects:

- *Relocation of the Ministry* - phase six [6] works will entail the security management system and phase seven [7] works will entail ICT equipment upgrade;
- *Institutional Strengthening and Capacity Building* - phase three [3] of the Foreign Service Strengthening Initiative (FSSI) which includes training in Procurement and Ethical Behaviour, Negotiation and Policy-making, Workplace Health and Safety (OSHA), Human Resource Management and Personnel Administration, Crisis Management, Conflict Management and Dispute Resolution;
- *Digitisation of the CSME Skills Certificate Application Process (New)* – this project aims to strengthen the integrity of the application process through the use of an online application system which will be hosted on the Ministry's website. It seeks to create a more user friendly and interactive experience for the applicants while creating a more robust record-keeping and security architecture. Furthermore, it will create a paperless and contact-free application procedure. The project will also include the use of an online appointment system and online chat system to provide a higher level of service to applicants. These systems are being developed in conjunction with the National ICT Company of Trinidad and Tobago (iGovTT).

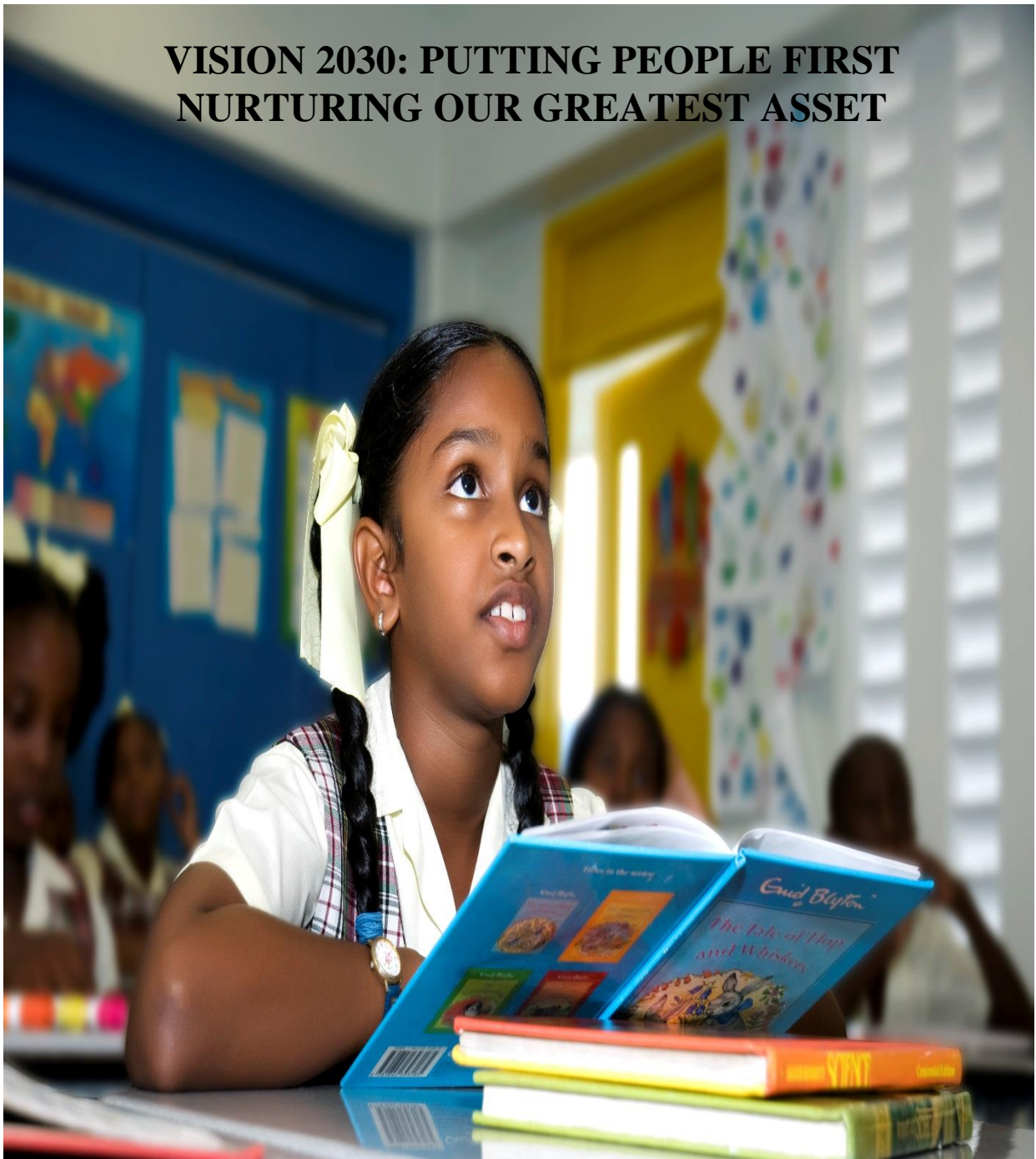
It is envisaged that this project will be the start of the digitisation of all services of the Ministry thereafter including Consular services both at Headquarters and at the Trinidad and Tobago Overseas Missions;

- *Renovation/ Upgrade works of Three [3] Units at Flagstaff* – works to modernise the units will include the replacement of flooring and wall tiles, kitchen and cupboards upgrade, bath room upgrade, electrical and plumbing upgrade, timber floor board replacement, emulsion application to internal wall painting, air conditioning servicing, skylight repairs and works to the balcony. These upgrading works will provide adequate and safe accommodation; improve and enhance the buildings' overall aesthetic/appearance and general structural integrity; maintain current market value; and provide a clean, safe, and modern residential accommodation for returning Foreign Services Officers;

The Ministry of Foreign and CARICOM Affairs will implement the two following projects which will deepen and create linkages to support export diversification and to re-enforce CARICOM relationships. Furthermore, these projects will enhance the country's profile and diplomatic presence. They will also increase the value of the Ministry's building stock thereby enhancing the overall value of Government's property portfolio.

- *Refurbishment of the Chancery High Commission in Kingston, Jamaica* – urgent repair works will be undertaken to the current roofing structure of the Facility. This refurbishment is critical to provide a clean, safe and OSHA compliant building for workers and end users of the facility, and to enhance the value of the Ministry's overseas assets;
- *Renovation to High Commissioner's Residence High Commission in South Africa* – This renovation will include scheduled internal and external works to ensure adherence to relevant building codes in the jurisdiction; improve and enhance the building's overall aesthetic/appearance and general structural integrity and maintain its value; and provide a clean, safe, and comfortable residence for the High Commissioner; and
- to upgrade and refurbish structural repairs of the *High Commission in Caracas*; and of the *High Commission in London* thereby ensuring adherence to relevant building codes in the jurisdiction. This will ensure that the High Commission is preserved at a habitable standard, enhance the building's overall aesthetic appearance and general structural integrity and maintain its value.

## VISION 2030: PUTTING PEOPLE FIRST NURTURING OUR GREATEST ASSET





## VISION 2030: PUTTING PEOPLE FIRST; NURTURING OUR GREATEST ASSET



Sectors	Revised Allocation
Community Development	190.0
Culture	33.3
Early Childhood Education	7.8
Health/HIV AIDS	568.8
Housing and Shelter	127.9
Primary Education	39.8
Science, Research and Development	4.6
Secondary Education	61.6
Skills Development	25.4
Social Development	30.7
Special Education	12.2
Sport and Recreation	116.9
Tertiary Education	286.5

## Social Protection

Homes for the Elderly - In fiscal 2022, the Ministry of Social Development and Family Services (MSDFS) will continue to undertake renovation works at the Mayaro Home for the Aged and general refurbishment works at the Siparia Senior Citizens Home.

Government will continue to implement measures aimed at protecting the vulnerable and ensuring that 'no one is left behind'. In the short to medium-term, the activities which will be pursued are primarily informed by the recommendations of the Roadmap to Recovery and Community Recovery Committees which themselves are aligned with the long-term Vision 2030 goals. Public investment will be focused on the continuation of activities related to the digitisation of social services delivered to the public with the aim of improving efficiency and effectiveness as well as access by all citizens; the delivery of support programmes which retrain and empower citizens to become self-sufficient; funding of transitional and emergency facilities; and the delivery of social programmes which encourage and enhance family development and positive nation building values. Other activities which will be intensified are partnerships and collaborations with Ministries and private sector stakeholders

as well as collaboration and capacity building between the Ministry and civil society groups with the aim of improving the delivery of social services to citizens and communities.

### ***Establishment of Social Displacement Centres***

The Ministry of Social Development and Family Services will invest a total of \$4.0 million for the acquisition and outfitting of three (3) buildings to utilise as transitional housing facilities at Pointe-e-Pierre, Mary Jenny Poole Building, Tragarete Road and corner Independence Square and Duncan Street, Port of Spain. Additionally, a service provider for the operationalisation and management of the facility will be sought in fiscal 2022. At the transitional facilities, socially displaced persons will receive opportunities to learn important life skills to enable a seamless reintegration into society.

### ***Development Centre for Persons with Disabilities (National Enrichment Centre)***

The National Enrichment Centre (NEC) is a provider of rehabilitative services to persons with disabilities including access to integrated services diagnosis and treatment for various types of disabilities. It offers opportunities for vocational training and employment and facilitates independent life skills programmes and socially interactive activities for persons with disabilities. In fiscal 2022, an allocation of \$1.5 million will be provided for the payment of management fees to the service provider for the NEC and for the procurement of therapeutic equipment to outfit the Centre.

### ***Implementation of a Social Mitigation Plan***

The National Social Mitigation Plan (NSMP) targets groups that are affected or likely to be affected, vulnerable or deemed to be at-risk as a result of the economic downturn. The NSMP is intended to address the risk factors and identify economic, psycho-social and other groups in society including pensioners, persons with disabilities, single parent families, retrenched workers, fence line communities, children, persons living with HIV/AIDS and chronic illnesses.

In fiscal 2022, phase one (1) of the NSMP will continue with an allocation of \$1.5 million to undertake the following activities:

- establishment of a Call Centre;
- establishment of a Social Support and Empowerment Unit and five (5) Local Boards;
- payment of consultancy fees for the Assessment of Civil Society Sector;
- rollout of internal values, attitudes and behaviours campaign;
- establishment of two (2) Community Health and Wellness Centres;
- roll out of a nationwide campaign on strategies to ensure personal food security; and
- implement a nationwide public education campaign on financial security.

### ***Homes for the Elderly***

In fiscal 2022, the Ministry of Social Development and Family Services (MSDFS) will continue to focus upgrade works on the Mayaro Home for the Aged and the Siparia Senior Citizens Home. These facilities were identified as in dire need of renovation after an evaluation was done in 2016 where major compliance issues were identified in accordance with the Homes for Older Persons Legislation. As such, the MSDFS will utilise funds in the sum of \$0.5 million to undertake works at the Mayaro Home for the Aged which will include: upgrades to the living quarters and plumbing system, roof repairs and replacement of doors as well as for the general refurbishment works at the Siparia Senior Citizens Home, inclusive of upgrades to the living quarters, plumbing and roof repairs.

### ***Child Development***

An allocation of \$1.5 million will be provided for continuation of the development of the National Children's Registry. The database will collect and store information on all children (persons under the age of eighteen (18) years) in Trinidad and Tobago and effectively monitor their progress in an effort to reduce child abuse, neglect and exclusion. The Office of the Prime Minister (OPM) will continue work on the build phase of the Registry which is scheduled for completion in fiscal year 2022.

### ***Gender Affairs***

An investment of \$1.5 million will be made for the upgrade of St. Dominic's Children's Home for Children and St. Mary's Home for Children. Work will continue on the construction of a reinforced concrete perimeter wall at St. Dominic's Home for Children which will improve the safety and security for the residents of the facility. St. Mary's Home for Children will undergo an electrical upgrade with an allocation of \$0.8 million to ensure a safer living and working environment for children and employees.

### ***Refurbishment of Safe Houses***

In fiscal 2022, the Office of the Prime Minister (OPM) will continue the renovation of residential properties for the establishment of two (2) safe houses which once operational will provide accommodation and social support services for survivors to ensure a smooth reintegration into society. An allocation of \$0.5 million will be provided for the *Refurbishment of Two Safe Houses* in Esperance Village, San Fernando in an effort to address the effects of domestic violence on women.

## **Health/HIV AIDS – Enhancing Access to Healthcare**

Government remains steadfast in its efforts towards delivering higher standards of healthcare in Trinidad and Tobago and improving the lives of citizens. The current COVID-19 pandemic has tested the capabilities of the existing healthcare system, placing an added burden on healthcare workers, health facilities and accessing critical services in the health sector. In response to this pandemic, the Roadmap to Recovery Committee recommended, as part of Pillar 3: *Leaving No One Behind: making equity and empathy central* continued protection of the lives of citizens against COVID-19 and the provision of readily available primary care via a universal health care system. This post-pandemic agenda aligns with Vision 2030 such that initiatives will focus on improving the efficiency, sustainability and accessibility of health care services, including through the use of ICT and enhanced

facilities, while tackling mental health, NCDs, COVID-19 and food safety issues. Embarking on these activities is intended to improve public health care services and build a resilient health sector to future pandemics in Trinidad and Tobago.

Accordingly, in fiscal 2022, a total allocation of \$552.6 million will be provided for the implementation of the Ministry of Health's capital projects, which will focus on improving the quality and efficiency of public health services towards an effective and integrated system.

### ***Improving Public Health Facilities***

#### ***Re-Development of Port of Spain General Hospital***

UDeCOTT will advance phase two works on the construction of the new Central Block Building at the Port of Spain General Hospital. The building was designed and will be constructed in accordance with accepted international best practices and standards with regard to space requirement, functionality and maintenance of ambient conditions. The new Central Block will be integrated within the existing Hospital campus to provide comprehensive health care services administered by the NWRHA on behalf of the Ministry of Health. An allocation of \$80.0 million will be provided to meet the cost of UDeCOTT's project management fees, consultancy fees and VAT payments for building services. The projected construction completion date for the building with a five hundred and forty (540)-bed capacity is December 2022.

#### ***Sangre Grande Hospital***

In fiscal 2022, funds in the sum of \$65.0 million will be provided to complete the construction of the new Sangre Grande Hospital which will provide enhanced healthcare services for the catchment population in east Trinidad. The campus-style hospital will deliver patient-centric care through surgical, internal medicine, accident and emergency as well as outpatient services.

Residents of Sangre Grande and environs are set to benefit from the new state of the art Sangre Grande Hospital with construction works projected to be completed by September 2022.

### ***Hospital Refurbishment Programme***

Government's commitment to the delivery of quality healthcare services is not only limited to investment in new hospitals and health centres but also through continuous improvement works to existing assets. To this end, an allocation of \$35.0 million will be provided under the *Hospital Refurbishment Programme* to facilitate wide-ranging upgrading and improvement works to health facilities across the RHAs. Many of the proposed works are required to address aging infrastructure, provide necessary upgrades to make the facilities more functional, enhance clinical services, or to make the environment more contemporary and comfortable for patients, visitors, and staff. Some of the improvement works will include:



- NCRHA- relocation of the Clinical and Administrative Services of the Chaguanas District Health Facility;
- NCRHA- upgrade of the electrical system at Eric Williams Medical Sciences Complex;
- SWRHA - replacement of two boilers to service the Central Sterile Services Department and the kitchen and laundry of the main building at San Fernando General Hospital;
- SWRHA- replacement of three (3) 125 ton air cooled chillers with three (3) new 180 ton capacity at the SFGH Extension;
- ERHA- expansion of the Accident and Emergency Department and repairs to urgent underground leaks;
- ERHA- conversion of the mental health courtyard to an isolation room at Sangre Grande Enhanced Health Centre;
- NWRHA - refurbishment of ward twenty-seven (27) at the St. Ann's Hospital (phase three (3) works);
- refurbishment works for the provision of additional fluid storage in support of the new Central Block Building at POSGH; and
- supply of kitchen equipment for the POSGH.

### ***Medical Equipment Upgrade Programme***

Government will continue its investment in the acquisition of medical equipment for the public sector healthcare system, managed through the Regional Health Authorities. A total of \$50.0 million will be allocated for the procurement of equipment to facilitate quality patient care. Some of the priority items to be purchased in fiscal 2021 are as follows:

Regional Health Authority	Medical Equipment
NWRHA	<ul style="list-style-type: none"> <li>• six (6) birthing beds for POSGH;</li> <li>• two (2) dental chairs and equipment inclusive of a dental suite for St. George Central (San Juan and Morvant Health Centres) and St. George West Health Centres;</li> <li>• six (6) dialysis machines for POSGH;</li> </ul>
SWRHA	<ul style="list-style-type: none"> <li>• one (1) Central Sterile Services Department automatic washer and three (3) sterilisers for San Fernando General Hospital;</li> <li>• labour ward equipment for the high risk patient suite ;</li> <li>• two (2) autopsy tables and two (2) dissection benches for the mortuary;</li> <li>•</li> </ul>

Regional Health Authority	Medical Equipment
ERHA	<ul style="list-style-type: none"> <li>• X-ray machine for Mayaro District Health Facility;</li> <li>• medical equipment for facilities within the County of St. Andrew/St. David;</li> <li>• medical equipment for facilities within the County of Nariva/Mayaro;</li> </ul>
NCRHA	<ul style="list-style-type: none"> <li>• equipment for the Radiology Unit;</li> <li>• eight (8) infant warmers; and</li> <li>• two (2) orthopaedic drills and modules with accessories for the Operating Theatres.</li> </ul>

### ***Specialised Healthcare Services***

In fiscal 2022, financial resources will be provided to support the continued implementation of the Ministry of Health's *External Patient Programme*, which enables patients with specific chronic diseases to access services at private health institutions subsidised by the State. The sum of \$70.0 million will be allocated under the *Special Programme – Renal Dialysis* to facilitate the payment of outstanding invoices and to meet costs for dialysis services for an estimated one thousand, three hundred and fifty-nine (1,359) patients. An allocation of \$20.0 million will be allocated for the programme for adult cardiac services which will be utilised to provide services for an estimated one thousand, two hundred and thirty-six (1,236) patients in fiscal 2022. A further sum of \$10.0 million will be appropriated under the project *Waiting List for Surgery* which will allow public patients to receive diagnostic and surgical procedures at private health facilities.

### ***Health Management Information System***

In keeping with Government's thrust towards digital transformation of the public sector, the Ministry of Health in collaboration with the National Information and Communication Technology Company Limited (iGovTT) will pursue the development of a health management information system in fiscal 2022. The management information system, which will initially be implemented at the new Arima and Point Fortin Hospitals, is a key strategy for modernising the entire public health system of Trinidad and Tobago. The system is intended to not only improve the efficiency of public health services, but will also facilitate a more holistic approach to diagnosis and treatment. Funding in the sum of \$10.0 million will be provided for the system which will include the functionalities of registration, scheduling, ward and bed management, pharmacy information, laboratory information system and integration with the existing picture archiving and communication systems.

### ***HIV AIDS***

In fiscal 2022, Government, through the National AIDS Coordinating Committee (NACC), will advance the development of the National HIV and AIDS Policy which will provide a framework to guide the country's HIV and AIDS response. Funds in the sum of \$0.1 million will be allocated under the project *Finalisation, Launch and Dissemination of the National HIV and AIDS Policy* to facilitate public consultations and printing costs.

## Community Development – Building Strong Sustainable Communities

### *Construction and Refurbishment of Community Centres*

Safe and sustainable communities are a critical component in supporting the development of wholesome family life and disseminating shared cultural and national values. In keeping with Pillar 3 of the Roadmap to Recovery, *Leaving no one behind - making equity and empathy central*, the promotion of positive social and cultural activities and training opportunities provide avenues for improvement in the lives of youths and citizens in general. The use and upkeep of community facilities for positive cultural and sporting activities support the development of community spirit and pride.

Particular attention will be given to ‘at-risk communities’ which is informed by the recommendations of the Community Recovery Committee. Critical areas of focus include the coordination and delivery of programmes by various Ministries to promote family life, financial literacy, small business development and management and skills training to improve employability. The promotion of cultural and sporting programmes are also recommended for harnessing and developing the innate talents which exist within communities.

In this regard, the Ministry of Sport and Community Development will continue its programme of works for the construction and upgrading of Community Centres in fiscal 2022, with total allocation of \$46.0 million.

The MSCD’s work on these facilities entail the provision of amenities such as a kitchens, computer rooms, auditoriums, male and female dressing rooms, classrooms, offices, washrooms and gyms. Other inclusions feature: security booths, car park facilities, access for persons with disabilities, green building features and air-conditioning in limited areas.

In fiscal 2022, the MSCD will continue the implementation of the undermentioned projects:

- *Construction of Community Centres* – funds in the sum of \$40.0 million will be provided for the continued construction of eighteen (18) Community Centres which are at various stages of completion as follows:
  - Morvant - 80 percent;
  - Tacarigua - 58 percent;
  - Caiman - 69 percent;
  - Lisas Gardens - 79 percent;
  - Maitagual - 51 percent;
  - Cascade - 49 percent;
  - Maraval - 55 percent;
  - Belmont - 45 percent;
  - Enterprise - 42 percent;
  - Belle Vue - 31 percent;
  - La Horquetta - 33 percent;
  - El Socorro - 22 percent;
  - Edinburgh 500 - 30 percent;
  - Diego Martin North - 19 percent;
  - Surrey Village - 15 percent;

- Harmony Hall - 12 percent;
- *Refurbishment of Community Centres* – an investment of \$6.0 million will be provided for refurbishment of eight (8) Community Centres (including roof and ceiling works, plumbing and electrical upgrades and finishes) in the areas of Shende Street, Damarie, La Seiva, Maracas Valley, Lower El Dorado, Balmain, Beausejour, La Horquetta Regional Complex and Maracas; and
- *Refurbishment of Export Centres, Civic Centres and Complexes* - an allocation of \$2.6 million will be provided for upgrade works to approximately fifteen (15) facilities which offer community education, training, information and resource centres. The scope of works include: electrical and plumbing upgrade, roof repairs, windows and doors installation, replacement of signage, fencing and lighting and security upgrades.

### ***Community Strengthening Strategies-NEW***

Identifying the physical and emotional comfort derived from parents, mentors, friends, co-workers and other community members, the government will provide \$10 million through the Community Strengthening Strategies Project to facilitate the following:

- Developing Mentors and Leaders – School Setting;
- Developing Mentors and Leaders – Community Setting;
- Facilitating the Establishment and Development of Community Groups;
- Promoting Parenting Skills; and
- Supporting Development of the Excellence Incubator.

### ***Infrastructure Enhancement Project –NEW***

Addressing the needs of residents for the provision of initiatives and projects within communities, the GOTT will provide funding in the amount of \$5.0 million through the Infrastructure Enhancement Project in fiscal 2022. Improvements and employment projects will be executed by key Government agencies and will include the installation of water tanks, bathroom facilities, speed bumps, and illumination of basketball courts.

### ***The Implementation of a National Policy on Sustainable Community Development (NPSCD) – NEW***

The NPSCD is inherently a transformation process that seeks to strengthen and revolutionise the way community development is facilitated by Government. It is an approach that seeks to facilitate residents and resident organisations in a collective examination of their communities and community assets in order to develop initiatives and execute projects, based on an agreed vision and plan for development, to enhance their human and social, economic, environmental and cultural development. The report of the community recovery committee clearly defines a community recovery framework which is aligned to the NPSCD goal to achieve sustainable communities. The implementation of the NPSCD will achieve self-reliant and sustainable communities through community pride and ownership; social support and cohesion; human development and business and economic development. An allocation of \$0.3 million will be provided in fiscal 2022 for the implementation of the NPSCD.

### ***Implementation of Self Help Programmes***

The National Commission for Self-Help is a non-profit entity that assists in alleviating poverty and improving the quality of life for Trinidad and Tobago citizens. The main objective of the Commission is to transform the lives of citizens through micro and macro infrastructural development, aid deserving individuals and motivate communities to become self-sufficient. The Programme has been successful in mitigating hardships in both rural and urban communities and bringing relief to its recipients. As such, Government will invest a total \$15.0 million for the provision of financial assistance to vulnerable groups through the Minor Repairs and Reconstruction Grant (up to a total of \$15,000), the Emergency Repairs/Reconstruction Grant (up to a total of \$25,000) and the Low Cost Housing Grant. Additionally, building materials will be provided to communities for the construction of retaining walls, box drains, bridges, paving and upgrading of recreation grounds through the Community Infrastructure Development Projects.

### **Sport and Recreation**

Post-pandemic, sport and recreation are regarded as significant game-changers, not only in the traditional sense of promoting good health and sporting excellence, but also as ways to enhance the tourism product offered by the country, thereby contributing to the diversification of the economy.

Sport and recreation contribute to the well-being of society through physical and mental health benefits, and social cohesion by bringing families and communities together. By promoting sport for all, government envisions a society where citizens are empowered to lead healthier lifestyles within strong families and wholesome communities and pursue excellence in sports. Government is, therefore, committed to continued investments in creating an enabling environment to increase total participation in sport, and opportunities towards athlete development in elite sports. Government is also cognisant of the economic benefits which can be derived from building the business of sport. As such, to maximize the commercial value of our world class sporting facilities, focus would be placed on building our sport tourism, including branding, commercialization of facilities and innovation through technology.

In fiscal 2022, the Ministry of Sport and Community Development (MSCD) will receive funding for the continued implementation of projects to enhance the sporting infrastructure at the community and national levels.

### ***Community Swimming Pools***

The MSCD will continue to maintain the infrastructure of state-owned community swimming pools with the aim of increasing the level of aquatic skills among the citizens and to develop potential athletes for competitions at the national and international levels. The Roadmap to Recovery Report proposed the proper maintenance of facilities for the promotion of commercialisation of sporting facilities. Therefore, the sum of \$1.0 million will be allocated for the *Upgrading of Swimming Pools* in three (3) areas as follows:



- Diego Martin;
- Siparia; and
- La Horquetta.

Additionally, the sum of \$3.0 million will be allocated for the continuation of the *Construction of Community Swimming Pools* in the following areas:

- Maloney;
- Morvant; and
- D'abadie.



*Ongoing works at Maloney Community Swimming Pool*

### ***Improvement of Indoor Sporting Arenas***

The MSCD will continue with the *Improvement to Indoor Sporting Arenas* with a view to encouraging participation in court games including basketball, volleyball and netball. The upgrades to the Indoor Sporting Arenas will provide modernised, well maintained, fully functioning indoor arena facilities which is in alignment with the Roadmap to Recovery Report. As such, the sum of \$1.0 million will be allocated for the refurbishment works at the following indoor sporting arenas:

- Central Regional;
- Eastern Regional;
- Mayaro; and
- St. Paul Street.

### ***Recreational Facilities***

Participation in sport is encouraged through the development of community recreation facilities. As such, in order to provide citizens with opportunities to participate in sporting disciplines such as football and cricket, basketball and netball as well as exercise activities, the upgrading of sport facilities, parks and spaces in communities is vital. The MSCD has therefore embarked on a programme to improve existing facilities and provide new recreational sport sites located in high demand areas, as well as in suburban and rural areas. The sum of \$1.5 million will be allocated to the *Development and Upgrading of Recreational Grounds, Parks and Spaces* for the completion of the construction of the waste water system and outfield works at the Bourg Mulatresse Recreation Ground and the construction of an outfield as well as pavilion repairs at the North Eastern Recreation Ground, Sangre Grande. Additionally, the sum of \$11.2 million will be allocated to the MRDLG for the upgrade of recreational facilities in the fourteen (14) Municipal Corporations.



***Ongoing works at Bourg Mulatresse Recreation Ground***

Furthermore, the sum of \$4.0 million will be provided for the *Upgrading of Corporation Grounds* to facilitate payment for the completion of upgrade works to the Aranguez Recreation Grounds and the Honey Moon Recreation Grounds and the continuation of works at the following recreation grounds:

- Marac - construction of ring beams for washroom block and general backfilling;
- Grand Riviere - field works, jogging track and grassing;
- Todd's Road - construction of pavilion with ancillary facilities, jogging track, multi-purpose courts, fence, turf wicket, drainage and relocation of cricket nets; and
- Park Street – drainage and field works.



*Ongoing works at Grand Riviere Recreation Ground*



*Ongoing works at Todd's Road Recreation Ground*



*Ongoing works at Park Street Recreation Ground*

### ***Upgrade of Multi-purpose Stadia***

The MSCD has also embarked on improvement works to all stadia in Trinidad and Tobago in keeping with its strategic thrust of providing modern, safe and well-equipped facilities. The upgrade of these stadia will facilitate the needs and requirements of national athletes by providing them with state-of-the-art facilities to train and compete in their respective sporting discipline as identified in the Roadmap to Recovery Report. The sum of \$3.0 million will be allocated for the improvement works for the following stadia:

- Hasley Crawford;
- Ato Boldon;
- Mannie Ramjohn; and
- Larry Gomes.

### ***Upgrade of Mahaica Oval***

The development of recreation facilities in multiple communities across the country is a key strategy in achieving Government's national policy objective for developing a fit and healthy nation through sport and recreation. Additionally, the Roadmap to Recovery Report highlighted local teams and players should have easy access to sporting facilities. To this end, the sum of \$15.0 million will be allocated for the *Upgrade of Mahaica Oval* for the continuation of builder's works as well as plumbing, electrical and mechanical works.





*Ongoing works at Mahaica Oval*

### ***Upgrade of Dwight Yorke Stadium***

The Dwight Yorke Stadium is the only stadium located in Tobago and is mainly used for football, athletic and cultural events. The stadium was used to host the 2005 Caribbean Free Trade Association (CARIFTA) Track and Field Championships and the 2010 Fédération Internationale de Football Association (FIFA) Under 17 Women's World Cup. In order for the facility to be consistent with international standards, urgent repairs are required. Additionally, the Dwight Yorke Stadium will provide a venue for foreign sporting organisations as identified in the Roadmap to Recovery Report. As such, the sum of \$6.3 million will be allocated to the project for the continuation of the installation of office furniture and VIP fit-out, gym and track equipment and work to the turnstiles. This project is expected to be completed in October 2021.

### ***Redevelopment of Skinner Park***

The *Redevelopment of Skinner Park* will provide a significantly enhanced facility for use by national athletes and individuals who participate in the disciplines of cycling, basketball, tennis and judo which is in alignment with the Roadmap to Recovery Report. Additionally, the facility, which will feature six thousand (6,000) seating capacity and a car park facility with three thousand (3,000) spaces, will also provide community members with a venue for various activities including social and cultural functions, after school lessons, meetings as well as for training and development programmes. A sum of \$20.0 million will be allocated to the project for the continuation of works to the main building, north and south bleachers which includes tiling and ceiling, fieldwork and cycle track.





*Ongoing works at Skinner Park*

## **Housing and Shelter – Providing Adequate Housing**

Housing is a fundamental input to socio-economic development. Government has outlined its commitment to providing citizens with access to adequate and affordable housing as part of its strategic interventions towards national development. Public investment in housing solutions offers a pathway for families and individuals to benefit from the basic infrastructure required to improve one's quality of life and offers a path out of poverty. Government also recognises housing programmes as a driver of economic development and as such, boosting activity in the construction sector was identified as a key aspect of the Roadmap for Recovery Report for reigniting the economy post COVID-19. In this regard, a total allocation of \$153.0 million will be provided for the continued implementation of housing programmes in fiscal 2022. The *Urban Upgrading and Revitalization Programme* will receive an allocation of \$2.5 million representing the greatest share of Government's investment in housing and shelter for fiscal 2022. Funded by an IDB loan facility in the sum of \$50.0 million for implementation in this fiscal year, the Programme places emphasis on the urban development function through infrastructural upgrades with the following objectives:

- improve the habitability in urban settlements on State owned lands;
- improve the physical quality and economic performance of urban public spaces;
- enhance housing conditions for low-income housing; and
- strengthen the capacity of supply-side stakeholders to satisfy effective housing demand.

The programme of works in fiscal 2022 includes the expansion and upgrading of the East Side Plaza, the construction of the Esplanade in Scarborough, Tobago and the refurbishment of Fort Picton, Laventille among other projects.

In fiscal 2022, the Development of Residential Lots for former PETROTRIN employees will be allocated \$40.0 million to continue the development of both residential and agricultural plots. As the ministry aim to satisfy its one thousand, five hundred (1,500) applicants, the project will focus on the completion of agricultural plots for those applicants who have submitted their agricultural business plan. The standard lease will be renewable every thirty (30) years for the agricultural plots. Beneficiaries will be expected to bolster the nation's food security for at least ten (10) years, contributing to one of the Vision 2030 imperatives. Working simultaneously, development of

residential lots will also continue in keeping with our Vision 2030 goals “citizens will have access to adequate and affordable housing. Some of the locations approved by Cabinet for development and distribution are as follows:

- La Romain II, La Romain;
- Allamby Street, San Fernando;
- Ste Madeleine, San Fernando;
- Golconda, San Fernando;
- Glenroy II, Princes Town - sod turning;
- Balmain, Couva;
- Guapo, Point Fortin

The Ministry of Housing and Urban Development (MHUD) will continue to pay special attention to serving the most vulnerable households, including those owned by the elderly and disabled persons. As such, an allocation of \$4.0 million will be provided to support the *Home Grants Programme* which provides a maximum grant of \$15,000 each to low-income families, whose homes are dilapidated and in urgent need of repairs. The Programme also provides an avenue for economic injection into smaller communities through engagement of micro and small contractors.



***Housing and Improvement Grant Outreach and Grant Distribution***



***Housing and Improvement Grant Before and After Home Construction***

Additionally, the sum of \$30.0 million will be invested to improve the lives and living conditions of residents in selected rural and peri-urban communities through the *Housing and Village Improvement Programme*. The Programme provides a maximum subsidy of \$150,000 to qualifying residents for home reconstruction and which is issued in tranches to ensure effective project monitoring by the Ministry. Many communities have benefitted from the Programme and in fiscal 2022 the economic injection will be offered to the following communities:

***Housing and Village Improvement Programme (HVIP) Communities***

HVIP Communities	
• Wallerfield	• Moruga
• Marabella	• St. Joseph
• Point Fortin	• Diego Martin
• Sangre Grande	• Demerara
• Couva/Tabaquite	• Tunapuna
• Beetham	• Claxton Bay
• La Brea	•



***Homes of Families Identified for Assistance by the Housing Village and Improvement Programme***

The East Port of Spain Development Company Limited (EPOS) will continue its programme to develop and redevelop a zone in East Port of Spain bounded by Charlotte Street, Lady Young Road and the Eastern Main Road and including Morvant, Never Dirty and Caledonia, to improve the economic, social and physical environment of the aforementioned areas. In fiscal 2022, EPOS will be provided with an allocation of \$15.0 million towards improving the communities' infrastructure as follows:

- access (pedestrian and vehicular);
- drainage and retaining walls;
- heritage and cultural facilities;
- sports recreation and community facilities; and
- community enhancement and emergency relief projects.

Most of the Capital projects funded through the Ministry of Housing and Urban Development utilise small and medium contractors within the communities in which they are implemented, thereby boosting the local economies in the villages while also improving the infrastructure and standard of living.

## **Education Developing 21<sup>st</sup> Century Skills**

Government remains resolute in its prioritising of education as a major contributor towards national development and as a main avenue to improve the quality of lives of citizens. In an effort to recover from the learning loss that occurred due to the impact of COVID-19 and to close the gaps that exist within the system, Government has committed to ‘Leaving No One Behind’ and creating a more equitable education system. In the medium-term, the goal of developing a seamless, reformed, and accessible, high-quality education and training system remains relevant. The Ministry of Education (MOE) plays a critical role in achieving this goal, as well as cultivating an educated and trained labour force that can adequately meet the country’s development needs. To this end, focus will continue on ensuring sustained curriculum delivery within the new operating environment of a hybrid system of virtual and physical teaching, in response to the evolving demands of the COVID-19 pandemic. The Ministry will also ensure that the physical infrastructure of educational institutions is conducive to learning for face-to-face classes

### ***Digital Transformation of Ministry of Education***

Digital transformation allows the Ministry of Education to make strategic decisions that impact the education sector with present and future technological advances. The impact of the digital transformation initiatives is profound as the efficiencies gained contribute to the Ministry’s commitment to improving public sector service delivery. The goal of the Digital Transformation Programme is to facilitate digital fluency at all levels in the education system and among all stakeholders.

The Programme consists of a suite of projects, products and services at various levels of implementation. The 12 Digital Projects comprising the Digital Transformation Plan are listed as follows:



***Ministry of Education Digital Programme***

1	School Learning Management System (SLMS)
2	E-books
3	Literacy and Numeracy Adaptive Learning system
4	Education Management Information System
5	Open Educational Resources (OERs)
6	National Online Open School
7	Student Digital Literacy
8	Human Resource Support
9	School Infrastructure Upgrades (School Issue Management System - SIMS)
10	Teacher Training
11	Curriculum Enactment
12	E-testing

In response to the pandemic, implementation of some of the projects commenced under the Digital Transformation Programme such as *Acquisition and Delivery of Laptops and Tablets* and *Upgrading of Facilities for the Computerization of Primary Schools*, while others are in the initiation stage. *Acquisition and Delivery of Laptops and Tablets* received an investment of \$50 million in fiscal year 2021, which provided twenty thousand (20,000) laptops for distribution to primary, secondary schools and teachers nationwide. This provision was supplemented by donations of approximately twenty-three thousand (23,000) devices from the private sector. Furthermore, the procurement of ten thousand (10,000) MiFi Wireless Internet Devices at a cost of \$0.4 million offered connectivity to students lacking this service. Of a total of four hundred and seventy-eight (478) primary schools, seventy-two (72) were flagged with neither connectivity nor Wi-Fi. These seventy-two (72) schools were beneficiaries of Government's thrust in promoting wider public interest in ICT, in line with its National ICT Plan. The rollout was supported by the Telecommunications Authority of Trinidad and Tobago (TATT) and TTWiFi which aims to increase access to and utilisation of the Internet by all citizens of Trinidad and Tobago and help to bridge the digital divide.

In fiscal 2022, under the *Digital Education Programme*, \$25.0 million will provide an additional one thousand, seven hundred (1,700) devices, thereby, outfitting all sixty thousand (60,000) students identified (via the MOE Means Test) in need. A further \$10.0 million will be utilised for electrical upgrade works for the computerisation of two hundred (200) primary schools.

A Roadmap will be developed and maintained throughout the life of the Programme to identify and track projects, Programme objectives, key Programme deliverables and key performance indicators over time.

***Early Childhood Education***

In fiscal 2022, Government will invest \$3.0 million under the IDF for the construction/ completion of facilities for five (5) ECCE Centres, as follows:



- construction of La Pastora Government ECCE to house a displaced ECCE;
- completion of Marabella Government ECCE which is 98 percent complete;
- completion of Tulsi Manas (APS) ECCE which is 95 percent complete;
- completion of Maracas Valley (SDA) ECCE which is 95 percent complete; and
- completion of Springvale (SDMS) ECCE which is 94 percent complete.

A provision of \$1.0 million will be allocated for the outfitting of completed ECCE Centres and for payment of outstanding invoices to suppliers for outfitting.

Under the *Improvement, Refurbishment and Extensions to ECCE Centres*, an allocation of \$2.0 million will be utilised for the payment of outstanding commitments to contractors and for repair works to twenty-five (25) centres.

### ***Primary School Education***

Government will sustain its investment in the *Digital Education Programme* for primary and secondary schools students of Government and Government Assisted Schools to facilitate online learning for students with no devices. A provision of \$35.0 will be made for continued rollout of this initiative in fiscal 2022, with a view to bridging the digital divide for students.

Under the Digital Education Programme, an allocation of \$35.0 million will provide for; Seventeen thousand (17,000) devices, completing the outfit of sixty thousand (60,000) students identified via the MOE Means Test.  
Electrical upgrade works, facilitating the computerisation of two hundred (200) primary schools.

A total of \$25 million will provide seventeen thousand (17,000) laptops while funding in the sum of \$10.0 million will be appropriated *to* execute electrical upgrade works on approximately two hundred (200) primary schools to facilitate computerisation.

The MOE will also advance construction and upgrades of primary schools throughout Trinidad, to improve accommodation for students and to provide comfortable facilities for teachers. A total of \$25.7 million will be allocated in fiscal 2022 to undertake the following activities:

- *Improvement, Refurbishment and Extensions to Primary Schools* - a provision of \$20.0 million will be utilised to finalise payments for previous commitments and to implement repair works to approximately three hundred (300) primary schools. Refurbishment works will include electrical, sewer, plumbing, flooring, ceiling and roofing repairs;
- outfitting of new primary schools and replacement of dilapidated furniture in primary schools based on a provision of \$2.0 million; and
- emergency and unplanned works as needed to repair schools and to address safety and health issues which may arise due to aging infrastructure, fires and/or natural disasters, with an allocation of \$4.0 million;

- Funds in the amount of \$0.7 million will be allocated for payment of final accounts for the *Construction of Lengua Presbyterian School*.

The Engineering Division of the MOWT has declared a number of old school buildings as unfit for occupation. With a view to address safety and health issues and to meet compliance with the OSH Act, the MOE is required to facilitate construction of new schools. In this regard, an allocation of \$31.0 million will be provided for the construction of three (3) primary schools as follows:

- Arima SDMS Primary School - \$6.0 million;
- Montrose APS (Vedic) - \$15.0 million; and
- Tamana SDMS - \$10.0 million.

### ***Secondary Education***

Improving and expanding the secondary schools infrastructure is another major thrust of Government for the education sector. As such, an overall allocation of \$45.2 million will be provided for the following key initiatives:

- refurbishment and upgrade works under the Vacation Repairs Programme in the sum of \$15.0 million;
- replacement/construction of new blocks within existing secondary schools with an allocation of \$16.230 million;
- outfitting works including the procurement of furniture and equipment with a provision of \$2.0 million; and
- secondary school construction and other infrastructure works with an allocation of \$12.0 million.

### ***Tertiary Education***

#### ***The University of Trinidad and Tobago (UTT)***

The UTT will continue its active research activities focusing on sustainable development, knowledge dissemination and the production of individuals with relevant skills and expertise to generate new economic activity and support long-term national development. In order to facilitate the work of the University, Government will continue to invest in construction, rehabilitation and upgrading works to the undermentioned UTT campuses in fiscal 2022:

#### ***UTT Main Campus Tamana E-Teck Park Wallerfield***

UTT's Main Campus at Tamana E-Teck Park Wallerfield will offer programmes at the undergraduate and postgraduate levels in fields related to education, cyber security, animation and gaming, digital media, application development, networking and software engineering and will include the International Centre for Parliamentary Studies (ICPS). Phase one (1) of the Tamana Campus caters for approximately five thousand (5,000) students (based on two (2) shifts at two thousand, five hundred

(2,500) students per shift). An allocation of \$45.0 million in fiscal 2022 will advance work on the undermentioned activities:

- completion of the signature building complex;
- completion of road and surface drains;
- completion of street and perimeter lighting;
- installation of perimeter security technology systems;
- construction of visitor centre, bus shelter, and charging stations;
- installation storm water drainage and management;
- furniture and fit-out; and
- provision of designs and construction management services.



*Air conditioning, ceiling, electrical work West Block*

The Eastern Caribbean Institute of Agriculture and Forestry (ECIAF) emphasises programmes in Biosciences, Agriculture and Food Technology (BAFT). The Institute was established to build human capacity for the development of the agri-business sector and contribute to wealth creation, food security and food safety. An allocation of \$7.0 million will be provided to facilitate the undermentioned activities under the *Eastern Caribbean Institute of Agriculture and Forestry* project:

- refurbishment of the meat processing facility;
- fencing of 20.5 hectares of farmland into three (3) animal grazing areas with three thousand, one hundred (3,100) linear metres of barbed wire fence;
- securing of the rooftops of library, forestry building, Block B, chemistry building and corridors and eradication of a pigeon infestation;
- upgrade of the canteen including replacement of the flooring; and
- upgrade of the swine facility.

The recent closure of the Corinth Campus resulted in the moving of programmes previously housed there, including the sports academic programmes, to the San Fernando Technical Institute. In fiscal 2022, an allocation of \$1.0 million will be provided for the *San Fernando Technical Institute* project for improvement works as follows:

- installation of safety railings on the northern side of Block A: and
- upgrade of the washrooms in Blocks A, B and D.

John S. Donaldson Technical Institute is a creative campus, specialising in fashion design, animation, engineering, information technology and performing arts. This project will receive an investment of \$1.0 million to undertake the following:

- upgrade to the main electrical supply and distribution system including electrical rewiring works in the North Block; and
- refurbishment of the electrical engineering labs and offices in Block D to which will include works to the roof, ceilings, walls, doors, windows, floor, electrical, plumbing and air conditioning.

UTT's Point Lisas Campus is a major supplier of trained personnel to support the operations of the energy sector and as such the Campus maintains a relationship particularly with the Point Lisas Industrial Estate. In fiscal 2022, Government will provide an appropriation towards the establishment of laboratories and various laboratory equipment to allow the work of the Campus to be consistent with the latest technological developments in the energy and related sectors and address avenues for economic diversification in areas such as renewable energy. Funds in the sum of \$0.3 million will be provided under the *UTT Point Lisas Campus* project for the following activities:

- upgrade of the roof guttering of the Technology Building;
- provision of accommodation for a Drilling Fluids Lab; and
- refurbishment of the Library Technical Services room into a Research Laboratory.

Government's investment in the upgrading of UTT Campuses is also geared towards improvements in the security, infrastructure, equipment, information and management facilities. To this end, a further provision of \$6.1 million will be made in fiscal 2022 to implement the following activities at campuses: *Academy of Performing Arts*.

- upgrade of Theatres One and Two which will entail works to the lighting, equipment, cabling and infrastructure; and
- installation of a sound system in Theatre One and Two which will entail acquisition of equipment, cabling and infrastructure.

### ***Chaguaramas Campus***

- Marine Sciences building – works will be undertaken on the salt water storage plinth and salt water distribution piping, concrete chemical storage enclosure and external showers - phase three (3);
- installation of alarms on the emergency exit doors and replacement of all door locks - phase three (3);
- installation of a new life boat and davit - phase two (2); and
- general building upgrade to the walls, ceilings and windows of all buildings.

### ***Upgrade of the UTT Corporate IT Infrastructure***

- network server replacements;
- network backup equipment; and
- network storage expansion.

### ***Establishment of Learning Commons throughout UTT***

- acquisition of third generation library management software.

### ***Establishment of the Aviation Institute -UTT Camden Campus Phase 1***

The UTT Camden Campus offers certificates, diplomas and degree programmes in the field of aviation. In fiscal 2022, the UTT will utilise an allocation of \$2.0 million to complete the following works to the Camden Campus:

- upgrade of the building to accommodate the cafeteria, gym and quarantine room;
- aircraft hangar power supply;
- installation of elevator; and
- installation of hangar enclosure.

Additional works to be undertaken at the Campus will include:

- outfitting of the main and adjacent buildings;
- installation of an elevator to ensure that persons with special needs have full access to the buildings and which will satisfy accreditation requirements; and
- installation of a hangar door to secure the Boeing 737 aircraft currently housed within the building.

The UTT Tobago Campus recently relocated to the Tobago Hospitality and Tourism Institute (THTI) at Mount St. George, in an effort to reduce the rental costs for the University, and now occupies four (4) classrooms at the THTI. The UTT Tobago Campus delivers courses in education and civil engineering and future plans for academic programmes in Tobago include marine archaeology, ICT, fashion design, health administration and sports. The *UTT Tobago Campus* project will benefit from an investment of \$0.3 million in fiscal 2022 for the activities as follows:



- upgrade of four (4) classrooms at the THTI Campus; and
- installation of entry sign wall and road signage.

### ***The University of the West Indies (UWI)***

In accordance with UWI's mission to advance learning, create knowledge and foster innovation for transformation, the proposed developmental projects in fiscal 2022 will positively impact the operations of the UWI St. Augustine Campus and will also potentially attract foreign exchange and diversity to the economy. Government will invest a sum of \$13 million in fiscal 2022 to continue with priority projects as follows:

*Upgrade of the Campus' Sewer Collection System and Sewer Treatment Plant at the St. Augustine Campus* – site mobilisation commenced in November 2020 and the project is 70 percent completed. Achievements include the design, procurement, civil and construction works. Foundations for the buildings, concrete columns, ground floor slabs, roof beams and tank bases were also completed. Equipment installation, testing and commissioning will continue in fiscal 2022 with an investment of \$8.0 million.



***Campus Sewer Collection System and Treatment Plant***

*Renovation of Chemistry C1 Building and Replacement of Fume Hoods* – the existing Chemistry C1 Building, fume hoods, ventilation system and facilities are in dire need of improvement. Upgrades are required for compliance with the OSH Act. The project will be phased over the next few years and will receive a provision of \$4 million in fiscal 2022. Funding will provide for renovation and upgrades to buildings, replacement of the fume hoods, lab benches, plumbing system and gas lines, construction of a waste facility and gas cylinder storage.

*Upgrade of 12Kv Cables and Switchgear* - funding in the sum of \$0.4 million will be provided for design works for a new switchgear.

*University Central Water Storage System* – with a provision of \$0.5 million in fiscal 2022, the upgrade of the water storage system is expected to commence, and when completed, will allow for a reliable and consistent water supply to the UWI St. Augustine campus. WASA has advised the campus to have a minimum of three (3) days storage of water to mitigate against the interruption in classes and daily running of the campus, in the event of a disruption in the water supply.

*Refurbishment and Outfitting of Food Laboratory at the Department of Agricultural Economics and Extension* - an investment of \$0.1 million will allow for the modernisation of the food laboratory at the Department. This will provide the appropriate environment to teach and demonstrate the application of the principles of food preparation to international standards. Funding will be utilised to implement electrical, flooring, ceiling tiling, air conditioning and equipment upgrades.

### ***School Improvement Project (SIP)***

The *School Improvement Project* will receive the sum of \$5.0 million to advance its goals for the community of Laventille which include improving infrastructure and aesthetics, literacy and teacher training and development, promoting discipline in schools as well as parenting in education. Four (4) schools namely: Excel Beetham Government, St Barbs Government Primary, Morvant Laventille Secondary and Success Laventille Secondary will benefit from the intervention in fiscal 2022.

### ***Support to Non University Tertiary Education programme***

Planned projects under the *Support to Non University Tertiary Education Programme* were delayed in fiscal 2021 as a result of challenges related to the COVID-19 pandemic. As such, funding in the sum of \$1.0 million will be provided in fiscal 2022 for the commencement of key activities under the Programme as follows:

- NIHERST – *Fab Lab to Fab Academy* - the goal of the project is to upgrade the current capabilities of the Fab Lab to an internationally certified Fab Academy. The *Fab Lab to Fab Academy* will expand the current platform and capacity for innovation and invention and provide a stronger stimulus for innovation-driven entrepreneurship through the acquisition of state-of-the-art equipment and training in rapid prototyping technologies and digital fabrication, which will be made available to budding entrepreneurs, researchers, students, hobbyists and the general public. This Academy also allows NIHERST to be part of a global Fab Lab / Fab Academy network and the only one in the English-Speaking Caribbean and therefore position Trinidad to become the regional hub for Fab Lab training and fulfilment of Fab Diploma practical requirements; and
- MIC-IT – pilot of a Plastics Recycling Course - this is a multi-faceted training course which will train a cadre of ten (10) Engineers-in-Training (EITs) in plastics processing and recycling technology over the course of seventeen (17) months, culminating in the design and manufacture of a fully installed and operational plastics recycling line, capable of producing plastic products for sale from waste plastic.

### ***Skills Development***

Government is cognisant that the development of skills can contribute to structural transformation and economic growth by enhancing employability and labour productivity which will enable the country to become more competitive. As such, skills development and training institutions including the Metal Industries Company (MIC), National Energy Skills Centre (NESC), the National Institute of Higher Education Research Science and Technology (NIHERST) and College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) will receive funding to advance their respective mandates inclusive of the upgrade of their facilities and the procurement of specialised furniture and equipment. The following is a breakdown of works to be implemented in fiscal 2022:

**MIC - \$4.4 million**

- installation of motorised gates and security lighting at Diego Martin, Point Fortin, Pleasantville and Tobago Hype Centre;
- construction of a green house, purchase and installation of hydroponic and aquaponics at O'Meara Centre and Penal/Debe;
- construction of an automotive service bay at Tobago Technology Centre;
- purchase of hydraulics and electro-pneumatics equipment at Macoya;
- overhaul of the roof at Laventille Technology Centre;
- installation of a security surveillance camera and system security lighting at Pointe-a-Pierre; and
- procurement of specialised training and security equipment under the Acquisition of Capital equipment project.

Under the MIC training subsidies programme, funding in the sum of \$2.0 million will be allocated for the training of forty (40) Journeymen and ten (10) Engineers. The cost of their training includes salaries, stipends, uniforms, tools, materials and personal protective equipment (PPE).

**NESC - \$5.7 million**

- upgrade of the welding shop inclusive of infrastructure works and the purchase of specialised equipment at Goldsborough, Tobago;
- procurement of security equipment at Ste. Madeleine; and
- upgrade works to classrooms at Point Lisas.

**NIHERST- \$2.5 million**

The *Teach Me programme* aims to support teachers in remote teaching by developing their skills including the areas of digital presentation skills and developing a role model and mentoring system. The programme will receive \$0.25 million in fiscal 2022 for the implementation of the following activities:

- conduct virtual Curriculum Science Lessons Challenge for teachers;
- National Schools Innovation Competition;
- conduct virtual STEM Club for six hundred (600) students – ‘Adopt a School Initiative’;
- develop a role models and mentoring system;
- develop STEM game to reach a wider audience; and
- conduct four (4) 1-week virtual STEM programmes.

*STI Mapping and Priority Setting* project will continue with funding in the sum of \$0.25 million for the following activities:

- remuneration for two (2) Research Officers for three (3) years;
- printing of seventy-five (75) SIM booklets per sector study (three (3) sectors identified); and
- conduct of two (2) launches for Tourism SIM, one (1) in Trinidad, another in Tobago, one (1) launch for Finance SIM and one (1) launch for the Food and Beverage TM study; this event

entails costs for venue and catering, artwork design and printing of banners, invitations and book cover, plant rental and audio visual rental.

The sum of \$2.0 million will fund the *Enhancing Agriculture through Technology* project. Planned activities include:

- demonstration of technology that enhance agriculture;
- refurbishment of Shipping Container (vertical farming technology);
- payment of technician fees and agronomist consultation;
- operational and maintenance; and
- development of tool kits.

### ***COSTATT - \$1.0 million***

The sum of \$1.0 million will be allocated for the implementation of the project entitled *COSTAATT Technology Upgrade* to strengthen its digital and physical technological environment towards supporting improved graduate competence within the world-of-work.

The following major activities are proposed for fiscal 2022:

- purchase of toolkits, printers, network video recorders;
- installation of CCTV cameras; and
- network and wireless upgrade.

### ***YTEPP- \$7.0 million***

Under the project *Establishment of a Training Facility – Chaguanas*, YTEPP will receive the sum of \$7.0 million for the completion of construction works of the YTEPP Administrative Building which is estimated to cost a total of \$11.5 million.

### ***Scholarships***

The Government will continue to invest in the development of students and teachers by providing an allocation of \$203.4 million for various scholarship programmes inclusive of tuition and compulsory fees; personal maintenance allowance; books, special equipment, salary and allowances.

One Thousand Five Hundred and Ninety-three (1593) Scholars will benefit from the following programmes as outlined below:

- President's Medal and Non Advanced Level Examination;
- Teachers on full pay study leave;
- National/Additional Scholarships based on Advanced Level Examinations;
- Annual Scholarship and Technical Assistance Programme;
- Undergraduate Scholarship Scheme for Students with Disabilities;
- Programme of Development Scholarships for Public Servants; and
- Postgraduate Scholarships.

## *Libraries*

In keeping with the organisation's increasing demand and understanding of the national strategic imperatives and challenges, National Library and Information Systems Authority (NALIS) is in the process of finalising its Draft Strategic Plan for the period 2020 to 2023. Accordingly, NALIS assures that its capital expenditure programme for fiscal 2022 will support Government's initiatives through the provision of innovative, virtual and avant-garde library and information services for all. As such, the sum of 26.0 million will be allocated for the following projects:

- *Co-location of Libraries* – this project aims to reduce expenditure by exiting rental spaces and co-locating with other government agencies, clubs, groups and NGOs' to provide access points particularly in underserved areas. In fiscal 2022, focus will be placed on the areas of Carenage, St James, Princes Town, Siparia, Debe and San Fernando;
- *Upgrading of NALIS ICT Infrastructure* - the major focus for the project will include procurement of additional hardware and software, procurement of self-check kiosks (a key feature to mitigate against the spread of COVID-19, and the continued upgrade of network infrastructure; and
- *Public Library Refurbishment* - the completion of the Public Library Refurbishment project is critical to the operations of NALIS' Public Library Division as the project aims to improve the physical infrastructure of library facilities; provide a safe and healthy environment for the public and staff through full compliance with OSH Act standards; ensure access to library facilities for the physically challenged; decrease the incidence of theft and mutilation of library property; and create rental spaces in underutilised areas in branch libraries for revenue generation. In fiscal 2022, funding will be provided for repainting of interior and exterior, emergency exit staircase installation, additional roof and window repairs, removal of carpet and re-tiling, plumbing and burglar-proofing installation and flooring repairs.

In fiscal 2022, NALIS plans to complete its priority construction and restoration projects under the Infrastructure Development Fund (IDF) to expand its service delivery as well as to ensure safe, secure and appropriate environment in which to serve the public and to preserve national heritage sites owned by NALIS. Based on the fact that NALIS is a service-oriented organisation, library construction and restoration projects are more than just about creating infrastructure but provide resources within communities which contribute to the developmental aspects of the citizenry inclusive of educational, cultural and social. As such, funding will be provided as follows:

- *Restoration of Heritage Library* - to finalise payments to the consultant for phase two (2) preliminary design fees;
- *Construction of Mayaro Library* - completion of fit out works and payment of retention and closing out fees;
- *Construction of Toco Library* - to revise the project scope to include design considerations in partnership with key stakeholders of the Toco community;
- *Construction of Chaguanas Library* - resumption of construction and fit out works;
- *Construction of Diego Martin Library* - to commence construction works;
- *Restoration of Carnegie Free Library* - to commence restoration works; and
- *Construction of La Horquetta Library* - to commence construction works.



## Culture and the Arts

The Culture and the Arts sector continues to be recognised for its dual ability to generate revenue and promote social inclusion. The Roadmap to Recovery Committee placed great emphasis on capitalising on our unique cultural heritage and attributes in both the national and international arenas. In this regard, Government will focus its efforts on enforcing intellectual property protection legislation, promoting positive values, developing and exporting locally created content and strengthening existing infrastructure. It is anticipated that these activities will serve to diversify the economy and transform the Culture and the Arts from an informal to a formal sector. Accordingly, a total sum of \$23.0 million will be provided in fiscal 2022 for the implementation of projects for the cultural sector.

### *Upgrade of Cultural and Arts Facilities*

The Road to Recovery Report underscores the need for Trinidad and Tobago to capitalise on its festivals as part of the tourism industry, as festivals are a great anchor for attracting tourism.

Performance spaces are generators of revenue and are places that local and international visitors alike frequent, to be submerged into the uniqueness of the nation's heritage and culture. The maintenance of the country's state-of-the-art facilities is therefore critical and in keeping with Government's holistic plan for the development of performing arts and local culture in Trinidad and Tobago. In this regard, the continued development of major facilities including the National Academy for the Performing Arts (NAPA), the Naparima Bowl, and the Southern Academy for the Performing Arts (SAPA) and Queen's Hall will be pursued in fiscal 2022.

### *National Academy for the Performing Arts (NAPA)*

Officially opened in 2009, NAPA's majestic structure is outfitted with a 1,500 seat auditorium, a dance room, a piano room, a sound lab, a lobby and a hotel. Post construction of the facility, a number of activities have been identified to upgrade the facility through improved technology and improved safety and security for clients and patrons. As such, in fiscal 2022, funds in the sum of \$0.8 million will be allocated under the Consolidated Fund (CF) for the execution of works under three (3) categories as follows:

- safety and security:
  - fabrication/ installation of a guard booth at Chancery Lane entrance/exit;
  - installation of electronic access barriers at entrance and exit points;
  - cleaning and sealing of the overhead stage beams;
- improved client/patron experience:
  - fabrication/installation of a bar concession;
  - installation of electronic signboard;
- contractual obligation payment in the amount of \$0.339 million for the following completed works:

- re-upholstered benches;
- upgraded electrical panels;
- plumbing connections;
- work lights installed; and
- fountain lights installed.

An allocation of \$1.0 million will also be provided under the Infrastructure Development Fund (IDF) for the conduct of audio and lighting upgrade works at NAPA as follows:

- purchase and installation of a broadcast system to allow activities occurring on stage to be viewed on monitors installed throughout the auditorium;
- purchase and installation of harmonic filters/line conditioners to protect the audio and lighting equipment from electrical surges while in use;
- purchase of audio line arrays to improve the overall sound quality in the Auditorium; and
- payment of outstanding bills totalling of \$0.4 million for upgrade works.

### ***Naparima Bowl***

The Naparima Bowl continues to contribute to the sustainability of the arts as a platform for creative expression and maintains its position as the “cultural soul of the South”. The "Bowl" features five hundred (500) seating accommodation, a well-lit and air-conditioned auditorium, a fifty (50)-foot wide stage, fourteen (14) dressing rooms and a two thousand, five hundred (2,500) seat open-air amphitheatre. The Naparima Bowl is used for cultural shows, concerts, queen shows, conferences, dance, music and art festivals. Like similar major cultural performance facilities, the facility has undergone several renovations and upgrading activities which will continue in fiscal 2022.

Funds in the sum of \$3.0 million will be allocated for the acquisition of equipment and supporting software to provide clients with a higher quality of service. This will assist in creating productions of international quality by enabling recording in High Definition (HD) for events or live streaming, pay-per-view, delayed broadcast and commercial sales. The planned work will span three (3) phases from fiscal 2022 to 2024 and the scope of the upgrade of facilities will include the procurement and installation of the following:

- video and multimedia equipment with supporting software;
- lighting equipment;
- audio equipment and supporting software; and
- stage ramps/risers, platforms and trussing.

Government will also provide further investment in this facility in fiscal 2022 through the provision of \$2.0 million for project *Redevelopment of Naparima Bowl*. The scope of the project is expected to take two (2) to three (3) years for completion and will be project managed by UDeCOTT. The following works will be undertaken on the facility:

- drainage upgrades to alleviate flooding, structural upgrades, ground lighting and safety upgrades, repairs to tiered seating;
- works to the auditorium including installation of seating in for persons with disabilities, carpet replacement, stage repairs, fire suppression upgrades, seat cleaning, termite treatment, façade upgrades and major repairs to the roof, general cleaning and repainting of the interior and exterior of the building;
- construction of a new two (2) storey building with dressing rooms, administrative offices, library and examination room, dance studio and rehearsal room, conference room and multipurpose hall; and
- external works including upgrade of the drainage of the entire compound, car park re-establishment, lighting upgrades, minor upgrades to the courtyard and general landscaping.

### ***Southern Academy for the Performing Arts (SAPA)***

Designed to be the southern home for cultural activities, the National Academy for the Performing Arts (South) is a striking addition to the urban landscape. Since its opening in 2012, no refurbishments or upgrades were undertaken on the dressing rooms, the front of the house or the main auditorium. As such in fiscal 2002, upgrade works will be executed in these areas utilising an allocation of \$1.1 million under the CF as follows:

- refurbishment of the change rooms which will entail upgrade and refurbishment of seven (7) dressing rooms, upgrade of the storage units, repainting of walls and creation of a green room lounge;
- upgrade of the main theatre which will entail repainting of the stage area;
- upgrade of the front of house equipment which will entail replacement of the front of house speakers and installation of two (2) LED monitors in the lobby; and
- purchase and installation of surveillance cameras for the internal and external areas of the facility.

Additional funds in the sum of \$5.0 million will also be provided under the IDF project for SAPA to facilitate replacement of the flag at the facility, repairs to some of the water pumps in the water fountain and payment of outstanding contractual obligations.

### ***Queen's Hall Energy Conservation Project***

The electrical and heating, ventilation and air conditioning (HVAC) infrastructure at Queen's Hall have been operational for several years and are showing major signs of wear and tear associated with increased strain placed on the units due to warmer climate. The external factors such as climate change coupled with the number of years of use and outdated technology outfitted in these systems have caused units to breakdown more frequently and require continuous maintenance and servicing of parts.

Post assessment of the current infrastructure, it has been ascertained that a system infrastructure upgrade of Queen's Hall's HVAC system is required as well as the integration of a building maintenance system, to work in tandem with the facility's computerised maintenance management system, in order to facilitate effective and efficient operations.

In this regard, a provision of \$1.5 million will be allocated in fiscal 2022 to facilitate the system upgrade. These works are intended to increase the efficiency and performance in terms of use of electricity and the maintenance of HVAC infrastructure with the environment controlled system, optimise the technology of the HVAC infrastructure, lower the operating cost of the HVAC infrastructure and establish savings for the facility.

### ***Construction of the Desperadoes Pan Theatre***

The Trinidad and Tobago Housing Development Corporation (HDC) leased to the Desperadoes Steel Orchestra approximately one (1) acre of State Land at 6 and 8, George Street (the George Street Land) in Port of Spain for the immediate relocation of the Steel Orchestra and the establishment of a Pan Theatre.

Situated in the heart of the city, this project will provide a new home to one of Trinidad and Tobago's steelpan orchestras. The master plan and design of this 1.35 acre site includes a commercial/entertainment area, outdoor pan rehearsal area, covered spectator stands with amenities and parking facilities. The project will provide an enhanced visitor experience for both local and international visitors. It is expected that the space will attract investment in the commercial spaces and visitors, while encouraging international and domestic tourism and contributing to foreign exchange earnings and savings.

In fiscal 2022, an allocation of \$6.0 million will be provided for the implementation of this project. The scope of works will entail the following:

- demolition of existing slabs;
- construction of a pavilion;
- construction of a storage building
- construction and outfitting of six (6) concession booths;
- construction of an administration building;
- construction of toilets;
- supply of electrical, plumbing and air conditioning services;
- construction of a paved carpark with high security fencing; and
- installation of solar lighting.

The estimated cost of the facility inclusive of the UDeCOTT's project management fees is \$14.0 million.

It is envisaged that this project will positively impact domestic cultural tourism particularly in light of the COVID-19 pandemic which has negatively affected international travel.

### ***Development of the First Peoples***

Government remains committed to supporting the development of the First Peoples. As such, a leased parcel of State Land was granted to the Santa Rosa First Peoples Community, comprising twenty-five (25) acres, located at 1 ¼ mile mark, Blanchisseuse Road, Arima. This site will be purposed for the establishment of a traditional village and living museum for the Santa Rosa First Peoples Community. The aim of the village and living museum is to promote the culture and continuity within the country.

The project is aligned to Vision 2030 under the Theme: Putting People First: Nurturing Our Greatest Asset and also has the potential to generate revenue and contribute to the development of skills. It will also facilitate employment generation; increased productivity and economic diversification; agriculture farming and agri- processing; eco-tourism (nature trails, plant and animal wildlife, scenic views); herbal medical tourism and community development/benefits as a direct result of the creation of this venture. The establishment of the traditional village and living museum has the potential to provide long-term cultural, ecological, financial and social benefits, not only for the immediate First Peoples community but also for the wider diaspora.

In fiscal 2022, an allocation of \$0.8 million will be provided under the *Development of First Peoples* to complete the development of the terms of reference and hiring of a consultant to conduct a feasibility study. Thereafter, projected preliminary work on the traditional village include the construction of a site water well, site storage, perimeter fence, main entrance and guard post.

### ***Tourism Festivals - NEW***

The Road to Recovery Report underscores the need for Trinidad and Tobago to capitalise on its festivals as part of the tourism industry, as festivals are a great anchor for attracting tourism. While the destination is always available, having a time-limited event encourages visitors to take advantage of the opportunity to visit the place during the event. Visitors have a unique chance to interact with the local community, gaining a deeper experience of the ambience, customs and local culture during festivals and events. There are as many as ten (10) national, community and religious festivals spread over the calendar year which can be attractive to local, regional and international tourists. These include Divali, Phagwa, Hosay, Tobago Heritage Festival, Tobago Blue Food Festival, Paramin Parang, Point Fortin Borough Day, La Divina Pastora (Siparia Fete) among others. To this end, the sum of \$5.0 million will be provided to develop and further leverage festivals (other than Carnival) which can build significantly greater interest in communities and the country.

### ***Queen's Park Savannah (QPS) – Grand Stand Upgrade Project (NEW)***

The National Carnival Commission (NCC) has been renting office space for the past 14 years at various locations in uptown Port of Spain and is desirous of implementing upgrade works to achieve the following objectives:

- satisfy the office accommodation needs of the NCC, by utilising the undeveloped space available at the Grand Stand of the QPS to construct offices that are purpose-built for functional workflow;
- upgrade the facilities at Grand Stand by refurbishing the flooring and roof, adding a façade for aesthetics thereby increasing both functionality and marketability;

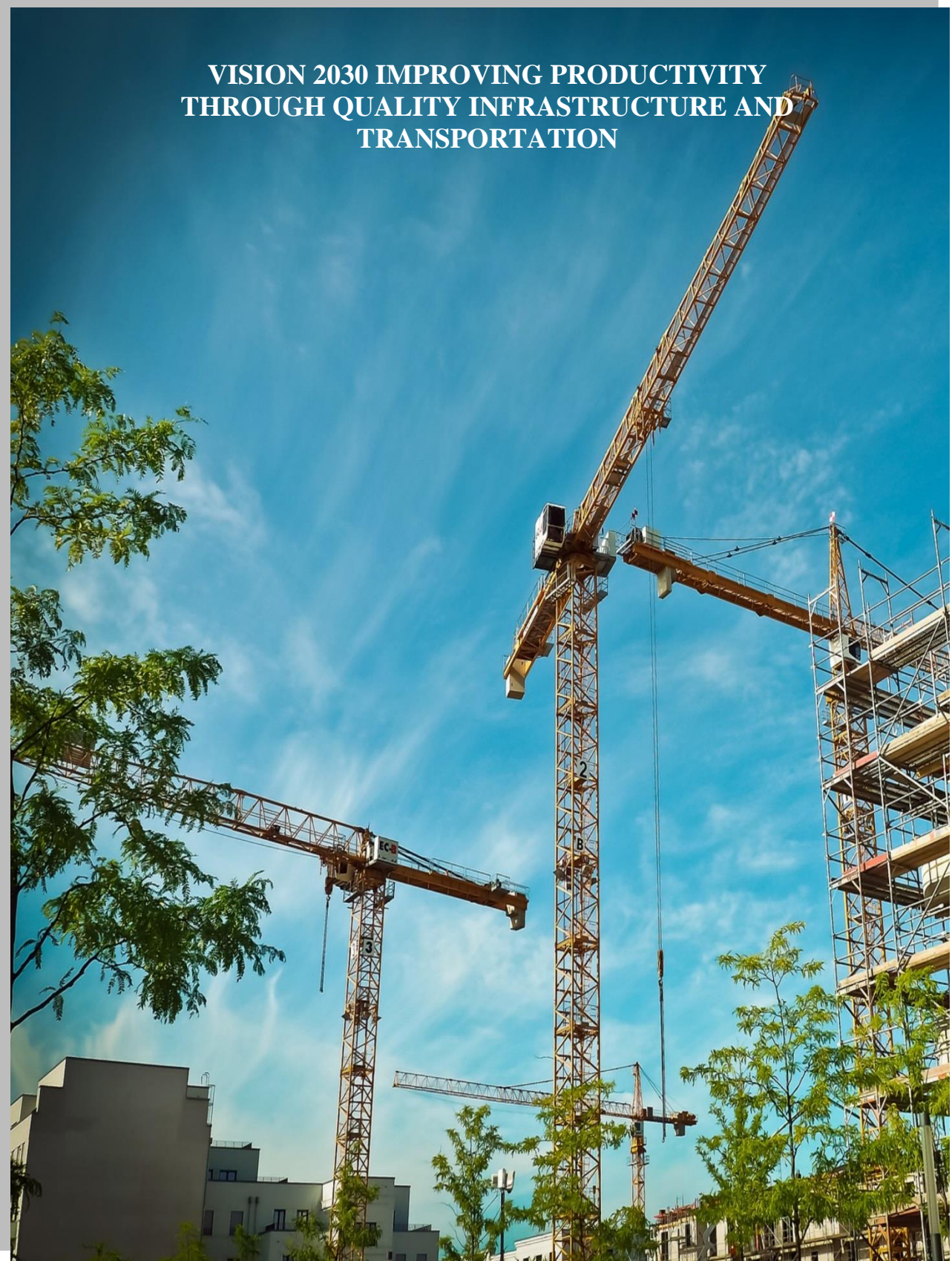


- construct a dedicated workshop, stores / storage area and maintenance staff room;
- add revenue generation enhancements in the form of strategically located concession areas, display/exhibition space, create four (4) offices to be included in rental package as onsite office space and a restaurant and lounge;
- make the Grand Stand safer and more secure venue by installing new security wire wall fencing, turnstile entrance with metal detectors and temperature checking capabilities, increase the number of cameras, construct panic room and secure rooms;
- relinquish the need for rental properties, thereby realising an annual cost saving of \$4 million dollars, funds which could be more appropriately applied to the improvement of a property already owned by the NCC;
- construct twenty-five thousand (25,000) square feet of office space on a mezzanine level; and
- increase the rental revenue potential at the Grand Stand 100% by 2023.

Phase one (1) of the project is expected to be completed in twelve (12) months and will be provided with the amount of \$4.0 million to commence works on the following activities:

- replacement of existing timber tiers with concrete;
- façade upgrade to the Grand Stand; and
- new ground and mezzanine floor office accommodations.

**VISION 2030 IMPROVING PRODUCTIVITY  
THROUGH QUALITY INFRASTRUCTURE AND  
TRANSPORTATION**



## VISION 2030 IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION



Sectors	Allocation TT\$ Million
Information Technology and Infrastructure	305.7
Transportation	182.7.6
Roads and Bridges	493.5
Drainage	203.7
Water Security	140.52
Electricity	203.7

## Information Technology and Digital Infrastructure

A new Ministry of Digital Transformation (MDT) has been established to focus and coordinate Government's Digital Transformation Programme commencing in fiscal 2022.

The use of ICT continues to transform the way citizens live, learn and conduct business, playing a critical role in facilitating investment, inclusion and the ease of doing business, especially in the current pandemic climate. Enhancing ICT infrastructure is one of the major ways to improve the efficiency, productivity and capability of public services and operations. Government envisions Trinidad and Tobago as a digital nation, with ICT playing a fundamental role as both an enabler of national development as well as a sector for economic diversification. Diversifying and Transforming the Economy in Trinidad and Tobago through leveraging digitalisation was articulated by the Roadmap to Recovery Committee to not only enhance service delivery to improve citizen satisfaction for both public and private sector delivered services, but will provide the means for citizens to participate or contribute in creating an environment for sustainable economic development. Government will continue to invest in national infrastructure development, creating opportunities to enhance digital literacy and developing skills to enable productivity and innovation within an e-ready society.



In fiscal 2022, investments for enhancing the local ICT infrastructure, in keeping with the National ICT Plan and the Roadmap to Recovery Reports will be prioritised. To upgrade the ICT infrastructure and services within the Public Service and by extension the country, a new Ministry of Digital Transformation (MDT) has been established to focus and coordinate Government's Digital Transformation Programme. Commencing in fiscal 2022, MDT will focus on implementing three [3] new programmes, geared to achieving (i) ICT for all, (ii) Economic development and diversification, and (iii) Better government services and more efficient government. These programmes are the *Digital Society Programme*; *Digital Economy Programme* and *Digital Government Programme*. The sum of \$77.0 million will be allocated to begin programme activities. Meanwhile, the improvement of the information technology infrastructure of the public service will continue with a total allocation of \$236.8 million for Government's Digitisation Programme with scheduled activities as follows:

Under the *Computerization of the Trinidad and Tobago Police Service (TTPS)* several initiatives will continue to be implemented and will include:

- Digital Fingerprint Capture – this solution will be used to process latent fingerprints and to enhance previously illegible latent prints;
- Access Control Deployment – this initiative will enhance security within the TTPS and allow for greater control of access using biometric and time attendance data;
- Expansion of Police Network – the installation of cabling and network equipment to facilitate growth and the replacement of old infrastructure;
- Interrogator System – this solution is a complete digital interview room solution, designed specifically for investigators;
- Livescan – this solution uses inkless technology and will allow for the faster processing and identification of persons. This will strengthen data management and the decentralisation of fingerprint processing throughout the TTPS; and
- Computerization of Crime Scene Photo Lab – this solution will facilitate the removal of dark rooms, which will not only allow the space to be repurposed but also remove the need for chemicals that require special storage.

The Ministry of Finance will continue the IDB assisted *Development of an Integrated Financial Management Information System (IFMIS)* with the roll out to the pilot Ministries, namely the Ministries of Finance, Planning and Development and Education and the Tobago House of Assembly. Additionally, work will continue on the change management design and transition planning.

The Ministry of Works will continue upgrades to the UTurn System to include:

- insurance database integration;
- UTurn Change Requests;
- UTurn Online Payment Integration;
- UTurn Datacentre Upgrade;
- UTurn Software SLA; and



- UTurn Redlight Enforcement and Spotspeed Module SLA.

At the Ministry of National Security, works will continue at the Trinidad and Tobago Forensic Centre through its computerisation programme as well as the population of its DNA Databank through the provision of DNA profiles and the enhancing of the Centre's technical capacity through the acquisition of hardware.

The IDB assisted Strengthening Information Management at the Registrar General's Department (RGD) will also continue in fiscal 2022 with the following activities:

- the supply software for the property business registration solution;
- continued works on the National Population Registry;
- upgrade of RGD's server room which will entail installation of anti-static flooring, overhead racks and power; and
- Land and Civil Registry ICT Refresh.

### *Single Electronic Window*

The Enhancement of the Single Electronic Window (SEW), assisted by the IDB, aspires to improve the trade performance and enhance the business competitiveness of Trinidad and Tobago through the strengthening and transformation of the SEW (TTBizLink) into a world-class solution based on international standards. The project will continue in fiscal 2022 with the following consultancies:

- development of a Cloud Based Services Solution;
- consultancy to Design and Build a Trade Information Portal;
- TTBizLink application enhancement;
- construction permitting process automation;
- Business Intelligence and Analytical Solution for MTI;
- Enterprise GIS System for TCPD and supply and implementation of integration services for ACPS and ArcGIS Enterprise;
- modernisation of the Trade Licence Unit;
- implementation of the Port Community System; and
- development of the National Maritime Policy and Strategy.

The increased focus on customer experience by improving customer satisfaction, efficiency and mission-effectiveness will be achieved through digital intervention to help improve service quality and efficiencies in the delivery of government services. Some of the areas that are prime targets for *digitization are:*

- *Digitisation of the Office of the Attorney General and Ministry of Legal Affairs*
- *Digitalisation of the Ministry of Public Administration*
- *Digitisation of Human Resource Department Ministry of Planning and Development*
- *Digitization and Migration Ministry of Social Development and Family Services*
- *Digital Upgrade of the Tourism Sector*
- *Ministry of Youth Development and National Service Digitalisation Transformation*
- *NEDCO Digitalisation Transformation*

- *Ministry of Labour Digital Transformation Plan*
- *Development of a Modernised Labour Market Information System*
- *Upgrade of IT Infrastructure at the FIU*

Acceleration of the implementation of electronic payments for government services has been provided for under *E-Payment project for Electronic receipts*. While instituting ICT learning and building of an e-Ready workforce has been catered for under the *Digital Education Programme*.

## Transportation

The socio-economic development of a country is significantly dependant on having an efficient, adequate and highly developed system of transport. As such, Government remains committed to its Vision 2030 goal to develop safe and operationally efficient transportation infrastructure geared towards achieving social and economic development by facilitating trade, exchange and travel. Government's efforts are focused on the creation of an accessible multi-modal national transport system that is interconnected, flexible and tailored to minimise constraints to the mobility of passengers and goods. This was endorsed by the Roadmap to Recovery Committee. To this end, with an allocation of \$182.7 million in fiscal 2022, the MOWT will continue to improve the reliability of public transport delivery on land, sea and air through the development of infrastructure, fleet upgrades and traffic management measures.

The construction of a new airport terminal at the ANR Robinson Airport will continue in fiscal 2022 to support the development of tourism in Tobago. It will also entail the continuation of upgrades to the old terminal building at Crown Point

### *Land Transportation*

The Public Transport Service Corporation (PTSC) will continue to focus in fiscal 2022 on projects aimed at expanding the Corporation's public transportation infrastructure in order to provide increased service, safety and reliability for its customers. The sum of \$9.8 million will be allocated for works which include *inter alia*:

- purchase of the remaining five [5] new buses under the project *Purchase of 100 New Buses* which is aimed at increasing the bus fleet and its reliability;
- commencement of construction of a new passenger terminal depot at Sangster's Hill, Tobago to provide enhanced commuter operations and service;
- completion of the standby generator interconnectivity to the main electrical grid throughout City Gate compound for sustained safe operations during electrical outage;
- *Upgrade of Priority Transit Mall Facilities at San Juan, Curepe and Tunapuna* for added customer experience, safety and comfort. Works will include:

- increase in concessionaires booths at all malls and upgrades to the existing ones;
  - roofing replacement at San Juan Mall;
  - installation of coverings over passenger loading areas;
  - upgrade of electrical system at Curepe and San Juan Terminal Mall Facilities; and
  - establishment of enclosed air-conditioned passenger waiting area at the Priority Mall in Tunapuna.
- *Refurbishment of Work Areas of the PTSC* to provide an enhanced work environment for the Corporation's employees which will entail:
    - yard surface upgrade and repair works at POS;
    - engineering buildings upgrade at POS;
    - refurbishment works to stores area at POS; and
    - upgrading of passenger and administration area at Point Fortin and Chaguanas.

In addition, the Traffic Management Branch of the Highways Division, MOWT will receive a total of \$6.1 million for projects aimed at providing traffic management and road safety measures throughout the country in fiscal 2022. These initiatives will include:

- *Provision for Data Collection* with the installation of video detection devices at major cities across the country to collect data for traffic management;
- *Purchase of Road Marking Equipment* to be used for road markings removal and for road marking for traffic safety measures;
- *Provision of Road Safety Audit on the Roadways of Trinidad* which entails the undertaking of road safety assessments on 8,320 km of roadways; and
- *Traffic Management Programme* which will continue the installation or replacement of guardrails, high tension cable barriers and cast in place concrete barriers on major highways for enhanced motor traffic safety.

The project *Construction of Bus Shelters and Bus Stops* will also continue under the THA in fiscal 2022 with an allocation of \$0.5 million for the construction and installation of solar lighting at bus shelters and bus stops in Tobago.

### ***Sea Transportation***

Resources in the sum of \$62.7 million will be allocated in fiscal 2022 to the Port Authority of Trinidad and Tobago (PATT) for development of port infrastructure and major asset renewals in order to increase transport efficiency, safety and cargo handling capacity. These works will include:

- procurement and commissioning of one ship-to-shore gantry crane for increased cargo handling and efficiency at the Port of Port of Spain (POS);

- continuation of paving and repair works to the empty container terminal at the Port of POS to expedite the turnaround time in the handling of containers;
- procurement of one [1] vehicle scanner for shipping security operations at the PATT, GSS Ferry Terminal, Scarborough;
- completion of *Expansion of CCTV coverage at the PATT* to comply with the National Security Plan for monitoring movement of containers, vehicles and individuals at the ports;
- *Acquisition of Specified Equipment for the Port of Port of Spain* to procure optimal terminal assets to increase port operation efficiency and reliability including reach stackers and rubber tyred gantry cranes; and
- supply and installation of the final four [4] foam fenders at the Port of Scarborough to better facilitate the docking of cruise ships.

Furthermore, the Maritime Services Division of the MOWT will be provided with an allocation of \$3.6 million to continue implementation of works relating to sea vessel traffic safety and management. The removal and disposal of derelict marine vessels and wrecks which pose a hazard to navigation and the environment in the waters of the Port of Spain Harbour and Sea Lots area, will be completed in fiscal 2022. In addition, the restoration and modernisation of navigational aids, which include twenty [20] beacons and lighthouses around the island, will continue in order to enhance sea transport safety.

NIDCO will also be provided with the sum of \$8.0 million in fiscal 2022 to continue to execute the following projects on behalf of the MOWT:

- *Major Asset Renewal of Water Taxi Vessels* - overhaul of the 41m vessel fleet with the replacement of major components to improve travel time between ports thereby providing a more efficient, safe and reliable service; and
- *Feasibility Study for Fast Ferry Port in Toco* – to continue further data collection and provide analysis reports for the EMA in response to their Review and Assessment Report conducted on the EIA studies.

In addition, the THA will receive the sum of \$2.4 million in fiscal 2022 to continue to develop their sea transport infrastructure with the following works:

- *Construction of a Jetty at Parlatuvier;*
- *Construction of a Jetty at Bird of Paradise Island;*
- *Construction of a Jetty at Cove and Plymouth; and*
- *Establishment of a Marine Park Control Unit at Gibson Jetty*

### *Air Transportation*

In fiscal 2022, the sum of \$16.8 million will be allocated to the Airport Authority of Trinidad and Tobago (AATT) towards the modernisation of the country's airports to better manage multiple functions that relate to operational, technological and commercial needs. The Authority will continue to focus on works which target the development of infrastructure and safety requirements that include:

- *Airfield Pavement Rehabilitation* at the Arthur Napoleon Raymond Robinson International Airport (ANRRRIA) in Tobago to complete repairs to the airport runway and aircraft taxiway to meet International Civil Aviation Organisation (ICAO) standards;
- *Airfield Pavement Rehabilitation* at the Piarco International Airport (PIA) for continuation of rehabilitation works to the cargo equipment parking area and aircraft parking areas to meet ICAO standards;
- *Repairs to Perimeter Fence* at ANRRRIA which will entail the removal and replacement of 1,635 km of the perimeter fence line at the Airport for enhanced security and safety;
- installation of flood lighting for the expanded aircraft parking ramps at PIA to provide ramp lighting for night time aircraft operations at both the North and South Terminals in accordance with ICAO regulations; and
- the upgrade of the airfield signage and navigational aids at the PIA, which is necessary to earn ICAO accreditation for meeting airport safety requirements. The first phase of the project will commence in 2022 and phase two [2] will be completed in 2023.

The Ministry of Finance will also continue with the project *Construction of a Terminal and Associated Facilities of the ANR Robinson International Airport* in fiscal 2022 with an allocation of \$65.0 million. NIDCO is executing this project which will foresee the establishment of an international airport with sufficient capacity and level of service to support the development of tourism in Tobago. This involves the continuation of works for the construction of a new terminal building with car park and the upgrading of the old terminal building.





*Depiction of New Terminal at the Robinson International Airport*

## **Roads and Bridges**

Enhancing the nation's interconnectivity through quality roads and bridges facilitates investment opportunities and access to jobs, services and goods, thereby reducing the vulnerability of citizens and improving their quality of life. Government will, therefore, continue its programme to expand and upgrade the country's arterial network of roads and bridges. The roads and bridges sector represents one of the key area of focus in the construction sector. The utilisation of the construction sector is key to revitalising economic activities. In this regard, Government will invest the sum of \$493.5 million in fiscal 2022 towards the rehabilitation of existing roadways whilst also constructing new road segments. The ease of access and less travel times to and from destinations will stimulate economic growth within communities as well as attract investors to establish businesses in economic growth areas. Notably, the investment into the roads and bridges sector represents twelve (12) percent of the PSIP budget.

**Major Construction/Major Road Rehabilitation Programme - the PURE** Unit of the Ministry of Works and Transport (MOWT) will be entrusted with an allocation of \$90.0 million to conduct major road rehabilitation works, landslip repairs and reconstruction of bridges on the main roads across the country. Additionally, works are expected to continue on the Pedestrian Overpass at Lady Hailes Avenue, San Fernando and the commencement of pre-construction and construction activities for a Pedestrian Overpass at Movie Towne, Audrey Jeffers Highway.

**Rehabilitation of Secondary Roads, Minor Roads, Agriculture and Forestry Access Roads** –in fiscal 2022, the sum of \$40.0 million will be provided for the PURE Unit in collaboration with the fourteen [14] Regional Corporations as well the Ministry of Agriculture, Land and Fisheries. This programme is expected to undertake interventions for the rehabilitation of roadways that are within the responsibilities of the Regional Corporations and the MALF. The PURE Unit will provide its technical capabilities to ensure roadways are designed and rehabilitated to quality standards, whilst utilising resources from the corporations to undertake the works. The strategic intent of this programme is to rehabilitate as many secondary roads, minor roads and agricultural access roads as possible. The benefits of the programme are as follows: -

- improve ease of movement throughout communities;
- reduce vehicular maintenance costs;
- promote transfer knowledge and capacity building;
- increase accessibility to agricultural lands and construction of forest access roads; and
- reduce infrastructural costs.

The sum of \$50.0 million will be provided to the MOWT, through its executing agency NIDCO, for the continued works on the *Construction of Vehicular and Pedestrian Bridge, Diego Martin*. The project is expected to bring relief to thousands of commuters traversing the North-Western Peninsula of Trinidad. Additionally, the related road improvement works will ease the accessibility to the West Park Savannah and the Diego Martin Administrative Complex which are located north of West Mall on the Western Main Road. The project scope also involves drainage enhancement which will seek to alleviate flooding in the surrounding areas.

An investment in the sum of \$40.0 million will be provided to facilitate the reconstruction of thirteen [13] bridges under phase three [3] A of the *Bridges Reconstruction Programme (BRP)* as well as completion of two [2] bridges under phases one [1] and two [2] of the Programme. These bridges are B2/10 Talparo Main Road, Talparo and B1/22 Toco Main Road, Toco.

Funding in the sum of \$35.0 million will also be provided to commence construction works on landslips under phase two (2)A of the *Landslip Repair Programme (LRP)*, subject to approval of the final design and award of contracts. Additionally, funding will be made available towards the completion of six [6] landslips under phase one [1] of the Programme. It is noteworthy, that there are approximately one hundred and twenty-six [126] landslips under the LRP and sixty-nine [69] bridges under the BRP that require attention. These landslips and bridges fall under the responsibility of the Highways Division, MOWT and due to the tremendous cost associated with these interventions, the MOWT has prioritised remedial activities which will be done in phases over the medium term.

In fiscal 2022, Government will invest the sum of \$30.0 million to be provided to the PURE Unit for the continuation of the *Construction of the Moruga Highway Project* also referred to as the Moruga Road Upgrade. The project activities will include road resurfacing, slope stabilisation measures, drainage and other associated works. Post completion, the first class single lane highway comprising of 35 km will facilitate movement of goods and people to and from communities including Indian Walk, Fifth Company, St. Mary's, Cachipe, Rock River, Grand Chemin, La Lune and Marac.

The *San Fernando Waterfront Project*, as part of the wider San Fernando Waterfront Redevelopment project, aims to revitalise and develop the city of San Fernando through development initiatives by key Government agencies. The PURE Unit is responsible for the widening of Lady Hailes Avenue from Todd Street Intersection to King's Wharf, which represents phase one [1]. The sum of \$30.0 million will be provided for the continuation of construction activities on the two [2] work packages and commencement of activities on package three [3] under phase one [1] of the project. This phase is expected to be completed in April 2022. Further phases involve the construction of a boardwalk along

the King's Wharf Central and South Nodes and the repair of the seawall along King's Wharf Central Node.

The *Construction of the Valencia to Toco Road (VTTR)* will continue with an allocation of \$55.0 million. Funding will be provided to the PURE Unit which has responsibility for eight [8] ongoing construction work packages along the Valencia Main Road from Valencia Junction to Toco Main Road. These packages include slope stabilisation measures, construction of roundabouts, widening of bridges, drainage, road widening and resurfacing works.

As a key driver to economic development, Government's strategic intent is to expand the network of highways. Investment in these infrastructure aims to promote economic activities by stimulating residential, commercial and industrial development. Key infrastructural projects will be implemented by a financing mechanism to facilitate faster completion of these projects including:

- completion of the Solomon Hochoy Highway Extension to Point Fortin;
- completion of the Churchill Roosevelt Highway Extension to Manzanilla; and
- design and construction of three [3] interchanges along the Churchill Roosevelt Highway from Southern Main Road to Golden Grove Road.

Furthermore, the fourteen [14] Municipal Corporations and the Ministry of Rural Development and Local Government (MoRDLG)'s Engineering Unit will be provided with allocations totalling \$68.0 million in fiscal 2022 to undertake road rehabilitation works, minor slope stabilisation measures, pavement reinstatement and repairs to local bridges which fall under the purview of the relevant corporations.

## **Drainage**

Having adequate drainage infrastructure to mitigate flooding incidents, particularly, in low lying areas, is imperative as climate change continues to exacerbate weather conditions, which can result in damaged road infrastructure, and cause personal, social, economic and environmental loss. As such, Government has renewed its effort to increase coordination among disaster management and infrastructural development stakeholders to reduce losses due to flooding and enhance the overall quality of life of all citizens. On account of this, emphasis has been placed on strengthening the nation's flood mitigation measures, which includes implementing quality drainage infrastructure, continuing river clearing, and rehabilitation and improvement works. To this end, Government will invest a total of \$203.7 million for the development of modern drainage systems that meet ecological requirements and assist in the reduction of flooding in Trinidad.

### St. Ann's, Diego Martin and Maraval River Improvement Works Projects

Improvement works will include the rehabilitation and reinstatement of various failed sidewalls and inverts along these watercourses. Works proposed for fiscal year 2022 include:

- rehabilitation works to the invert on the Maraval River upstream of the La Sieva Primary School bridge and near Adam's Bakery
- rehabilitation works to the invert on the Diego Martin River upstream of Wendy Fitzwilliam Boulevard and downstream Diego Martin Main Road
- rehabilitation works to the invert on the St Ann's River upstream and inclusive of the St. Ann's Silt Trap

An allocation of \$15.0 million will be provided for the continuation of projects under the *Programme of Upgrade to Existing Drainage Pumps and Gate Inventory* implemented by the Ministry of Works and Transport. The Programme involves the upgrade of pump stations and the replacement and/or rehabilitation of sluice gates and flap gates to ensure that the process of dewatering is effective and efficient. The major works to be executed in the fiscal year 2022 will include:

- continuation of the upgrade of the Tulsa Trace (Penal) pump house and gate structure;
- reconstruction of the Sadhoo Trace (El Socorro South) pump house; and
- completion of the upgrade of gate structures at Trinidad Point (Woodland), Bamboo No. 1, St. John's (Fyzabad) and St. Helena.

The sum of \$12.0 million will be provided for the continuation of projects under the *Major River Clearing Programme*. Work will continue on the construction of two [2] new flood control structures in St. Helena under the *Caroni River Rehabilitation and Improvement Works* project. Additionally, drainage works will commence at New Street in Caroni, Trantrill Road in St. Augustine and Rock River in St. Helena.

An allocation of \$4.0 million will also be provided under the *Infrastructure Rehabilitation and Flood Mitigation Programme* for the construction of reinforced concrete walls to reduce the impact of flooding in Chase Village (*Diana River Improvement Works Phase II*) and at the Guaracara River.

The sum of \$26.5 million will be provided for the implementation of projects under the *National Programme for the Upgrade of Drainage Channels*. Drainage improvement works will commence on the Jamba Ravine and Dunderhill Ravine to assist in reducing flooding in Arouca. Upgrade work will also continue on the Maraval and St. Ann's rivers which will involve the rehabilitation of sidewalls and inverts and the re-alignment of all outfall drains on the tributaries of the main watercourses.

An additional sum of \$56.5 million will be invested by the Local Government Authorities for the construction of box drains and repair of existing drains throughout Trinidad.

### ***Water Management and Flood Control***

To alleviate the perennial problem of flooding in farming areas throughout the country, Government will continue to implement mitigation measures which will facilitate sustainable farming practices. The MALF will receive a provision of \$3.0 million in fiscal 2022 for the execution of water management and flood control initiatives which will enable increased farm production, productivity and income for farmers in the rural areas of the country through projects as follows:

- *Development of Water Management Infrastructure for the Caroni /Bejucal Area* – the following activities will be implemented with a provision of \$0.9 million for continued works in the Orange Grove area:
  - rehabilitation of embankments and installation of pipes with lock-off valves;
  - installation of flood alleviation infrastructure on the south-western end of the food crop project; and
  - rehabilitation of existing detention ponds.
- *Rehabilitation and Development of Physical Infrastructure at Plum Mitan* – funds in the amount of \$5.0 million will be provided for major infrastructural works, to develop six hundred [600] acres into new production for farmers in the Biche and Plum Mitan areas, with focus on improved drainage. Initiatives will include:
  - rehabilitation of two [2] pump houses and supporting structures;
  - access road rehabilitation of 3.0 km roads throughout the road network;
  - construction of new access road 1.5 km in block IV (access way leading to box culvert);
  - purchase of two [2] diesel tank containers for supply and transport of diesel to Plum Mitan project;
  - supply, installation and commissioning of new drainage pumps;
  - supply, installation, commissioning and testing of one [1] drainage pump and engine assembly (for pump house 1);
  - purchase of a tractor with a side arm brush cutter to control the weeds growing along the sides of the channels;
  - purchase of a pirogue boat (16ft) and engine (25 horse power) for inspection, data collection and cleaning of channels and sluice gates; and
  - purchase of one [1] drone for surveying of site.
- *Restoration and Management of the Guanapo Watershed* project – to empower the members of the Guanapo community to improve their environment, a provision of \$0.2 million will be made available for design of training. Assistance and collaborative networking will be obtained from the Department of Civil and Environmental Engineering, University of The West Indies and the Drainage Division of the MOWT, to lend support in conducting workshops for training the members in the Guanapo Community, mapping of the watershed with a GIS, developing a system of monitoring and recording the activities that impact the quality of water as well as for data collection in a Waste Water Management/Social Needs Assessment.

## Water Security

### *Water*

Developing a high quality, efficient public utilities system is crucial to human and economic development, as it facilitates the improvement of lives and livelihoods through health, business and environmental protection. In this regard, Government will continue to pursue the achievement of an adequate and reliable supply of water that is accessible by all citizens. Moreover, in its commitment to improve the functioning of Water and Sewerage Authority (WASA), Government has adopted a strategic approach to improve the efficiency and effectiveness of water services delivery. This approach is well aligned to the tenets of Vision 2030, and the recommendations of the Roadmap to Recovery Committee as well as those of the Community Recovery Committee, all of which highlight that the basic needs of citizens must be provided for to ensure socio-economy recovery.

As such, over the medium term, heightened focus will be placed on supporting WASA to better achieve its mandate of delivering a safe, reliable and efficient water supply to satisfy the demands of all sectors of the economy. The WASA will continue to implement its projects with the objective to expand its coverage and improve the quality of service to provide efficient, cost-effective and reliable water and waste water services with improved access for all citizens. These activities are deemed critical in ensuring that citizens have a sustainable access to water that is clean and sanitary for human consumption, whilst reducing water pollution and fostering environmental sustainability.

In fiscal 2022, an overall allocation of \$130.1 million will be provided for the continued implementation of the following projects and the commencement of the *National Water Sector Transformation Programme (NWSTP) and Wastewater Projects Trinidad and Tobago*, which are geared towards achieving water security and fulfilling the strategic goals and outcomes under the National Development Strategy's (Vision 2030) Development Theme III 'Improving Productivity through Quality Infrastructure and Transportation':

- installation of 1.2km of 200mm pipeline from South Oropouche Main Road (LP 95 Teetoo Hill) to Avocat Junction along South Oropouche Main Road under phase two [2] of the project for the *Construction of Avocat Wells*. This project entails the replacement of water mains in the Oropouche and Avocat district and is key to Government's initiative for reducing non-revenue water, as it will reduce leakage on the distribution main serving the approximately one thousand [1,000] residents in Fyzabad and Oropouche communities;
- drilling and equipping of six (6) wells and the rehabilitation of nineteen [19] wells under the *Well Development Programme* which will increase the total volume of water by four thousand one hundred and ninety four [4,194] cubic meters per day in the following areas: Arima, Sangre Grande, Tucker Valley, Las Lomas, Granville, Valencia and Paramin;
- replacement of leaking transmission and distribution mains under the *Non-Revenue Water Reduction Programme*. In fiscal 2022, the following activities will be undertaken:



- installation of 740m of 400mm DI Pipe from Petrotrin Guayaguayare Water Treatment Plant to LP1 (ASD5/2/21, ECD-1/10/21); and
- installation of 770m of 150mm PVC, replacing the existing 75mm Steel from the La Wai River to the Guayaguayare Water Treatment Plant along the Guayaguayare Mayaro Road (ESD- 8/10/21, ECD-29/4/22);
- implementation of the *Integrated Water Improvement Programme* in the north western areas of Trinidad and Tobago. In fiscal 2022, the following activities will be undertaken:
  - fabrication, civil and mechanical works of discharge pool, electrical works, pipe manifold and header, and installation of one [1] pump at the Tucker Valley booster pumping station; and
  - installation of fifteen [15] pressure reducing valves (PRVs) on individual customer service connections as an alternative solution for Seaview Hill distribution;
- construction of two [2] 100,000 IG storage reservoir tanks at the Paramin booster pumping station in the Maraval area under phase one [1] of the project for the *Development of New Water Sources*. Construction of the service reservoirs will provide an increased storage capacity and emergency supply; stabilisation of system pressures; and reduction in scheduling for residents in the Paramin Maraval area;
- construction of a coagulation/flocculation/sedimentation system under phase three [3] of the project for the *Upgrade of Petrotrin Guayaguayare Waste Water Treatment Plant*;
- continuation of the project *Rehabilitation of the Ultraviolet Contact Tank at the Beetham Waste Treatment Plant*; and
- upgrade of pump-sets and related ancillary equipment at TCO booster pumping station as part of the *Moruga Well Development* project which will provide an improved service reliability to customers who currently receive an intermittent supply due to the scheduling of booster operations. Approximately twenty-five thousand six hundred and ninety-seven [25,697] residents of the constituencies of Princes Town North, Princes Town South/Tableland, Naparima will benefit from the upgrade works.

### ***National Water Sector Transformation Programme (NWSTP) - NEW***

*The National Water Sector Transformation Programme* is a new project that was proposed by WASA for fiscal 2022 to implement a phased ten [10] year programme to secure water resources and to strengthen the sector's regulatory and institutional environments. This programme consists of the components Water Stabilization and Improvement; Water Sector Transformation and Network Optimisation. An allocation of \$25.0 million will be provided in fiscal 2022.

In addition, WASA will continue to work with the THA to provide a reliable and efficient water supply to customers in Tobago. The sum of \$9.0 million will be provided in fiscal 2022 for the continuation of the project *Desilting and Rehabilitation of Hillsborough Dam in Tobago* and the following activities will be undertaken:

- enabling works for the desilting of Hillsborough reservoir which entails the construction of a staging area, dewatering area, disposal sites and access roads to facilitate the desilting of the Hillsborough reservoir;
- desilting of the Hillsborough reservoir which includes the removal of 256,000 m<sup>3</sup> of silt from the Dam to approved disposal sites; and
- consultancy for supervision for the desilting of the Hillsborough Dam.

### ***Sewerage***

Proper sanitation is fundamental to human sustenance, health and dignity, and by extension, to economic opportunity. Wastewater must, therefore, be properly treated in accordance with world standards in order to protect human health and the environment. In fiscal 2022, the sum of \$81.2 million will be allocated for the continued implementation of the *Multi-Phase Wastewater Rehabilitation and Wastewater Network Expansion* projects and the commencement of *Wastewater Projects Trinidad and Tobago*.

### ***Multi-Phase Wastewater Rehabilitation Programme***

An allocation of \$70.0 million will be provided in fiscal 2022 for the following continuation works at the San Fernando wastewater treatment plant and collection system:

- construction supervision services;
- procurement of equipment for sewer maintenance; and
- audit services and final evaluation.

### ***Wastewater Network Expansion***

An allocation of \$6.5 million will be provided in fiscal 2022 for the following continuation works at the Trincity and Maloney Wastewater Treatment Plants:

- design and construction of Trincity wastewater treatment plant;
- construction supervision services for Trincity wastewater treatment plant;
- detailed designs of the Maloney wastewater treatment plant;
- financial audit execution; and
- final evaluation.

### ***Wastewater Projects Trinidad and Tobago – NEW***

In articulating the need to address the provision of services to improve the quality of lives of the citizens, the Roadmap to Recovery Report emphasises the importance of water and waste water management to facilitate smart growth through spatial and infrastructure development. One of the strategies to achieve this is through the expansion of wastewater programmes. As such, an allocation of \$4.7 million will be provided in fiscal 2022 for WASA to commence the implementation of *Wastewater Projects Trinidad and Tobago*. This project is geared towards the refurbishment of various wastewater treatment plants in Trinidad and Tobago.

## Electricity

Government is committed to the development of robust electricity infrastructure, which plays a critical role in the country's ability to diversify production, expand trade, population growth, reduce poverty and improve health and safety. As such, the long term goal is to provide resilient public utility systems, To this end, the sum of \$40.3 million will be allocated to the Ministry of Public Utilities in fiscal 2022 towards the continued implementation of the electricity programme through the Trinidad and Tobago Electricity Commission (T&TEC).

The citizens of Trinidad and Tobago will continue to benefit from well-lit communities and roadways under the *National Street Lighting Programme* which will contribute to a greater sense of safety and security at night time. With an allocation of \$2.0 million, the Commission will continue to expand its Light Emitting Diode (LED) streetlights with the purchase of materials for the installation of eight hundred and seventy-five [875] LED lights and one hundred and twenty [120] poles.

The *Disaster Preparedness Phase II* programme will continue in fiscal 2022 with an allocation of \$4.9 million for the delivery and commissioning of an amphibious vehicle with the associated tools and equipment. The amphibious vehicle will assist the restoration of electricity supply to areas affected by natural or man-made disasters.

The T&TEC will continue with its *Bulk Power Development Programme* in order to enhance the transmission and sub-transmission infrastructure to provide a more secure and reliable power supply. The projects *Bulk Power Requirements*, *New Bulk Power* and the *Additional Infrastructure to move Power from Trinidad Generation Unlimited (TGU) to the National Grid* will receive a combined allocation of \$20.6 million to undertake the following activities:

- upgrade of the Pinto Road 66 KV Substation;
- payment of compensation to land owners;
- upgrade of the Westmoorings Substation;
- reconductoring of Wrightson Road/Westmoorings 66 kV Circuits #1 and #2;
- upgrade Bamboo/Wrightson Road 66 kV No.1 Circuit;
- upgrade Bamboo/Wrightson Road 66 kV No. 2 and No. 3 Circuits;
- establishment of a Union Estate/Gandhi Village 220 kV Double Circuit; and
- installation of two [2] 132/12kV- 30/40 MVA transformers at the Gandhi village Substation.

*Lighting of Parks and Recreational Grounds* will continue with the illumination of recreational facilities which will improve the lifestyle and health of citizens, create greater camaraderie among residents and build sporting competitive. An allocation of \$1.2 million will be provided for the illumination of four [4] new grounds as well as for upgrades to two [2] existing grounds.

The *Electrification Programme*, which is aimed at improving the quality of life for citizens, will continue with an allocation of \$3.0 million for the provision of an electricity supply to 60 households throughout Trinidad and Tobago.

The *Residential Electrification Programme (REAP)* which is also aimed at improving the quality of life of citizens, will continue with an allocation of \$2.5 million for the provision of house wiring assistance to an estimated one hundred and eighty [180] households.

In order to maintain a consistent supply of electricity, aged transmission infrastructure must be replaced in a timely manner. The Commission will continue to upgrade its aging transmission with an allocation of \$5.0 million under the programme for the *Replacement of Aging Transmission Infrastructure*. The following activities on transmission and sub-transmission circuits will be undertaken:

- repair of the St. Mary's-Galeota 33 kV Circuit (Phase III);
- replacement of underground cables on the Port of Spain-Port Authority 33kV Circuit; and
- replacement of two [2] 66/33 kV, 50/70 MVA power transformers for the Wrightson Road 66/33/12 kV Substation.

The T&TEC is committed to implementing initiatives that will aid in energy efficiency, gas savings and reduce carbon emissions. The Commission will explore the possibility of using wind energy for power generation. In order to determine the feasibility of wind generation, a wind resource assessment will be required.

An allocation of \$0.8 million will be provided under *Renewable Energy Initiatives* for the purchase of equipment to facilitate the Wind Resource Assessment Programme (WRAP) through which a preliminary wind assessment will be conducted along the East Coast, the South East Coast, the South Western peninsula and in the Central area. The equipment will measure a minimum of two [2] sites simultaneously. As per industry standard, a minimum of one [1] year of data is required per site. The equipment will be relocated to other sites after the first year of data collection.

Additionally, the *Energy Conservation and Efficiency Programme for 21 Government Ministries*, which encourages best practice use in energy conservation and the development of alternative energy sources will continue in fiscal 2022 with an allocation of \$1.0 million.

The Tobago House of Assembly (THA) will continue to collaborate with the T&TEC in fiscal 2022 to implement its *Street Lighting Programme* and *Rural Electrification Programme*, with a combined allocation of \$1.0 million.

# VISION 2030: DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE



## VISION 2030: DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE





Sectors	Allocation TT\$ Million
Communication	8.2
Public Safety and Citizen Security	126.6
Law Enforcement	152.8
Regional Development Planning	1.5
Administration	387.2
Capacity Building/Institutional Strengthening	90.7

### Communication - Digitisation of Postal Services

Security Infrastructure Upgrade works will continue on the installation of CCTV systems at fourteen (14) locations across the postal network

Vision 2030 articulates the need for effective governance and improving service delivery to citizens. In this regard, an allocation of \$5.2million will be provided to strengthen the operations of the Trinidad and Tobago Postal Corporation (TTPOST) in fiscal 2022, through the following activities to be undertaken:

- installation of the Financial Management Information Systems (FMIS) to support the automation and integration of financial management processes under the project *Information Technology Upgrade*;
- under the *Security Infrastructure Upgrade* works will continue on the installation of CCTV systems at fourteen (14) Post and Retail Office locations across the postal network which will include the areas as indicated in the table below:

• Morvant	• Lower Santa Cruz
• La Horquetta	• Upper Santa Cruz
• Carenage	• Arima
• Maloney;	• Tunapuna
• Maloney;	• Guaico
• Belmont	• Claxton Bay
• Belmont	• Bon Accord
• St. James	• Roxborough

- *Refurbishment and Construction* will focus on the refurbishment of the Diego Martin Facility with upgrades to the roof, electrical, plumbing, air conditioning and security systems. Further, given its central location on the western peninsular and its servicing to fourteen thousand, six hundred and forty-seven (14,647) delivery points, expansion of the building is to be undertaken through the addition of a second floor.

## Public Safety and Citizen Security

Public safety and citizen security in Trinidad and Tobago continue to be priority areas and key agenda items among Government's policies, since the proliferation of crime and criminality serves to impede the path towards sustainable development of the country. Given the multifaceted nature crime and criminality, Government has adopted a holistic and inter-agency approach across the various national security arms to foster public safety and security. Emphasis is being placed on strengthening the country's capacity to protect the nation's borders from illegal trafficking in its various forms as well as enhancing the coordination and cooperation among agencies.

Another aspect of the country's national security strategy is the reform of the prison system to focus on rehabilitation of offenders in keeping restorative justice principles, such that inmates could be reintegrated into society and contribute to national development. In addition, fire-fighting capabilities will be enhanced in order to prevent the loss of lives and property through fires.

In order to achieve these goals, in fiscal 2022 national security agencies will place emphasis on the acquisition of the requisite tools and equipment as well as the maintenance and upgrading of physical infrastructure and facilities throughout Trinidad and Tobago.

### *Protecting our Nation's Borders*

The protection of Trinidad and Tobago's maritime space, boundaries and any other area of responsibility as agreed to by the State to fulfil its international obligations is the remit of the Trinidad and Tobago Coast Guard (TTCG). In fiscal 2022, Government will provide a total provision of \$22.2 million for the execution of projects and programmes consistent with the mandate of the TTCG.

An investment of \$11.0 million will be allocated for the procurement of four (4) high speed interceptors. These interceptors will strengthen the TTCG's engagement in the war on illegal arms, ammunition and illicit drugs by improving border security. The vessels will also be used in conjunction with the 360° radar system to intercept high speed small craft which are commonly used in drug and gun smuggling, human trafficking and transportation of illegal immigrants.

In addition, \$1.0 million will be allocated to facilitate final payments and complete the procurement process for specialised marine equipment, such as ballistic plates, plate carriers and life preservers. These are critical for the safety of seamen and maritime operations while at sea to ensure maritime safety and preservation of lives.

The TTCG will also be allocated \$9.2 million in fiscal 2022 for infrastructural development at its bases to ensure continuity of operations and stability in performance. Electrical upgrades have become necessary at Staubles Bay as the existing electrical supply servicing the base is insufficient for the daily load requirements in the event of a power outage. The Operations Building is located at the base and requires a reliable and continuous power supply. In light of this, the sum of \$2.7 million will be provided for the procurement and installation of two (2) standby diesel engine generator sets to achieve the level of electrical stability.

Additionally, there is a need to upgrade the current utility infrastructure to properly facilitate the existing structures and future development at Staubles Bay. The base accommodates approximately five hundred (500) personnel on a daily basis and also houses the Coast Guard Operations room, however the current utilities infrastructure is unable to facilitate the day-to-day operations. As such, the utilities that need to be upgraded include the potable water and storage water supply system, the wastewater treatment plant, the electrical system and an air condition upgrade to the central HVAC system at Staubles Bay. In fiscal 2022, the sum of \$5.0 million will be provided to initiate these upgrading works at Staubles Bay Base.

The TTCG has initiated the process to engage NIPDEC for design services for an Integrated Logistics Support Facility (ILS) to house equipment and spare parts required for the TTCG naval fleet as well as provide a facility for the maintenance of the vessels at the Chaguaramas Heliport. In this regard, an investment of \$1.5 million will be allocated in fiscal 2022 to initiate the process of designing the facility, to ensure the sustainability of acquired naval assets through regularly scheduled maintenance activities.

### ***Strengthening our Military Capability***

In fiscal 2022, the Trinidad and Tobago Regiment (TTR) will focus its development programme on the construction and upgrading of facilities to enhance the general conditions in which soldiers work in addition to the procurement of equipment to enhance disaster relief operations.

An investment of \$0.5 million will be allocated for the completion of the Army Learning Centre (ALC). The ALC will serve as a separate unit of the Regiment and the construction of the training building being in its final stages for completion.

Funds in the sum of \$3.5 million will also be invested in the refurbishment of the wastewater treatment plant at Teteron Base. An assessment of the plant was performed by WASA which concluded that refurbishment works are critical to ensure health and safety. As outlined by the EMA, it is necessary

that the level of pollutants entering the immediate environment at Teteron Bay be decreased to the acceptable levels.

Construction and upgrading works to the base infrastructure at Camp La Romain will be advanced in fiscal 2022. This project sought to increase the TTR's presence in south Trinidad by providing accommodation for approximately two hundred (200) soldiers who were relocated from the Heliport in Chaguaramas to Camp La Romain. The sum of \$5.0 million will be provided to complete phase one (1) which entailed the construction of living accommodations for the two (2) companies of the Second Infantry Battalion and to initiate phase two (2) works which will entail the construction of a multipurpose facility, installation of military grade perimeter fencing with security lighting and the construction of a carpark.

Additionally, upgrade of the main workshop at the Cumuto Barracks will continue into fiscal 2022 with an investment of \$5.0 million. The upgrade works are expected to improve the operational capacity of the facility and reduce costs with respect to vehicle maintenance and repairs, as these services are currently outsourced. The upgrade for the workshop will also facilitate the resumption of training with students of the Specialised Youth Services Programme.

The TTR will also benefit from an allocation of \$3.0 million for the purchase of vehicles and equipment to bolster the capabilities in providing support to disaster relief operations locally and regionally. In fiscal 2022, the TTR will procure a flatbed truck, trailer and excavator to expand their current fleet of vehicles and equipment and improve operational readiness and response capability.

In fiscal 2022, works will continue on the upgrade of the main workshop at the Cumuto Barracks which is expected to improve the operational capacity of the facility, reduce costs with respect to vehicle maintenance and repairs and will facilitate the resumption of training with students of the Specialised Youth Services Programme.

### ***Ensuring Aviation Security***

In fiscal 2022, the Trinidad and Tobago Air Guard (TTAG) will be allocated funding in the sum of \$1.5 million for the upgrade of the sewerage system to interconnect the Ulric Cross Air Station to WASA's sewerage connection. Currently, design works are in progress and the TTAG is awaiting approval of the Facility Alteration Permit from the Airport Authority of Trinidad and Tobago (AATT) for the commencement of works. Additionally, an investment of \$1.9 million will be allocated to the TTAG for the purchase of vehicles and equipment for this formation.

### ***Building our Fire Fighting Capability***

The Trinidad and Tobago Fire Service (TTFS) is mandated to provide the country's fire and emergency response and life safety services. In fiscal 2022, the TTFS will be provided with funding in the sum of \$43.0 million under the *Construction/Reconstruction of Fire Stations in Trinidad and Tobago* to enable continuation of the construction of the Point Fortin Fire Station and to facilitate final payments for the completion of the Penal Fire Station as well as the Fire Service Regional Headquarters at Roxborough, Tobago.

Additionally, an allocation of \$2.0 million will be provided for *Improvement Works to Fire Service Buildings* for works to be undertaken at the Fire Station in Crown Point, Tobago. In fiscal 2021, the tendering process was initiated for upgrade works to the Crown Point Fire Station. This process is expected to be completed in fiscal 2022 and works will be initiated for the expansion of the dormitories, extension and full enclosure of the appliance bay, electrical and plumbing upgrades and paving.

In fiscal 2022, the TTFS will also be provided with an allocation of \$3.0 million to initiate the procurement of a water tender for the Mayaro and Penal Fire Stations as well as two (2) ambulances. Additionally, the sum of \$2.0 million will be allocated for the refurbishment of existing vehicles and equipment in the fleet to increase the serviceability of the vehicles and aid in the maintenance of an adequate fleet.

An investment of \$10.0 million will be allocated to the TTFS to initiate the acquisition of equipment for two (2) fire stations being constructed at Point Fortin and Arouca. The allocated funding will facilitate adequate equipping of the stations for operationalisation post completion.

### ***Rehabilitation of Offenders***

The strategic objective of the Trinidad and Tobago Prisons Service (TTPrS) is to protect, correct, relate, reintegrate and restore. To this end, Government will invest in TTPrS to continue its transition efforts from a system of retribution to restoration, through the implementation of the following activities:

- a sum of \$1.0 million will be allocated to the Golden Gove Prison for the completion of the renovation of a ration room which is 82 percent completed;
- an allocation of \$3.6 million will be provided for ongoing works on the installation of an alarm system at the Maximum Security Prison Complex. Works include the procurement of material, equipment and installation of the system as well as the routing of cables to response locations including the Emergency Response Unit, officers' dormitory and the Administration Building;
- \$2.0 million will be allocated for the repurposing of the Community Residence/ Rehabilitation Centre to accommodate female child offenders. Works will include plumbing, electrical, painting, terrazzo works and the installation of doors and windows;
- the sum of \$0.4 million will be provided for the installation of a CCTV system at the Youth Training Centre (YTC) and the Port of Spain Prison;
- the sum of \$6.0 million will be allocated to complete the upgrade of the plumbing and electrical systems at the Remand Prison, Golden Grove;
- an investment of \$2.0 million will be allocated for the construction of a Special Court on the compound of Maximum Security Prison;
- an allocation of 0.5 million will be allotted for the construction of a Programmes Building at the Golden Grove, Remand Prison, North Airing Yard;

## Law Enforcement

### Trinidad and Tobago Police Service

One of the main thrusts of Government is the achievement of an efficient and effective law enforcement system. This goal remains critical as law enforcement serves one of the most important vehicles towards the reduction of crime and the fostering of a safe and secure nation. COVID-19 has served to further highlight the importance of the maintenance of law and order of the country whilst navigating unprecedented times. In this light, the synergies of the Vision 2030, Roadmap to Recovery Phase II Report and Community Recovery Report place crime and law enforcement as a priority within the public policy agenda over the medium term. This alignment forges a strategic path to recovery and development which includes the strengthening of our law enforcement agencies such as the Trinidad and Tobago Police Service (TTPS).

As such, within fiscal 2022, the TTPS will continue to pursue its mandate to protect and serve, with its operations being strengthened through increased technology, equipment, infrastructure and the establishment of strategic units to deal with the various elements of crime.

Over the short-term (2016-2020), the TTPS underwent various organisational changes and has restructured its operations with the introduction of specialised units in order to effectively execute its mandate of preservation of law and order in the country.

An overall allocation of \$141.4 million will be provided to the TTPS in fiscal 2022 (comprising \$77.4 million under the CF and \$64.0 million under the IDF) for the implementation of projects which are critical for improving its performance and achieving the desired level of service. These projects will be geared towards building operational capacity, upgrading and acquiring ICT equipment in keeping with best practices and international standards and refurbishing facilities to improve working conditions for officers, staff and the public.

The Police Training Academy (PTA) is a multi-operational site as it serves as the training facility for recruits and officers and for supporting services and also serves as the site for operational and technological units. The TTPS has identified a number of projects for the development of the Police Academy and as such there was a need for land use rationalisation through the engagement of a land use planning firm in 2021.

### *Improvement Works to Police Stations and Buildings*

In fiscal 2022 the programme of infrastructural works for facilities development will continue to address the major deficiencies in critical areas including roof repairs, electrical upgrades, plumbing improvements, IT upgrades and expansion of facilities. Improvement works will be conducted at the following Police Stations and buildings:

- Princes Town - refurbishment of kitchen, restoration of the fire escape and the establishment of additional office space;
- San Fernando - establishment of additional office accommodation for the fingerprint lab, change room, property and filing rooms;



- Biche Station - reconfiguration of the office space to accommodate the Victim and Witness Support Unit;
- Marabella - refurbishment of male and female dormitories, kitchen, offices, roof repairs, acquisition of I.T. equipment and upgrade to the ID parade room;
- Ste Madeline - relocation of the Homicide Unit and Fraud Squad in the southern division;
- Maraval - refurbishment of the male and female washrooms, kitchen and laundry room, reconfiguration of plumbing lines in washrooms and repairs to the ceiling (concrete works and laminate);
- La Horquetta - refurbishment of the male and female washrooms, civil works, additional office space, ceiling works, air-conditioning works and electrical upgrade;
- Four Roads - supply and installation of new roof membrane and new ceiling, refurbishment works to CSI Property Storage and upgrade of the male and female dorms (including works to the shelving, painting, civil, lights, doors and air condition repairs);
- Point Fortin - establishment of a Property Room, refurbishment of the Narcotics Room, installation of covered parking and enclosure of walkway;
- Scarborough Police Station - relocation of the Homicide Unit;
- St. Clair - upgrade works for the relocation of Guard and Emergency Branch;
- Morvant - refurbishment works; and
- MATCO Building - refurbishment and expansion works for the Crime and Problem Analysis Branch (CAPA) and the Police Complaints Division.

### ***Purchase of Vehicles for the Police Service***

Mobility is a critical element of effective policing as officers must be in close proximity to the citizens they serve. The procurement of police vehicles will allow the TTPS to meet the operational requirements, increase visibility, ensure real time response and act as another tier of deterrence to crime. A total of \$20.0 million will be provided to acquire vehicles which will include: armoured personnel carriers, sport utility vehicles, sedans and a long wheel base 4x4.

### ***Purchase of Equipment for the Police Service***

Government will continue to invest in the acquisition of equipment and devices required to effectively conduct policing duties. An allocation of \$10.0 million will be provided for the acquisition of such items which will include mobile device tracking systems, remote communication systems, surveillance systems and body camera systems to equip the organisation for the maintenance of law and order within the national context.

### ***Development Works at the Police Academy (NEW)***

The Police Training Academy (PTA) is a multi-operational site as it serves as the training facility for recruits and officers and for supporting services and also serves as the site for operational and technological units. The TTPS has identified a number of projects for the development of the Police Academy and as such there was a need for land use rationalisation through the engagement of a land use planning firm in 2021. The firm developed a conceptual/ land use plan, proposed design engineering drawings and cost estimates for the proposed works.

In fiscal 2022, the sum of \$5.0 million will be provided for the development works which will be implemented on a phased basis. Phase one (1) works will include: upgrade of the cafeteria; remedial work to the armoury and training rooms; refurbishment of the maintenance workshop; establishment of a workshop storage; relocation of the Driving Wing; refurbishment of the accommodation for the Transport/Telecom Branch; relocation of cricket nets; road works; upgrades to the security and visitor facilities and associated mechanical electrical and plumbing upgrade works. It is anticipated that 100 persons would gain employment during phase one (1).

### ***Establishment of Virtual Courts***

Post the onset of the COVID-19 pandemic, the Judiciary of Trinidad and Tobago has been working with the TTPS towards the establishment of Virtual Courts. These facilities are required in various police stations to facilitate the attendance of witnesses and detainees at court matters. In this regard, an allocation of \$4.0 million will be provided in fiscal 2021 to establish Virtual Access Rooms at the following police stations: Guapo, Four Roads, Central, Arima, Sangre Grande, Princes Town, Chaguanas and Valencia.

### ***Refurbishment of Playing Fields at the Police Academy***

The TTPS has completed works on the cricket, football and hockey fields of the Academy consistent with international standards. In fiscal 2022, the Police Service will complete this project, at a cost of \$3.4 million, by providing a dual-purpose pavilion for the football and hockey fields and lighting upgrade for the hockey field. The refurbished fields will be used by police teams and be offered as training venues for national teams, community teams, Police Youth Clubs and schools in an attempt to build community spirit and offer a safe and positive space.

### ***Establishment of Divisional Property Rooms***

The TTPS has commenced work on the establishment of facilities and systems for the centralised management of property exhibits in each of the nine (9) police Divisions. These facilities are intended to support greater efficiencies and synergy in the management of property as well as improved security and custodial arrangements.

The TTPS has completed three (3) facilities in the Western, Northern and Central Divisions since the phased introduction of Divisional Property Rooms. The construction of the foundation and the two storey building to house the Divisional Property Room at the Siparia Police Station was initiated in fiscal 2021 and will continue in this fiscal. The sum of \$1.0 million will be provided in fiscal 2022 for the completion of the Property Room at the Siparia Station which represents phase four (4) of the project.

### ***Establishment of Divisional Special Victims Department***

The TTPS is seeking to establish a Special Victims Department which will provide holistic trauma support for victims and will focus on empowerment and evidenced-based approaches. The aim is to promote trust, respect and a commitment to providing holistic victim services to the public. The TTPS plans to provide accommodation for the Special Victims Department which will comprise of three (3) smaller units as follows:

- Gender-Based Violence Unit;
- Child Protection Unit; and
- Sexual Offences Unit.

The accommodation will provide a safe space for victims of gender-based violence and sexual offences to report crimes without fear of ridicule, stereotyping and victimisation. Officers attached to these units will be specially trained to engage victims appropriately.

In fiscal 2021, Special Victims Departments were established at the Roxborough Police Station in the Tobago Division, San Raphael Police Station in the Northern Division and the St. Clair Police Station in POS Division. In fiscal 2022, a total of \$1.0 million will be allocated for the establishment of Special Victims Departments at St. Margaret's and Tableland Police Stations. Approximately forty-five (45) persons will be employed during the implementation phase of the project.

### ***Development Works at the Police Academy***

The Police Academy has been mandated to accelerate recruitment with an expanded curriculum as a strategy to assist in eliminating the shortage of officers between the sanctioned and actual strength. In this regard, the TTPS will commence the construction of a dormitory facility for three hundred (300) recruits (which is estimated to take fifteen (15) months for completion) and a dormitory facility for sixty (60) instructors (which is estimated to take fourteen (14) months for completion). The dormitory facility for recruits is estimated to cost \$32.0 million and will include the construction of a four (4) storey building which contains shared quarters, washrooms, showers, laundry room, elevator (building code requirement), sprinkler system, fire escape, service engineering rooms, reading rooms for studying and all accompanying fixtures and furnishings. The construction of the dormitory to accommodate live-in instructors is projected to cost \$10.5 million and will include shared quarters, washrooms, showers, offices and laundry with fixtures and furnishings.

Phase two (2) of the project will entail the construction of a multi-storey car park for two hundred (200) vehicles with an estimated duration period of thirteen (13) months. Approximately sixty (60) persons will be employed during the implementation of this project.

### ***Supplemental Works - Phase 1 Police Stations***

The TTPS is seeking to upgrade eight (8) police stations in Arima, Brasso, Cumuto, La Brea, Maloney, Moruga, Oropouche and Piarco through installation of heating, ventilation and air conditioning systems. The design and capacity of the existing air condition systems at these police stations do not meet the building requirements and as such have to be replaced. Replacement of the units is estimated

to cost \$47.0 million of which the sum of \$20.0 million will be provided in fiscal 2022 to commence works, so that the prevention of additional losses through excessive maintenance costs and further loss of man hours at the stations can be curtailed.

#### ***Establishment of a Coastal and Riverine Patrol Unit at the Carenage Police Station***

The Coastal and Riverine Patrol Unit was established to facilitate a collaborative three-tier approach to offshore patrol working alongside the Coast Guard as follows: shore line to two (2) miles out is manned by the Coastal and Riverine Patrol Unit; from two (2) to ten (10) miles out is manned by the Coast Guard; and from ten (10) miles out to two hundred (200) miles is the exclusive economic zone. In fiscal 2022, the sum of \$5.0 million will be provided to commence works on the construction of a jetty and a building to house the Coastal and Riverine Patrol Unit. These works will entail the following: marine civil, piling and fuel bund, building civil, roof, plumbing and electrical, finishes, furniture, fixtures and IT infrastructure.

#### ***Establishment of New Police Headquarters***

The establishment of a New Headquarters will contribute to strengthening the country's national security structures and will ease the congestion in the existing buildings. This project will also contribute to enhanced efficiency in the execution of decisions and security measures, greater effectiveness and efficiency in delivery of services (as complementary units will now be housed together) and cost savings will be realised as expenses related to renting properties will be reduced. The works to be undertaken will involve preparation of the request for proposals for engineering designs, scope of works and priced cost estimate and construction of the building.

An allocation of \$1.0 million will be provided for continued works on the project brief and terms of reference which are in progress to allow for the request for proposals. The tender process and phasing of the projects will follow respectively. It is estimated that a total of sixty (60) persons will gain employment during the implementation phase of this project.

#### ***Construction of Police Stations***

##### **Phase 2B Police Stations**

Projects for the *Construction of the Manzanilla and Matura Police Stations* have been provided with the amount of \$1.0 million respectively to settle outstanding balances.

##### **Phase 2C Police Stations**

*Construction of Carenage and Roxborough Police Stations* were completed and funds in the amount of \$16.0 million will be provided for unsettled balances.

The project *Construction of St. Clair Police Station* has been provided with the amount of \$15.0 million to continue construction works on this facility.

## **Regional Development Planning**

### ***Development Planning***

Government's Roadmap for Trinidad and Tobago Phase 2 Report underscores that "digitalization of new and other key strategic sectors and the Public service will be a critical pathway to increasing productivity, exploding innovation and diversification, attracting FDI and creation of an environment

for sustainable economic development.” Consistent with the thrust towards harnessing the power of ICT towards the realisation of developmental goals, the Ministry of Planning and Development will continue to pursue the transformation of its Town and Country Planning Division (TCPD) through the operationalisation of the automated construction permitting system.

A total provision of \$5.9 million will be allocated for two (2) inter-related transformation projects which will facilitate timely review of plans and faster approval of construction permits as well as improved record keeping and reliable archiving of permitting activities.

#### ***Automation of the Construction Permitting Process DevelopTT***

In fiscal 2022, funds in the sum of \$2.3 million will be provided for the enhancement and continued roll out of the DevelopTT online construction permitting system towards improving the ease of doing business.

The pilot project was initiated to test the system in the permitting environment to ensure that it meets the business requirements of agencies and end users involved in development permitting in Trinidad and Tobago. Similar to the experience of pilot testing with many new I.T systems, the pilot implementation highlighted some issues for applicants and approvers with the system in the live site. As such, funding in fiscal 2022 will be utilised to execute software system design changes by the consultant based on the feedback received during the pilot to refine the software.

Funds will also be utilised to conduct system training with the relevant agencies in Tobago involved in the construction permitting system and for administrative support for the project. Citizens will benefit from enhanced and expanded access to e-services through the DevelopTT portal for every step of the building, planning and development process.

#### ***Implementation of the Automated Workflow Process***

In fiscal 2022, efforts will be sustained for the conversion of the TCPD’s physical legacy records into digitised representation and delivery. An allocation of \$3.6 million will be provided to facilitate the implementation of phase two (2) of the project during which the digitisation of records of the TCPD’s East Regional Office and the Tobago Regional Office will be undertaken. Subsequent to which, these files will form part of the digital vault and provide reference material to the DevelopTT system. This digitisation initiative will enhance the Division’s service delivery through better accessibility to information, faster retrieval of records and improved preservation of legacy data.

#### ***Regional Development Initiatives***

An integral part of Government’s development trajectory entails sustainable urban transformation. The National Development Strategy 2016-2030 envisions citizens will have access to adequate and affordable housing and Trinidad and Tobago will have a safe and operationally efficient transport system. Key to the realisation of these goals are urban development projects, which are also crucial strategic initiatives for encouraging economic growth. To this end, Government will invest \$2.0

million in fiscal 2022, towards the continuation of the *Revitalisation of Port of Spain* which is geared towards rejuvenating and transforming the city, addressing urban challenges including accommodation and traffic congestion and seizing development opportunities.

The Ministry of Planning and Development will continue to coordinate the seven (7) development initiatives executed through UDeCOTT as follows:

- Memorial Plaza Development;
- Salvatori Development;
- Piccadilly Housing Development;
- Powergen Development;
- Redevelopment of City Gate;
- Inter City Transit Tram System; and
- Foreshore Green Space.

Government will also provide sustained investment towards the development of the Chaguaramas peninsula into a world-class ecotourism destination, business and entertainment centre for the benefit of citizens. The development of the north-west peninsula is executed through the Chaguaramas Development Authority (CDA) and has the potential to serve as a magnet for local and foreign tourism and business development opportunities. To this end, a total provision of \$5.0 million will be allocated for the implementation of projects by the CDA as follows:

- *Major Vehicles and Equipment Upgrade* – the sum of \$1.3 million will be provided for the procurement of equipment for the CDA including servers, a power supply kit, cables, a railing system, a display System and a modular controller;
- *Upgrade of Chaguaramas Golf Course - Phase 1* - the sum of \$0.9 million will be provided to undertake works including construction of golf sheds on the course, filling of the bunkers with sand, construction of six (6) practice and pitching greens with bunkers as well as construction of a putting green bunker;
- *Renovation Works to the CDA Police Post at Williams Bay* – funds in the amount of \$1.0 million will be utilised to facilitate works to the walls (concrete, formwork, reinforcement and partitions) masonry/plastering, roof covering and waterproofing as well as internal and external works;
- *Refurbishment of Vending Booths at Phase 1 Boardwalk Williams Bay* – an allocation of \$0.5 million will be provided for works to the walls, floors, doors, windows, plumbing, drainage and electrical systems of the vending booths; and
- *Rehabilitation /Construction of Access Roads and Drains at Agro Park* – the sum of \$1.3 million will be allocated to facilitate activities including mobilisation, site preparatory works, clearing and grubbing, earth works, drainage, concrete and stabilisation works, roads rehabilitation works and road construction works.



## ***Smart Growth***

Government's Roadmap to Recovery Phase Two emphasises facilitating smart growth in Trinidad and Tobago through spatial and infrastructure development. To this end, an investment of \$4.0 million will be provided in fiscal 2022 to commence activities for the project *Smart City Infrastructure* which will utilise an innovative approach towards urban development.

## **Administration - Providing Modern, Safe Public Buildings**

### ***Public Buildings***

In fiscal 2022, Government will continue to embark on its programme of construction, refurbishment and equipping of public buildings and offices to provide enhanced office accommodation and improved service delivery infrastructure. The planned works will also facilitate compliance with OSHA standards and efficient working environments.

The sum of \$ 122.7 million will be allocated for works throughout various Ministries and Departments as follows:

- refurbishment and re-tooling of constituency offices and sub-offices of Members of the House of Representatives;
- construction of townhouses in Tobago for officers of the Judiciary;
- outfitting of the following offices:
  - San Fernando offices for the Director of Public Prosecutions;
  - District Registrar Offices and Legal Aid and Advisory Authority;
  - Tower C, International Waterfront Centre to facilitate the relocation of the Civil Law Department;
  - Registrar General's Department, South to facilitate the relocation to Gulf City, La Romaine;
- upgrade works to the perimeter fence and installation of a CCTV security system at the Immigration Detention Centre in accordance with international standards. Refurbishment and upgrade works will also be undertaken on the administrative, support and laboratory sections of the Trinidad and Tobago Forensic Science Centre;
- construction of a new state of the art forensic laboratory facility and pathology services in Mt. Hope. The Government of the Republic of Trinidad and Tobago (GORTT) has signed an agreement with the Government of the People's Republic of China for the financing of the construction works and GORTT will provide funding for project development and project management services;
- continuation of repairs and renovation to Rudranath Capildeo Learning Resource Centre, by the Ministry of Education. Works will include painting, upgrade to the electrical and emergency plumbing system and purchasing of equipment for the printery. The Ministry will also undertake renovation works at the Victoria District Office;

- continued works at the San Fernando Waterfront Development Project which will include relocation of PTSC Maintenance Facility, squatter relocation and upgrade of Plaza San Carlos;
- completion of ongoing works for customisation and outfitting of the new office building at No. 3 Alexandra Street, St. Clair for the staff of the Personnel Department;
- refurbishment works at the Ministry of Housing and Urban Development's Head Office, continued renovations to New City Mall and Eastside Plaza and construction of a building at No. 43, Independence Square (Drag Brothers Mall) which was destroyed by fire;
- continuation of works at the Meteorological Services Division Building at Crown Point, Tobago with the purchasing and installation of equipment including a Ranger X5 Radar, Voltage Regulator, Automatic Weather Stations. The computerisation and networking of the Central Administrative Services, Tobago will also be undertaken and will entail the purchase of intranet and website infrastructure, network server platform, desktop computers and related equipment;
- restorative works to the Ministry of Rural Development and Local Government, Kent House which will include the installation of an elevator and electrical upgrades. The Ministry will also undertake renovations to Regional Corporation offices across the country and continued construction of a new administrative complex for the Diego Martin Regional Corporation. Additionally, with the implementation of the Dog Control Act, 2013 and the Dog Control (Amendment) Act, 2014 the construction of a regional pound in south Trinidad will be undertaken to assist with stray dog control;
- installation of a new air-conditioning system at the Ministry of Works and Transport's Head Office and repairs to its sub offices at various locations across the country;
- continued construction, outfitting and maintenance of the Ministry of Health's Administrative Building utilising a BOLT arrangement. The Ministry will also continue the construction of a multi-store carpark at the San Fernando General Hospital compound;
- relocation of the Occupational, Safety and Health Agency (OSHA) Head Office;
- In fiscal 2022, the Cipriani College of Labour and Co-operative Studies will also continue works to the campus which include completing the air conditioning upgrade, repainting of the building, refurbishment of bathroom facilities, refurbishment of classrooms and offices and installation of a perimeter fence on the west side of the campus;
- establishment of activity centres to provide access to free Wi-Fi and training facilities in various communities to bridge the digital divide in Trinidad and Tobago. The centres will provide access to ICT equipment, infrastructure, content and services;
- design of a purpose-built National Archives building based on international standards, to provide secondary storage for Government records and the long-term preservation of the nation's documentary heritage;

- renovation and upgrade of buildings at various divisions of the Ministry of Agriculture, Land and Fisheries including offices in north and south Trinidad, Analytical Services Laboratory, Marper Farm and Tucker Valley, Chaguaramas;
- outfitting of buildings for the Ministry of Social Development and Family Services at various locations and the acquisition and outfitting of a building for the Ministry's Head Office;
- continued upgrade works at the Ministry of Sport and Community Development's Head Office at Jerningham Avenue, Port of Spain which include upgrade of the air conditioning system, major electrical works, plumbing and fire protection installation;
- ongoing works at the Ministry of Foreign and CARICOM Affairs' Head Office which include the security management system, ICT equipment upgrade, repairs to three (3) units at Flagstaff and renovations to High Commissions at Jamaica and South Africa; and
- preparation of architectural and design drawings for the Head Office of the Ministry of Planning and Development.

### ***Historical Buildings***

The sum of \$2.5 million will be provided to meet outstanding payments for completion of a number of historical buildings including Mille Fleurs, President's House, Whitehall Building, Stollmeyer's Castle and the Prime Minister's Residence in Tobago.

### ***Court Facilities***

Strengthening the judicial system to facilitate the timely delivery of justice remains a key development priority in Trinidad and Tobago. Although the COVID-19 pandemic and ensuing mitigation measures have challenged operations, the Government and the Judiciary will continue to strengthen judicial structures and systems to be more responsive to the needs of society. As the pandemic continues, focus will continue to be on the digitization of the Judiciary to allow for the uninterrupted functioning and timely access of services virtually. In addition, focus will be placed on expansion of the services of the Family and Children's Court, given the critical role that the Judiciary plays in building and maintaining strong families

In fiscal 2022, the Judiciary of Trinidad and Tobago will continue to reorganise, upgrade and increase the number of court facilities throughout the country under the programme *Improvement/Refurbishment to Court Facilities* with an overall provision of \$49.0 million to be implemented as follows:

### ***Rehabilitation of the Hall of Justice (HoJ), Port of Spain and Tobago***

The Hall of Justice (HoJ) is prescribed to become the centre of the criminal justice with the imminent proclamation of the Administration of Justice (Indictable Proceedings) (Amendment) Act, 2020. As such, \$3.0 million will be allocated for the reconfiguration of the HoJ to accommodate an increased number of Criminal Courts and the Criminal Administrative Division, in addition to the installation of caulking and leak management and the upgrade of the outrigger panels.

### ***Rehabilitation of the Hall of Justice, Tobago***

Efforts will continue towards the upgrade and refurbishment of the Hall of Justice, Tobago in fiscal 2022. An investment of \$1.0 million will be made to address OSH Act issues, which include upgrade of electrical and central air conditioning system, repairs to the roof and the sewer system at the court facility.

### ***Princes Town Magistrates' Court***

The Princes Town Magistrates' Court was relocated to No. 271 Edward Street, Naparima/ Mayaro Road Princes Town and were officially launched on July 01, 2021. The Court, which is approximately 90 percent completed comprises of eleven (11) court rooms which consist of five (5) Family Courts and six (6) Criminal Courts. Final works will be concluded to the facility with an allocation of \$5.0 million which include the installation of ICT and security infrastructure and equipment as well as outfitting works.

Completion of the Princes Town Magistrates' Court that would serve the Victoria East Magisterial District (Princes Town Magistrates' Court) and the South-Eastern Magisterial District (Rio Claro Magistrates' Court) in fiscal 2022.

### ***Refurbishment and Expansion of the Siparia Magistrate Court***

Work will continue at the court with an allocation of \$1.0 million for the completion of the perimeter fence and the expansion of security and ICT facilities.

### ***Port of Spain Magistrates' Court***

An investment of \$6.1 million will be provided for ongoing renovation works at the *Port of Spain Magistrate's Court* as follows:

- upgrades to the electrical system and installation of a power system, air conditioning system and a life safety system; and
- roof repairs, replacement of substandard building materials and repainting of internal and external walls.

### ***San Fernando Supreme Court Building***

With an allocation of \$5.6 million, works will continue with the upgrade, refurbishment and renovation of the Supreme Court Building in San Fernando as follows:

- upgrades to the electrical system, central air conditioning systems and ICT systems;
- construction of a secured pathway which will allow prisoners to access to the courts;
- roof repairs and prevention of water infiltration; and
- installation of OSH life safety systems.

### ***Construction of Video Conferencing Centre at Golden Grove Arouca***

An allocation of \$6.0 million will be provided in fiscal 2022 for the completion of the pre-engineered/prefabricated building at the Remand Prison, Golden Grove, Arouca which will accommodate eight (8) video conferencing rooms.

## **Improvement in Law Administration**

In compliance with the legislation on Family and Children Court Act, 2016 the Judiciary of Trinidad and Tobago will continue with the establishment of the Juvenile and Family Courts throughout Trinidad and Tobago under projects as follows:

### ***Institutional Strengthening of the Family Court***

Family Courts will continue to expand its services and upgrade its existing courts with an allocation of \$3.0 million to continue works to:

- establish the *Family Court, Arima* which will entail the acquisition, configuration and outfitting of Court Building;
- expand the *Family Court, Port of Spain Trinidad* which will entail the acquisition, configuration and outfitting of a Court Building; and
- completion of the *Family Court, Tobago* inclusive of ICT, security and civil works.

### ***Establishment of a Children Court of Trinidad and Tobago***

An investment of \$2.0 million will be provided in fiscal 2022 for the establishment of the Children Court of Trinidad and Tobago, with continued works to be undertaken on the existing buildings in north and south Trinidad, in addition to the configuration and outfitting of an appropriate building in Tobago to serve as a Children Court in the sister isle. Works will include:

- the completion of *Children Court, Fyzabad (South)* with upgrades to the security infrastructure and water infiltration;
- the expansion of ICT capability in addition to digital court recording solutions and FTR Video Conferencing at the *Children Court, Port of Spain (North)*; and

- the expansion of the *Children Court, Tobago* to configure and outfit the building.

## **Capacity Building/Institutional Strengthening**

To foster efficiencies in public institutions, measures are being implemented to strengthen the COVID-19 recovery and this has brought an urgent need for development of ICT infrastructure to support remote working and e-service delivery. The aim is that the public service will have modern, effective and efficient public management systems. In fiscal 2022, this will be accomplished through the following initiatives:

### ***Modernisation of the Public Service Academy***

The MPA continues to provide learning interventions to develop increased capacity that meet the needs of ministries and the public service. Through the *Modernisation of the Public Service Academy* project the MPA will strategically reposition the PSA, to more effectively contribute to establishment of a centralised learning and development facility, to achieve capacity building to provide online end-to-end service delivery. An allocation of \$0.5 million will be provided in fiscal 2022 for this project.

### ***Public Sector Performance Management Systems (PSPMS)***

To improve the overall effectiveness of service delivery in Trinidad and Tobago the MPA will work toward establishment of a sustainable mechanism for results-based management by implementation of the *Public Sector Performance Management System (PSPMS)*. Through this project, service delivery standards will be established; implementation is monitored and evaluated; resources are allocated and actions are supported to address under-performance and reward performance. This will provide data for evidence-based decision making to support Ministries, Authorities and State Agencies and be developed as a distinct programme within the National Performance Framework. In 2022, the amount of \$0.5 million will be provided for this project.

National Performance Framework - Service delivery standards will be established; implementation is monitored and evaluated; resources are allocated and actions are supported to address under-performance and reward performance - \$0.5 million will be provided for this project.

### ***E-Human Resource Management in GORTT (e-HRM)***

The Government of the Republic of Trinidad and Tobago (GORTT) is intent on transforming its delivery of services to move from paper-based to electronic systems. The purpose of this project is to transition HRM in the public service from manual to digital operations, supported by upgrade in the scope of the technology of the existing IhRIS system. The focus will be on re-engineering and reconfiguring of the procedures and processes to produce automated systems, in an effort to deliver effective and efficient public services to citizens. An allocation of \$2.1 million will be provided in fiscal 2022 for this project.



Transition of HRM in the public service from manual to digital operations, re-engineering and reconfiguring of the procedures and processes to produce automated systems to deliver effective and efficient public services to citizens.

### ***Empowerment of the Labour Force***

The National Development Strategy 2016-2030 envisions a modern, effective and efficient public service meeting the needs of citizens. Government is cognisant that its strategies to address this priority must place emphasis on strengthening the institutional capacities of the public service for performance improvement and accountability through appropriate governance policies, structures and systems.

In addressing this priority, the Ministry of Labour (MOL) aspires to be the leader in promoting decent work in Trinidad and Tobago. The Ministry also champions the belief that a more educated and empowered labour force will serve as the basis for Trinidad and Tobago's socio-economic sustainability. In this regard, an allocation of \$12.9 million will be provided in fiscal year 2022 to the MOL to spearhead the promotion of decent work and reduce discrimination in the country's labour force.

### ***Labour Legislation Reform***

The reform of labour legislation will seek to maintain a favourable industrial relations climate and will create a modern and model legislative framework that allows businesses and employees to thrive in an environment of co-operation and sustainability as outlined in the Pillar 6 - Address Industrial Relations - *Urgently Reform the Industrial Relations Climate to improve efficiency and equity in the workplace*. As such, an allocation of \$0.3 million will be provided for the review of the following pieces of legislation:

- HIV and AIDS in the Workplace;
- Prevention and Elimination of the Worst Forms of Child Labour;
- Employment Standards Bill; and
- The Workmen Compensation (Transfer of Funds) Act Chapter 88:06.

### ***Operationalisation of the National Tripartite Advisory Council***

The MOL will continue to provide support for the operationalisation of the National Tripartite Advisory Council which will seek to promote and encourage tripartite dialogue as an essential contributor to all aspects of national, social and economic development. With an allocation of \$2.5 million, the MOL proposes to acquire and outfit suitable accommodation for the secretariat of the council and employ a full complement of staff to effectively execute the work which will include the conduct of outreach and public sensitisation activities.

### ***Determination and Impact of the Minimum Wage Level on the Economy***

The sum of \$0.6 million will be allocated to complete research on the impact of minimum wage and develop an econometric model to review, determine and monitor the minimum wage in Trinidad and Tobago.

### ***National Productivity Enhancement***

The objective of the *National Productivity Enhancement* project is to increase the levels of productivity in Trinidad and Tobago. In fiscal 2022, the National Productivity Council in collaboration with external parties including the International Labour Organisation will undertake a number of initiatives which will include the hosting of workshops, development of a research agenda, conduct of baseline surveys and establishment of the National Productivity Centre with an allocation of \$0.8 million.

### ***Development of a Child Labour Policy***

The National Steering Committee for the Prevention and Elimination of Child Labour will collaborate with key stakeholders to finalise the Child Labour Policy which will seek to prevent incidences of child labour and contribute to the eventual elimination of child labour in Trinidad and Tobago with an allocation of \$1.0 million for fiscal 2022.

### ***National Baseline Survey on Knowledge, Attitudes, Beliefs and Practices on HIV in the Workplace***

The objective of the project *Conduct of a National Baseline Survey on Knowledge, Attitudes, Beliefs and Practices on HIV in the Workplace* is to identify the current knowledge, attitudes, practices and beliefs of HIV and AIDS in the workplace throughout Trinidad and Tobago. A provision of \$0.1 million will be made in the fiscal year 2022 for the survey to be completed and a report will be published.

### ***Development of a Labour Migration Policy for Trinidad and Tobago***

With an allocation of \$0.3 million, the MOL will commence the roll out of the *Labour Migration Policy for Trinidad and Tobago* through the launch of a digital media campaign, television and radio advertisements, printing of pamphlets and brochures and production of educational videos.

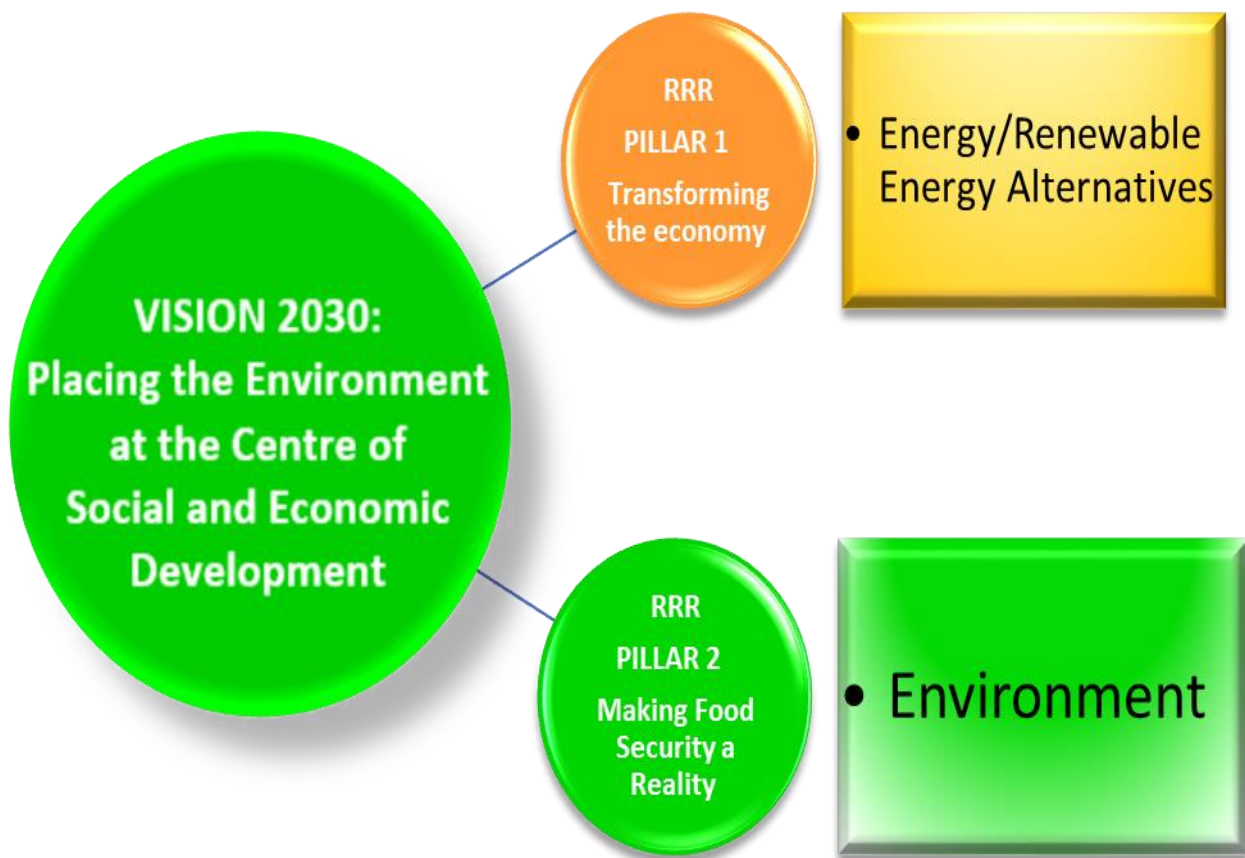
### ***Cipriani College of Labour and Co-Operative Studies – Upgrade of Security Systems***

The sum of \$0.5 million will be provided for the procurement and installation of an access control system at the Cipriani College of Labour and Co-Operative Studies to regulate access to the building as well as to keep a secure record of staff attendance.

**VISION 2030: PLACING THE ENVIRONMENT AT THE  
CENTRE OF SOCIAL AND ECONOMIC  
DEVELOPMENT**



**VISION 2030: PLACING THE ENVIRONMENT AT THE  
CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT**





Sectors	Allocation
Energy/Renewable Energy Alternatives	0.3
Environment	19.9

The economic prosperity and well-being of Trinidad and Tobago is underpinned by its natural resource capital. This includes its biodiversity, in particular ecosystems that provide essential goods and services, clean air, good quality fresh water, fertile soil, healthy forests, productive land and seas, pollination, climate regulation and protection against natural disasters. In order to achieve the sustainable development of the nation, it is essential that this natural resource capital is protected. As such, Trinidad and Tobago's Vision 2030, Theme V: "Placing Environment at the Centre of Social and Economic Development" is closely aligned with the United Nations Sustainable Development Goals (SDG), in particular SDG Goal 3 Ensure Healthy Lives and Promote Well-Being for All Ages, SDG Goal 11 Sustainable Cities and Communities, SDG Goal 12 Responsible Consumption and Production, SDG Goal 13 Climate Action, SDG Goal 14 Life Below Water, and SDG Goal 15 Life on Land.

Over the last few years, the citizenry has become increasingly aware of environmental problems and its effect on the quality of life and livelihoods. Various human activities have resulted in adverse effects to human health, the global climate, the economy, natural resources and ecosystems. Addressing environmental issues requires action of all facets of society and all stakeholders from both the public and private sectors. Government places the conservation and preservation of the environment at the heart of development and as such is focused on policies, programmes and activities that are designed to promote climate action, nature action and chemicals and pollution action. Specifically, actions will seek to protect natural habitats, keep air and water clean, ensure proper waste disposal, reshape production and consumption patterns for sustainability, promote renewable energy, promote food security, improve climate resilience, improve knowledge about toxic chemicals and pollution, improve communication to catalyse environment action and help businesses move towards a sustainable economy.

### **Energy/Renewable Energy Alternatives**

The energy sector continues to be the main driver of the economy of Trinidad and Tobago. Resilience in this sector is also built by facilitation of the growth of alternative sources of energy to meet long term demand. Government remains committed to ensuring the sustainability of the energy sector through the promotion of renewable energy alternatives which is aligned to the National Development Strategy's Development Theme V: "Placing the Environment at the Centre of Social and Economic Development." To this end, in fiscal 2022, the Ministry of Energy and Energy Industries (MEEI) will receive an allocation of \$3.8 million for the promotion of renewable energy initiatives.

### ***Renewable Energy and Energy Efficiency Initiatives***

The following initiatives geared towards the promotion of sustainable development of the nation will be undertaken under the RE&EE programme in fiscal 2022 at a cost of \$0.5 million:

- *Conduct of a Wind Resource Assessment Study* - which will contribute to the development of alternative energy sources and reduce the nation's carbon footprint. The study will produce a wind resource map that will identify the quantity and frequency of wind, as well as the most optimum areas for the resource within Trinidad and Tobago. Various sites will be used as points of wind measurements; and
- *Implementation of a Solar Traffic Lights Project* - which will contribute to fuel cost savings for Trinidad and Tobago as well as a reduction in greenhouse gas emissions. This initiative will aim to highlight that traffic lights can operate on solar energy and raise awareness for the use of solar technology applications. A pilot project will be launched utilising three [3] stand-alone solar photovoltaic (PV) systems and will be undertaken by the MEEI in collaboration with the MOWT, MPU and the T&TEC. The MEEI will lead in the planning and implementation of the project whilst the MOWT will spearhead the procurement of the necessary equipment. The solar powered traffic lights will be installed at specific locations which will be determined by the MOWT.

### ***Installation of Electric Charging Stations for Electric Vehicles***

The Government is committed to reducing this country's Green House Gas (GHG) emissions through the use of cleaner forms of energy and the promotion of Renewable Energy (RE) and Energy Efficiency (EE) in the transport sector. In fiscal 2021, the sum of \$11.0 million will be allocated for the Installation of Electric Charging Stations for Electric Vehicles (EVs), which will be spearheaded by the MEEI. EVs are significantly more energy-efficient when compared to the internal combustion engine vehicles. Additionally, due to growing concerns on the impacts of climate change and the need for reduction in carbon dioxide (CO<sub>2</sub>) emissions, there have been numerous commitments globally aimed at reducing the use of liquid fuels in the transportation sector.

### ***Acquisition of Synthetic Aperture Radar (SAR) System***

In the fiscal 2022, an allocation of \$0.3 million will be provided for the payment of annual maintenance, insurance premiums and contingency cost as well as for the upgrade of information and communications technology (ICT) for the radar systems located at Chaguaramas and Port of Spain. These systems are used for the early detection of oil spills in the Gulf of Paria.

### ***Dredging of the Sea Lots Main Channel and Turning Basin***

Heavy siltation of the Sea Lots Main Channel and Turning Basin has posed a challenge for safe navigation of vessels. In this regard, an allocation of \$3.0 million will be provided in fiscal 2022 to conduct an updated Bathymetric Survey on the Sea Lots Main Channel and Turning Basin, which is necessary to determine the extent of dredging required.



Environmental sustainability is fundamental for conserving the country's ecosystem, air quality and resources in order to maintain a clean and healthy environment. The environment is also the common thread that supports all sectors which contribute to the social and economic development of the nation and therefore must be managed for the benefit of present and future generations.

To this end, Government is steadfast in its commitment to engender environmental consciousness and preserve environmental resources as stated in the National Development Strategy under Theme V: Placing the Environment at the Centre of Social and Economic Development. Further, the Roadmap to Recovery Report outlines the way forward for the country's environmental well-being through shifting to a green growth development path.

Ministries, Departments and Agencies (MDAs) will continue to focus on achieving environmental sustainability through a modernised legislative framework and the implementation of environmental management programmes, projects, practices, and processes. Initiatives will include sound education and awareness, re-forestation, management of wildlife resources, support for rehabilitation and conservation, promoting recycling, improving energy efficiency, strong air and water quality, and coastal protection.

## **Environmental Management and Policy**

Trinidad and Tobago remains committed to the pursuit of sustainable development and fulfilment of various Multilateral Environmental Agreements (MEAs) in the areas of waste and chemicals management, natural resource management, climate change and marine ecosystems and resources. In fiscal 2022, \$2.2 million will be allocated to the following key agencies to strengthen environmental governance and management systems:

- The Environment Management Authority (EMA) aims to build effective institutional capacity and implement sound environmental management.

In fiscal 2022 \$2.2 million will be allocated to strengthen Environmental Management.

The aim of the EMA will be accomplished through the sustained implementation of the following projects and programmes:

- *Development of Ambient Water Quality Standards* – funding will be utilised for the collection and assessment of physical, chemical and biological data from the Rest West and Hillsborough West Watersheds at both inland surface waters and the coastal nearshore area to assess the water quality. The procurement of a consultant will also be undertaken for the development of watershed improvement plans to address the degradation of water and habitat quality within each watershed and ensure long-term protection for current and future users in these areas;
- *Establishment of an Ambient Air Quality Management Programme (AAQM)* – activities will focus on increasing the current number of AAQM stations from six [6] to seven [7]; assessment of air pollution quality; collection and utilisation of the data from the

monitoring locations to more accurately identify pollution trends and forecast air quality; assessment of the effectiveness of concurrent air quality initiatives and using the data acquired to inform the decision-making process regarding the management and improvement of ambient air quality (i.e. for regulatory and non-regulatory processes); sensitive receptors; targeting key sources of pollution; and providing timely feedback to the public using the data from the network in a real-time Air Quality Index;

- *Acquisition of ISO 9001 Certification –Phase four (4)* – funds will be provided to address the findings of the stage one [1] audit and to conduct the final audit (from the selected third party certification body) for ISO 9001:2015 Certification, recognition and achievement;
- *Development of a Management Plan for the Scarlet Ibis* – the project is a new initiative of the EMA which specifically aims to protect and reduce the threats to the Scarlet Ibis in Trinidad and Tobago. The Agency will seek to establish a Management Advisory Committee for the development of a management plan for the Environmentally Sensitive Species (ESS) and will thereafter develop a species management plan for the Scarlet Ibis. Conservation of this ESS and protection of its habitat through the development and implementation of a management plan will provide positive environmental impacts including: maintenance of its abundance and diversity; and preservation of the integrity of the populations of the Scarlet Ibis, to ensure reproductive and genetic viability. Beneficiaries will include community personnel, groups and organisations; eco-tourism groups local to the target area(s) where the project activities will be conducted; various Ministries and agencies involved in the management and protection of the target area such as the Forestry Division of the Ministry of Agriculture, Land and Fisheries; research and educational institutions as well as the wider national community; and
- The Institute of Marine Affairs (IMA) aims to protect important habitats of marine life and assists in restoring the productivity of the oceans to avoid further degradation. These areas serve as sites for scientific study and generate income through tourism and sustainable fishing. A provision of \$3.3 million will be allocated to the IMA to continue activities for the completion of the *Development of the Mariculture Industry in Trinidad and Tobago; Construction of Institute of Marine Affairs; and the Establishment of Marine Research Field Station in Tobago*. The IMA will also commence *Upgrade of the drainage, fence and sewer systems of the IMA headquarters in Chaguaramas*, which are expected to be pursued with alacrity since these semi-functional elements are in breach of the OSH Act requirements.

### ***Solid Waste Management***

Government continues to place strategic focus on minimising waste generation and promoting greater recycling and environmental awareness among the citizens of Trinidad and Tobago. As the key State agency with responsibility for the collection, handling, treatment and disposal of the country's solid waste, the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) manages Trinidad's three [3] largest landfills at Beetham Estate, Forres Park and Guanapo. SWMCOL's mandate is guided by national development policies including Vision 2030, the National Environmental Plan (NEP), the National Integrated Solid/ Resource Waste Management Policy (2014) and the National Waste Recycling Policy (2015).

The organisation has recalibrated its strategy to deliver its mandate in an efficient and effective manner through its Strategic Plan 2021 – 2025 “*Pathway to Sustainability*” which envisions SWMCOL as a driving force in sustainable environmental management in Trinidad and Tobago.

The corporate strategy of SWMCOL for the period is built upon six [6] Strategic Pillars as follows: *Waste Minimisation and Diversion; Business Growth; Operational Efficiency; Brand and Public Awareness; Organisation Alignment and Employee Empowerment; and Corporate Sustainability.*

In fiscal 2022, a total of \$7.1 million will be allocated to SWMCOL for its capital programme geared towards supporting increased recycling and improving the essential service of landfill management.

SWMCOL made considerable efforts in advancing the Establishment of an Engineered Municipal Solid Waste Landfill at Forres Park. Through the Public Sector Investment Programme (PSIP), SWMCOL completed the conceptual designs for the new engineered landfill in fiscal 2016. Further in fiscal 2020 and fiscal 2021, several preliminary studies in Phase 1 - Technical, Financial, Social, Environmental and Economic Studies were undertaken, and the company achieved:- completion of Topographic and Hydrographic Surveys; completion of draft Cadastral Survey; completion of Geotechnical Study; completion of Groundwater Studies; and near completion of Traffic Flow Analysis which is expected to be completed by the end of the 3rd Quarter of fiscal 2021.

The following projects will continue its roll-out this fiscal:

- *Upgrade of Recovery and Recycling Facilities, Plant and Equipment, Phase 3– Guanapo* - upgrade works aim to improve the infrastructure of the existing Material Recovery Facility (MRF); improve the perimeter surveillance and security; improve health, safety, and environmental standards at the sites in accordance with Occupational Safety and Health Act (OSHA); and increase operational capacity of the MRF through the procurement of key equipment and machinery;
- *Upgrade of Access Roads at the Landfill Sites* - SWMCOL will construct approximately 200m of bitumen standard internal access roads at the Guanapo Landfill site in order to:
  - improve access to the tipping area of the landfills under all weather conditions;
  - improve security and surveillance at the sites with the installation of adequate street lighting;
  - improve compliance with OSHA;
  - reduce risk to human health and the environment; and
  - and reduce maintenance/ repair costs associated with damage from road conditions.
- *Establishment of an Engineered Municipal Solid Waste (MSW) Landfill, Forres Park* - SWMCOL will seek to complete phase one [1] of the Establishment of an Integrated Sustainable Solid Waste Management System which will entail the following baseline studies: a Waste Characterisation and Centroid Study and an Environmental and Social Impact Assessment (in accordance with EMA’s requirements to obtain a Certificate of Environmental Clearance).

## ***Forestry***

Forests provide recreational opportunities, contribute to health and well-being, regulate local temperature and protect drinking water supplies. Forests also act as carbon sinks and have mitigating effects on climate change. More importantly, trees form the foundations of many natural systems and as such provide a wide range of products (timber, fruit, medicine, beverages, fodder) and services (carbon sequestration, wind breaks, water quality and quantity control, coastal protection, shade, beautification, erosion control, soil fertility). The forests of Trinidad and Tobago are home to a wide variety of faunal biodiversity which facilitate pollination, seed dispersal and germination. Government values the role of local forest ecosystems in providing several critical services that support extractive and non-extractive uses. These services include watershed protection, soil protection and erosion control, landscape beauty, disaster risk reduction, carbon sequestration and climate regulation.

Accordingly, an allocation of \$5.8 million will be provided to the Forestry Division of the MALF to continue its implementation of the following projects in fiscal 2022:

- *Re-afforestation of denuded Northern Range Hillside* – to reforest denuded areas of land within the Northern Range in order to maintain this critical watershed and create vegetative cover that will reduce the impact of erosion and promote a greener and healthier Trinidad. Activities will include the upgrade of nursery facilities, seedling production, site preparation plant, tend and supply (clear young plant of all vines and replace dead plants) and the upgrade of nursery stores which involves securing a new location, construction of shelving;
- *Commercial Repository* –to increase forest capital by addressing various issues leading to reduced forest cover. Activities will include the upgrade of nurseries at Cumuto, St. Joseph, Melajo and Cap-de-Ville, the purchase of one [1] wheel tractor and one [1] flatbed truck; as well as tending and supply of two hundred and thirty-five [235] hectares of land;
- *Improvement of Forest Fire Protection Capability* – to increase the forest fire fighting capabilities of the Forestry Division while developing best safety practices and using strong scientific data to chart future approaches. Activities will include purchase of firefighting equipment and training in fire suppression, as well as repairs to fire towers at Nariva (Kernahan Trace) and St. Michael's Tower;
- *Improved Management of the Natural Forest- South East Conservancy* – to improve the management of the natural forest through improved techniques, internationally accepted strategies and specific interventions. Activities will include felling and looping of overgrown trees, removal of unwanted species and improvement planting at Block 6 - Rio Claro East (size two hundred and thirty-five [243] hectares), testing strength properties of local, lesser used species at UWI strength tensile and survey and demarcation and cleaning of boundaries;
- *Wetlands Management Project* – to initiate a wetland conservation programme that combats habitat destruction, poaching of wildlife and pollution by increasing security, improving infrastructure and promoting environmental awareness. Activities will include the continued implementation of the construction of a 500ft x 500ft enclosure for flamingos;

- *National Parks and Watershed Management Project* – to develop national parks, natural heritage sites and reserves throughout the country. MALF will focus on the improvement of recreation parks at San Fernando Hill, Caura and Cleaver Woods;
- *Outreach, Community Empowerment and Mobilization Planning Project* – to sensitise and educate the public on the values and benefits of forest resources. Activities will include exhibits and displays, purchase of equipment and accessories for virtual training and production of informative booklets and leaflets; and
- *Sustainable Management of the Wildlife Resources in Trinidad and Tobago* – activities to manage wildlife resources will include determining population viability analysis of Capybara (*Hydrochoerus hydrochaeris*) in Trinidad (phase two [2]; and the *Leopardus pardalis/ Ocelot Conservation and Recovery Plan*.

### ***Coastal Protection***

Building the resilience and adaptive capacity of coastal communities and infrastructure against the effects of climate change and natural disasters remain key components of Government's sustainable development programme.

An allocation of \$42.6 million will be provided for the *Critical Coastal Protection Programme* implemented by the Ministry of Works and Transport to minimise the impact of coastal erosion in Trinidad. The major projects that will be implemented under the programme include:

- commencement of the *Mayaro/ Guayaguayare Coastal Management Programme*, which will include the construction of coastal protection measures along the Mayaro and Guayaguayare shorelines;
- completion of the *Cap-de-Ville Shoreline Stabilisation Works* and the *Matelot Shoreline Stabilisation Works Phase II*; and
- continuation of the *Shoreline Management Plan* for Manzanilla Beach (Manzanilla Point to Point Radix) which will involve the conduct of relevant studies along Manzanilla Beach to determine the most technically, environmentally and economically feasible alternatives for the mitigation of the coastal erosion.

### ***Disaster Preparedness***

The frequency, intensity and impacts of climate related events as well as new and emerging risks, like the COVID-19 pandemic have shown that Disaster Preparedness and Management are integral elements in the national development landscape of Trinidad and Tobago. The impacts of these events over time have damaging socio-economic implications which has threatened to reverse developmental gains while placing significant strains on the economy.

To this end, the Ministry of Rural Development and Local Government through the fourteen [14] Municipal Corporations, will continue to act as the first responders for communities in disasters and will maintain focus on early diagnosis of the country's vulnerability to potential disasters. The

Roadmap to Recovery indicated that adopting preventative interventions to minimise the impact of natural disasters as one of the Overarching Considerations for Transformation. As such, a sum of \$10.9 million will be allocated for disaster management and preparedness for the following:

Municipal Corporation	Item(s) and Details
<b>Ministry of Rural Development and Local Government's Head Office</b>	<ul style="list-style-type: none"> <li>• to provide customised containers to hold disaster relief equipment for disaster Mitigation and Response Training;</li> <li>• purchase of relief supplies;</li> <li>• deliver enhancement programmes which can develop systems that ensures collaboration amongst trained officers;</li> <li>• establish early warning systems that will alert communities to respond and recover from any local disasters;</li> <li>• deliver national simulation exercises (community emergency response team games); and</li> <li>• procurement of an amphibious vehicle.</li> </ul>
<b>Port of Spain City Corporation</b>	<ul style="list-style-type: none"> <li>• construction of a facility with adequate office space and warehousing to act as an emergency operations centre;</li> <li>• purchase of emergency and disaster relief supplies;</li> <li>• purchase of emergency and disaster response equipment;</li> <li>• purchase of personal and protective equipment;</li> <li>• improve and expand storage facilities;</li> <li>• enhance flood monitoring and tracking capabilities;</li> <li>• engage in public outreach and sensitisation sessions; and</li> <li>• develop staff through training and certification.</li> </ul>
<b>Arima Borough Corporation</b>	<ul style="list-style-type: none"> <li>• refurbishment of the Disaster Management Unit and the surrounding building;</li> <li>• purchase of two [2] storage containers to hold emergency relief items;</li> <li>• purchase of a portable communications system;</li> <li>• purchase of one [1] touch screen interactive display system and accessories to be used to display and monitor weather conditions and during training sessions;</li> <li>• purchase of two [2] high-definition LCD televisions and accessories to be used to display and monitor weather conditions; and</li> </ul>



Municipal Corporation	Item(s) and Details
	<ul style="list-style-type: none"> <li>• purchase of two [2] omni directional antenna and accessories to enhance communication capability.</li> </ul>
<b>San Fernando City Corporation</b>	<ul style="list-style-type: none"> <li>• purchase of a marine transceiver, power supply and antenna;</li> <li>• installation costs of all emergency equipment;</li> <li>• purchase of a Samsung television and wall mount;</li> <li>• purchase of video conferencing equipment;</li> <li>• purchase of a Motorola two-way mobile;</li> <li>• purchase of a direct current converter;</li> <li>• purchase of sound off signal mini led light bar with magenta filter;</li> <li>• purchase of LED flood light and universal bail mount;</li> <li>• purchase of LED area light with pole mount adapter;</li> <li>• purchase of a siren amplifier and siren with mounting bracket;</li> <li>• purchase of a STIHL pole pruner; and</li> <li>• purchase of folding aluminium cots with carrying case.</li> </ul>
<b>Point Fortin Borough Corporation</b>	<ul style="list-style-type: none"> <li>• construction and outfitting of an Emergency Operations Centre;</li> <li>• purchase of disaster management equipment and software; and</li> <li>• purchase of disaster emergency items including a lighting tower, radios with base station, fire extinguishers, industrial fans, cots, mattresses and sanitising units.</li> </ul>
<b>Chaguanas Borough Corporation</b>	<p>procurement of the following items:</p> <ul style="list-style-type: none"> <li>• a three tonne double cab truck with tray;</li> <li>• four [4] pressure washers; and</li> <li>• one [1] 10-tonne bucket truck.</li> </ul>
<b>Diego Martin Regional Corporation</b>	<ul style="list-style-type: none"> <li>• upgrade of the Emergency Operations Centre; and</li> <li>• construction of a storage room and response team room.</li> </ul>
<b>San Juan / Laventille Regional Corporation</b>	<p>purchase of the following:</p> <ul style="list-style-type: none"> <li>• a flatbed truck fitted with aerial lift;</li> <li>• a four-wheel drive double cab pick-up;</li> <li>• a commercial shedder-chipper;</li> </ul>

Municipal Corporation	Item(s) and Details
	<ul style="list-style-type: none"> <li>• two [2] flat bottom aluminium boats;</li> <li>• one [1] dinghy boat; and</li> <li>• one [1] pirogue boat.</li> </ul>
<b>Tunapuna / Piarco Regional Corporation</b>	<p>purchase of the following:</p> <ul style="list-style-type: none"> <li>• a full communication system;</li> <li>• two [2] drones;</li> <li>• ten [10] office desktop computers, two [2] scanners and five [5] printers;</li> <li>• ten [10] mid-back office chair and ten office desks;</li> <li>• five [5] bunk beds;</li> <li>• five [5] metal storage lockers; and</li> <li>• office appliances</li> </ul>
<b>Sangre Grande Regional Corporation</b>	<p>purchase of the following:</p> <ul style="list-style-type: none"> <li>• a mobile paging system;</li> <li>• a cherry picker;</li> <li>• a woodchipper; and</li> <li>• items for outfitting the Emergency Operations Centre.</li> </ul>
<b>Couva / Tabaquite / Talparo Regional Corporation</b>	<ul style="list-style-type: none"> <li>• setting up of four [4] disaster bins with response equipment within the sub-offices of the Corporation;</li> <li>• purchase of a back-up generator for Emergency Operations Centre;</li> <li>• construction of a service and storage area for tools and equipment;</li> <li>• upgrading of communication equipment;</li> <li>• development of the Geographic Information System handheld devices;</li> <li>• purchase of laptops and projectors for outreach programmes and disaster preparedness training at schools and communities;</li> <li>• procurement of an emergency response vehicle; and</li> <li>• outfitting of the Emergency Operation Centre.</li> </ul>
<b>Mayaro / Rio Claro Regional Corporation</b>	<ul style="list-style-type: none"> <li>• procurement of a Disaster Management Unit vehicle and a bucket truck;</li> <li>• purchase of an automatic early warning siren system;</li> </ul>

Municipal Corporation	Item(s) and Details
	<ul style="list-style-type: none"> <li>• purchase of disaster water rescue equipment - hard bottom water boat, life jacket, water rope and come along (two tonnes); and</li> <li>• upgrade of communication equipment.</li> </ul>
<b>Siparia Regional Corporation</b>	<ul style="list-style-type: none"> <li>• equipping of the Disaster Management Unit;</li> <li>• purchase of the following items for upgrading of the Emergency Operations Centre including:             <ul style="list-style-type: none"> <li>○ photocopy machine;</li> <li>○ wireless intercom, cameras, monitors and installation;</li> <li>○ two [2] multimedia projectors;</li> <li>○ five [5] laptop computers;</li> <li>○ five [5] desktop computers;</li> </ul> </li> <li>• purchase of the following for the Response Unit:             <ul style="list-style-type: none"> <li>○ a drone;</li> <li>○ a dinghy with engine, life vest and ring buoy;</li> <li>○ two [2] generators;</li> <li>○ two [2] trash pumps;</li> <li>○ two [2] submersible pumps;</li> <li>○ two [2] chainsaws; and</li> <li>○ five [5] wet/dry vacuums.</li> </ul> </li> <li>• purchase of the following for communications:             <ul style="list-style-type: none"> <li>○ a high frequency radio;</li> <li>○ a digital radio system;</li> <li>○ two [2] Global Positioning System handhelds; and</li> <li>○ two [2] containers painted with shelving.</li> </ul> </li> </ul>
<b>Penal / Debe Regional Corporation</b>	<ul style="list-style-type: none"> <li>• purchase of an emergency power back-up system and a self-supporting communication tower;</li> <li>• procurement of one [1] amphibious vehicle; and</li> <li>• hiring of an independent consultant to conduct a drainage survey for the entire municipality.</li> </ul>
<b>Princes Town Regional Corporation</b>	<ul style="list-style-type: none"> <li>• outfitting of the Disaster Management Unit Mobile Unit;</li> </ul>

Municipal Corporation	Item(s) and Details
	<ul style="list-style-type: none"> <li>• upgrade of the emergency centres in Princes Town and Moruga; and</li> <li>• purchase of the following:               <ul style="list-style-type: none"> <li>○ radio communication tower, antennas and cables;</li> <li>○ communication equipment, radios and chargers;</li> <li>○ two [2] storage containers for Disaster Management Unit equipment;</li> <li>○ three [3] dinghies and accessories;</li> <li>○ disaster equipment including one [1] water pump, three [3] chainsaws, two [2] lighting towers, one [1] weather station, one [1] inverter and one [1] generator;</li> <li>○ three [3] drones and cameras equipment; and</li> <li>○ signage.</li> </ul> </li> </ul>

## THREE-YEAR PSIP

Government proposes to focus on the immediate socio-economic recovery from the global pandemic through the Three-year Public Sector Investment Programme for the period 2022-2024. The pending re-introduction of the Three-Year PSIP will further advance the concept of medium term planning. As a precursor, the 2022 PSIP will include this section on the Three-Year PSIP to sensitise Ministries, Departments and Agencies (MDAs) as to the importance of aligning their capital expenditure programme to Government's medium term policy and planning framework. A separate and detailed Three-Year PSIP will be published in Fiscal 2022 to outline the Government's public investment plan over the next three years. This process commenced in the 2021 PSIP, where a Medium Term Policy and Planning Agenda was inserted to serve as a guide to the MDAs that public investment planning will in the future take the form of a medium-term cycle aligned to the prevailing government policy framework, which seeks to address any immediate challenges brought about by domestic or external shocks.

The National Development Strategy 2016–2030 (Vision 2030), continues to address the country's long-term development issues and establish the foundation required for catapulting the country onto a path of sustained economic and social progress to the year 2030. However, a new economy and society post COVID-19 must be guided by a reoriented vision. The COVID-19 pandemic fuelled the need for a more immediate transformation, as well as the opportunity to address these challenges head on, and also a chance to reprioritise the approach to development. The Roadmap for Recovery Reports (RRR) presented medium term strategies to provide the framework and architecture for transforming the economy and society out of the current circumstances. The Report also recommended initiating the rebuilding of the economy, thus making it more resilient in the face of possible future shocks like COVID-19. These measures are intended to point the economy in the direction of new sources of government revenues, new areas of innovative activity and sustainable economic growth. Additionally, the accompanying untapped streams of foreign exchange inflows should prove to be fruitful, given the expected weakening of the energy sector over the long term.

The Three-year investment portfolio of capital programme and projects is aligned to the Medium Term Policy Framework for the second planning horizon of Vision 2030, the key mechanism for coordinating the implementation of the medium-term socio-economic policy objectives, and the Roadmap for Recovery Reports (RRR) and Community Recovery Report (CRR).

### Medium Term Public Investment Strategy

*The medium-term public investment strategy for 2022-2024 will centre on the development pillars in the Roadmap to Recovery Report as well as the strategic priority areas of the Medium Term Policy Framework for the second planning horizon under Vision 2030. The Roadmap for Recovery Reports (RRR) seeks to ensure a solid foundation is established in the immediate short-term to medium term, as the country continues to navigate this challenging period to get back on its long-term development path. The Medium Term Policy Framework outlines nine (9) priority areas and sub areas of focus for the period 2021-2025, which is the second planning horizon under Vision 2030. It will serve as a guide within which to couch the multiple strategies put forward, as well as represent the critical success factors for transformation and recovery. This will indicate the main opportunities to be capitalised upon, in addition to the key actions that must be undertaken to address and mitigate the challenges and*

structural problems over the next five years. The main and supporting Ministries, Departments and Agencies (MDAs) responsible for leading and supporting the implementation of these actions, are also highlighted to facilitate greater accountability for performance, towards achieving the long term national development objectives.

### **Public Sector Investment Programme 2022-2024**

The Ministry of Planning and Development (MPD) will commence discussions with Ministries, Departments and Agencies to have their ongoing projects and future project submissions include a three-year financing plan, estimates for the upcoming fiscal and projections for the following two years. This will allow a more robust public investment programming approach. At present there are some non-compliance to the requirements of the Minister of Finance Call Circular which usually indicates that in addition to the estimates for the upcoming Fiscal Year, MDAs were also to submit projections for next two years for the preparation of the Three Year PSIP. The Ministry of Planning and Development will continue to work with the Ministries, Departments, Agencies and the THA to address these deficiencies over the course of the 2022 fiscal year, to refine the requests for funding for the 2023-2025 Estimates. In this regard, the Ministry of Planning and Development is in the process of strengthening the systems to effectively institutionalize the Three-Year PSIP.

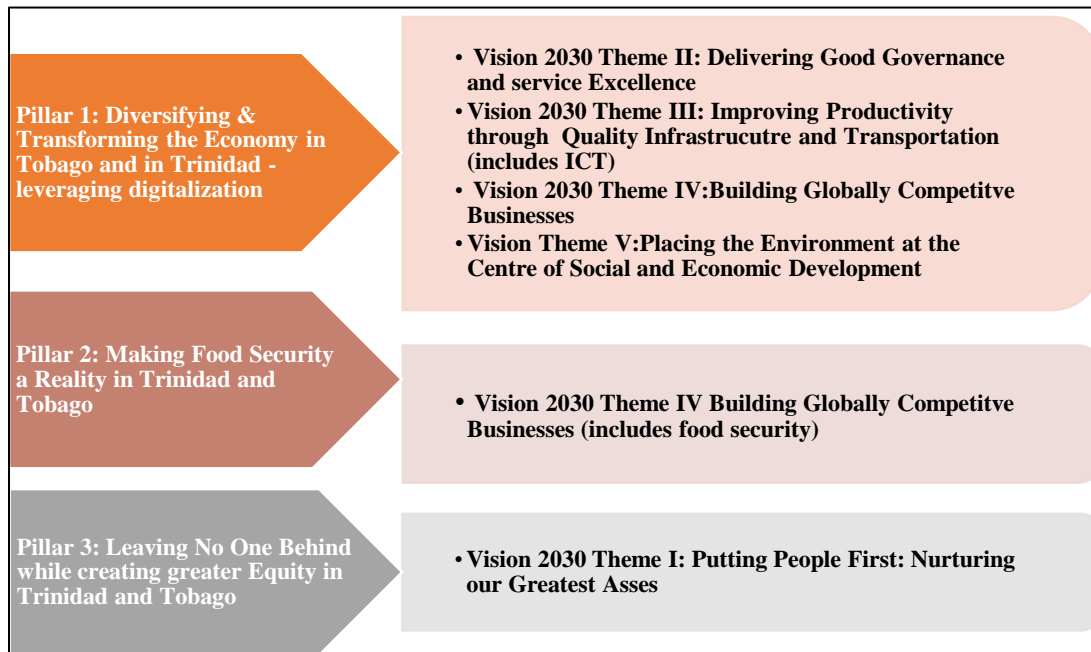
Funding for the period will be sourced mainly from the Consolidated Fund and the Infrastructural Development Fund (IDF). Additionally, loan funding will support key projects and programmes over the period. The main contributors of loan funds will be from multilateral financial institutions, for example Inter-American Development Bank (IDB) and the domestic and international capital markets, however, Government revenue will continue to provide the majority of funding for the PSIP over the medium term.

### **Selected Development Interventions for the Medium Term**

For the Three-Year Period 2022-2024, Government intends to address several development challenges that have persisted, notwithstanding the current economic downturn and the prevailing global pandemic. The Roadmap for Recovery Reports (RRR) identified programmes and projects that would be considered to boost the development of and normalize the economy; approximately **sixty (60)** of those projects and programmes would be emanating from the RRR and Community Recovery Report (CRR) for the medium-term. It is important to keep the alignment between the medium term focus on recovery with the long-term development goals therefore the selected development interventions are highlighted and organized around the Vision 2030 Development Themes.



### The Three Development Pillars of Recovery & Vision 2030



**SELECTED DEVELOPMENT INTERVENTION FOR THE MEDIUM-TERM [2022-2024]**

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
VISION 2030 DEVELOPMENT THEME I : PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET					
Housing and Village Improvement Programme	To provide affordable and high-quality housing targeting villages with neglected infrastructure and poor-quality housing; with housing subsidies and upgraded infrastructure. This project will assist in achieving the goal “Taking Care of the Vulnerable” as identified by the R2R.	Ministry of Housing and Urban Development	30.000	0.000	0.000
Regularization and Regeneration of Communities – Greater POS Region	To upgrade the living conditions and improve the quality of life of residents within the informal communities of Port-of-Spain and environs, through infrastructure improvements.	Ministry of Housing and Urban Development	3.000	0.000	0.000
Health Information System for Point Fortin and Arima Hospitals	To procure and implement a health information system that will encompass all aspects of healthcare management (across two Regional Health Authorities in the first instance), which will serve as a prerequisite for the national health insurance system.	Ministry of Health	10.000	30.000	30.000
Construction of Sangre Grande Hospital	To construct a new hospital at Ojoe Road, Sangre Grande, which will have a capacity of 106 in-patient beds and is geared towards enhancing the delivery of public health services to guarantee good health care for all.	Ministry of Health	65.000	20.900	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Re-Development of Port of Spain General Hospital	To construct the new Central Block at the Port-of-Spain General Hospital in accordance with international best practices and standards, which will have a bed capacity of 540 in-patient beds, and is geared towards enhancing the delivery of public health services to guarantee good health care for all.	Ministry of Health	80.000	33.500	0.000
Medical Equipment Upgrade Programme	To procure and install essential medical equipment, which is critical to ensuring that healthcare institutions operate at optimum standards.	Ministry of Health	50.000	12.000	5.000
Establishment of a National Children's Registry	To create a government database for the monitoring of children development. This will provide a more efficient and effective method of monitoring child development, specifically aimed at reducing child abuse, neglect and exclusion in Trinidad and Tobago.	Office of the Prime Minister (Gender and Child Affairs)	1.500	0.035	0.000
Retraining of Women in Small and Micro Enterprise Development	To support entrepreneurship for vulnerable groups.	Office of the Prime Minister	0.500	0.000	0.000
Digital Education Programme	To procure and distribute laptops for Government and Government-assisted Primary and Secondary Schools. This will allow underprivileged or students without devices to participate in online learning.	Ministry of Education	35.000	0.000	0.000
Community Water Improvement Programme	To provide a water supply to rural communities to bring relief to the unserved or underserved areas.	Ministry of Public Utilities	11.000	1.000	1.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
National Street Lighting Programme	To provide well-lit communities and roadways thereby contributing to a greater sense of security.	Ministry of Public Utilities	2.000	1.000	1.000
The Implementation of the National Policy on Sustainable Community Development (NPSCD) for Trinidad and Tobago	To facilitate residents and organisations in collective examination of their communities and assets, to develop initiatives and execute projects, based on an agreed vision and plan for development; to enhance their human and social, economic, environmental and cultural development.	Ministry of Sport and Community Development	0.300	0.000	0.000
Refurbishment of Community Centres	To refurbish Community Centres including roof and ceiling works, plumbing and electrical upgrades and finishes in the various areas throughout the country.	Ministry of Sport and Community Development	6.000	10.000	0.000
Construction of Community Centres	To provide two-storey facilities that will have all the infrastructure such as computer room, male/female dressing rooms, auditorium with stage, security, parking and fencing, access to persons with disabilities, green building features and air-conditioning in limited areas.	Ministry of Sport and Community Development	40.000	0.000	0.000
National Apprenticeship Programme [Non-Energy Manufacturing Sector]	To equip trainees with the necessary skills set that meets and exceeds the current and future skills gap in the manufacturing sector.	Ministry of Trade and Industry	5.000	0.000	0.000
<b>Total</b>			<b>339.30 0</b>	<b>108.43 5</b>	<b>37.000</b>
<b>VISION 2030 DEVELOPMENT THEME II : DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b>					

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Development of an Integrated Financial Management System (IFMIS)	To enhance the management of public sector budgetary, financial and accounting operations. It will facilitate effective financial management with a centralized registry of public sector revenues and expenditures.	Ministry of Finance	20.000	0.000	0.000
Establishment of the Trinidad and Tobago Revenue Authority	To facilitate a platform geared towards the modernisation of revenue administration, as well as incorporating updated ICT infrastructure to ensure a more efficient and effective system.	Ministry of Finance/ Inland Revenue	4.000	0.000	0.000
Restructuring of the Central Statistical Office (Establishment of the NSITT)	To accelerate the reform of the national statistical system which will facilitate timely, reliable and accurate data for improved decision-making, coordinated statistical activities, adherence to statistical standards and policy formulation. This transformation will enhance the quality and integrity of data particularly through the increased use of ICTs in the conduct of its work.	Ministry of Planning and Development	2.000	0.000	0.000
Digital Transformation of National Archives of Trinidad and Tobago	To improve service quality and efficiencies in the delivery of government services through digital interventions.	Office of the Prime Minister	3.000	0.300	0.300
Digitalisation of the MPA	To improve service quality and efficiencies in the delivery of government services through digital interventions.	Ministry of Public Administration	1.000	0.000	0.000
Digital Government Programme	To develop a digital identity for all citizens and residents for shared use by all sectors, and expansion of Cloud-based services.	Ministry of Digital Transformation	60.000	17.000	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Digital Society Programme	To develop and implement policies to address affordability and ensure equitable access by every segment of the population, with a special focus on the vulnerable and disadvantaged populations.	Ministry of Digital Transformation	15.000	0.000	0.000
Digital Economy Programme [Improving ICT Policy and Legislation]	To accelerate the implementation of electronic payments for government service and instituting ICT learning and building of an e-Ready workforce.	Ministry of Digital Transformation	2.000	0.000	0.000
Enhancement of the SEW (IDB Loan)	To facilitate the ease of doing business with public sector agencies.	Ministry of Trade and Industry	30.000	0.000	0.000
Family Court - Institutional Strengthening	To expand the services of the Family Court beyond Port of Spain to other parts of Trinidad and Tobago due to the establishment of the Family and Children Division (FCD) in February, 2018. The proclamation of the Family and Children Act, allowed the Judiciary to continue its drive towards judicial reform and service excellence.	The Judiciary of Trinidad and Tobago	3.000	0.000	0.000
Establishment of a Children's Court of Trinidad and Tobago	To give effect in keeping with legislation, the Family and Children Court Act, 2016.	The Judiciary of Trinidad and Tobago	2.000	0.000	0.000
Restoration of the San Fernando Supreme Court Building	To construct a new wing of the Supreme Court Building, that will provide additional courtrooms, accommodation for members of juries and witnesses etc., to cope with the expected 10-fold increase in criminal matters at the Criminal High Court. This is due to the imminent	The Judiciary of Trinidad and Tobago	5.634	0.000	0.000



Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
	proclamation of Administration of Justice (Indictable Proceedings) (Amendment) Act, 2019.				
State of the Art Municipal Police Station in each municipality to accommodate 100 Officers	To strengthen the Municipal Police in order to augment the TTPS and equipping the Municipal Police to fulfil their mandate in Community Policing in accordance with Local Government Reform.	Ministry of Rural Development and Local Government	8.000	0.000	0.000
Strengthened Information Management at the Registrar General's Department	To improve service quality and efficiencies in the delivery of government services through digital interventions.	Ministry of the Attorney General and Legal Affairs	12.000	0.000	0.000
Ministry of Labour Digital Transformation Plan	To provide 24-hour accessibility to the Ministry's services through online and mobile platforms.	Ministry of Labour	2.500	0.000	0.000
Redesign of the official website of the Ministry of Labour	To provide an E-platform which will allow full optimization and access to Government services.	Ministry of Labour	0.500	0.000	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Total			170.63 4	17.300	0.300
VISION 2030 DEVELOPMENT THEME III : IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION					
Programme of Upgrade to Existing Drainage Pumps and Gate Inventory	To upgrade pump stations and replace and/or rehabilitate sluice and flap gates across Trinidad.	Ministry of Works and Transport	15.000	5.000	1.000
Construction of a Terminal and Associated Facilities at the ANR Robinson International Airport	To modernise the country’s airports to meet international standards and travellers’ demands in a globalised world. The support structure of economic sectors is required to manage multiple functions relating to operational, environmental, technological and commercial needs.	Ministry of Finance	65.000	0.000	0.000
Avocat Water Supply	To provide Government’s initiative for reducing non-revenue water, as it would reduce leakage on the distribution main, serving the Fyzabad and Oropouche Communities.	Ministry of Public Utilities	1.000	2.000	2.000
De-silting and Rehabilitation of Hillsborough Dam in Tobago	To implement a phased 10-year programme to secure water resources; a project which is aligned with the R2R strategy.	Ministry of Public Utilities	9.000	5.000	0.000
Well Development Programme	To implement a phased 10-year programme to secure water resources; a project which is aligned with the R2R strategy.	Ministry of Public Utilities	3.576	0.000	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Non-Revenue Water Reduction Programme	To replace high leakage mains and procure the related equipment. This is also a phased 10-year programme to secure water resources; a project which is aligned with the R2R strategy.	Ministry of Public Utilities	4.486	0.000	0.000
Development of New Water Sources	To increase the level of water production and storage capacity in Maraval and environs.	Ministry of Public Utilities	1.000	0.000	0.000
Moruga Well Development	To implement a phased 10-year programme to secure water resources; a project which is aligned with the R2R strategy.	Ministry of Public Utilities	1.249	1.000	0.000
Wastewater Projects Trinidad and Tobago	To facilitate smart growth through spatial and infrastructure development, as outlined in the R2R strategy of waste and wastewater management; by expanding the expansion of wastewater programmes.	Ministry of Public Utilities	4.675	0.000	0.000
National Water Sector Transformation Programme (NWSTP)	To strengthen the sector's regulatory and institutional environments, a phased 10-year programme to secure water resources, a project which is aligned with the R2R strategy. The components are Water Stabilization and Improvement, Water Sector Transformation and Network Optimisation.	Ministry of Public Utilities	25.000	122.50 0	122.50 0
Upgrade of Drainage and Fire Hydrants at Industrial Estates	To upgrade and expand the existing Industrial parks to improve efficiency and attract new investment opportunities.	Ministry of Trade and Industry	2.000	0.000	0.000
Upgrade to Factory Road Industrial Park Infrastructure	To upgrade and expand the existing Industrial parks to improve efficiency and attract new investment opportunities.	Ministry of Trade and Industry	3.000	12.400	1.450

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Revitalisation of Port-of-Spain	To implement several development initiatives geared towards rejuvenating and transforming the city, addressing urban challenges including accommodation and traffic congestion, and seizing development opportunities.	Ministry of Planning and Development	2.000	0.000	0.000
Automation of the Construction Permit Process	To enhance and continue the roll out of the DevelopTT online construction permitting system, intended to improve the ease of doing business.	Ministry of Planning and Development	2.303	0.000	0.000
Smart City Infrastructure	To facilitate smart growth in Trinidad and Tobago through spatial and infrastructure development.	Ministry of Planning and Development	4.000	0.000	0.000
<b>Total</b>			<b>143.28 9</b>	<b>147.90 0</b>	<b>126.95 0</b>
<b>VISION 2030 DEVELOPMENT THEME IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES</b>					
National Quality Infrastructure Enhancement Programme	<p>To increase global market share and foreign exchange returns through exports, requires producing goods of high quality that can meet international standards. The programme entails:</p> <ul style="list-style-type: none"> <li>• Establishing an Independent Accreditation Body</li> <li>• Implementing of the Accreditation of Public Laboratories</li> <li>• Updating the regulatory Framework to support exports</li> <li>• Public awareness and education</li> </ul>	Ministry of Trade and Industry	9.350	7.710	6.470

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Development of the Steel Pan Manufacturing Sector	To provide grant funding; capacity building; improving the quality and quantity of raw material; and quality standardisation. Trinidad and Tobago is the birthplace of the steel pan, and in itself, this can be leveraged internationally for a vibrant pan industry.	Ministry of Trade and Industry	3.000	0.000	0.000
Development of the Eco-friendly Businesses Sector (Scrap Iron)	To create an organised and standardised scrap iron industry that can generate sustained foreign exchange and employment, while promoting the circular economy.	Ministry of Trade and Industry	2.000	0.000	0.000
Export Capacity Building Programme formerly Development of a Business Development Program	To provide capacity and critical support towards increasing exports with a focus on improving the rate at which manufacturing firms are able to penetrate and establish a presence in international markets.	Ministry of Trade and Industry	3.000	0.000	0.000
Eastern Caribbean Institute of Agriculture and Forestry - Improvements to Facilities	To target investment in productivity-oriented research and technology, in agriculture and support food security.	Ministry of Education / UTT	7.000	7.000	7.000
Establishment of the Aviation Institute - UTT Camden Campus Phase 1 and 2	To provide courses of study that will encompass a multitude of aviation positions, jobs and careers which can contribute to national growth.	Ministry of Education / UTT	2.000	0.000	0.000
Tourism Festivals	To capture the economic benefits, as well as, focus on developing a more structured and strategic approach towards other events than Carnival. These events can be recognized as international business opportunities and not purely state-sponsored entertainment.	Ministry of Tourism, Culture and the Arts	5.000	0.000	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Development and Implementation of a Sport Tourism Master Plan	To develop a Master Plan through collaboration with other relevant Ministries and Agencies, as well as key stakeholders within the sport and tourism sectors. The Plan will increase direct revenue and foreign exchange generation through the hosting of a range of events that attract foreign investment and participation.	Ministry of Tourism, Culture and the Arts	0.975	0.000	0.000
Tourism Sites and Attractions Upgrade	To improve and enhance sites and attractions that will promote international and domestic tourism growth and generate foreign exchange earnings and savings – creating a Blue Economy.	Ministry of Tourism, Culture and the Arts	10.579	22.579	22.579
National Seed Bank Project	To utilize technology in measuring production and the sale of seedlings to raise productivity levels, by expanding output across all commodities.	Ministry of Agriculture, Land and Fisheries	2.000	2.000	1.000
Rehabilitation of Cocoa Industry	To apply research and development in the cocoa industry, as it opens up new possibilities for increased returns on investments in other commodities to improve competitiveness.	Ministry of Agriculture, Land and Fisheries	1.100	0.165	0.205
Development of Agricultural Niche Products (Hill Rice, Honey, Forestry Products for Diversification)	To support strategic Industries for value chain consolidation for the diversification of products such as Hill rice, Honey and Forestry products.	Ministry of Agriculture, Land and Fisheries	5.000	0.000	0.000
Local food production for Strategic Crops	To support strategic Industries for value chain consolidation.	Ministry of Agriculture, Land and Fisheries	5.000	0.000	0.000



Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Farm to Agro-processing	To capitalise on the existing manufacturing and logistics industries and the increasing demand for indigenous agricultural products. This will facilitate the development of additional products for domestic and foreign use.	Ministry of Agriculture, Land and Fisheries	5.000	0.000	0.000
Smart Agriculture Programmes (Artificial Intelligence)	To build and expand credible Agricultural databases that inform decision making, for better harvests and environmental conditions.	Ministry of Agriculture, Land and Fisheries	1.000	0.000	0.000
Youth Business Park	To provide operational space for small businesses in the light manufacturing and agro-processing sector.	Ministry of Youth Development and National Service	18.000	0.000	0.000
Youth Entrepreneurship Hubs	To provide a dedicated space for youth entrepreneurs at a subsidized rental rate to showcase, market and sell their products or services. It will develop youth through skills training and mentorship, catering to all school leavers who are not taking up employment, including self-employment or starting on more advanced studies.	Ministry of Youth Development and National Service	10.000	0.000	0.000
Youth Business Incubator	To assist the development of youth entrepreneurs in the areas of laboratory and field testing, consultation, research and development and training. The project will target start-ups and early-stage youth entrepreneurs seeking to test the market viability of their product, service or technology solution.	Ministry of Youth Development and National Service	6.000	0.000	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
NEDCO - Business Accelerator Programme 2020 - 2024	To develop exceptional business persons and risk takers by facilitating mentorship, training and the forging of partnership and alliances with prominent business entities and groups.	Ministry of Youth Development and National Service	3.794	0.000	0.000
<b>Total</b>			<b>99.798</b>	<b>39.454</b>	<b>37.254</b>
<b>VISION 2030 DEVELOPMENT THEME V: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT</b>					
Renewable Energy and Energy Efficiency Initiatives	To contribute to the development of alternative energy sources and reduce the nation's carbon footprint and greenhouse gas emissions.	Ministry of Energy and Energy Industries	0.500	0.500	1.000
National Parks and Watershed Management Project	To develop the country's national parks, natural heritage sites and reserves.	Ministry of Agriculture, Land and Fisheries	0.800	1.000	1.000
Renewable Energy Initiatives	To source a standardized Wind Resource Assessment Project (WRAP) to ascertain the potential of Wind Energy for power generation. This is in keeping with T. & T's commitment to the Paris Agreement to reduce GHGs in the power generation sector.	Ministry of Public Utilities	0.818	0.100	0.028
Energy Conservation and Efficiency Programme for	To encourage best practice use in energy conservation and the development of alternative energy sources.	Ministry of Public Utilities	1.000	1.000	1.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
twenty-one (21) Government Ministries					
Development of the Eco-friendly Businesses Sector (Scrap Iron)	To develop a 'green manufacturing' industry which is critical to the manufacturing sector.	Ministry of Trade and Industry	2.000	0.000	0.000
Acquisition of Synthetic Aperture Radar (SAR) for the Detection of Oil Spills	To upgrade the information and communications technology (ICT) for radar systems located at Chaguaramas and Port of Spain.	Ministry of Energy and Energy Industries	0.270	0.270	0.135
Development of Ambient Water Quality Standards	To improve water quality standards through the collection and assessment of physical, chemical and biological data from the Rest West and Hillsborough West Watersheds at both inland surface waters and the coastal nearshore area.	Ministry of Planning and development	0.800	0.000	0.000
Establishment of an Ambient Air Quality Management Programme (AAQM)	To increase the current number of AAQM stations from six (6) to seven (7), carry out the assessment of air pollution quality, and collect and utilize data from the monitoring locations to more accurately identify pollution trends and forecast air quality.	Ministry of Planning and Development	1.000	0.000	0.000
Development of a Management Plan for the Scarlet Ibis	To protect and reduce the threats to the Scarlet Ibis in Trinidad and Tobago by seeking to establish a Management Advisory Committee for the development of a management plan.	Ministry of Planning and Development	0.275	0.000	0.000

Programmes / Projects	Objectives	Ministry / Department / Agency	Projected Expenditure		
			TT\$ Mn 2022	TT\$ Mn 2023	TT\$ Mn 2024
Development of the Mariculture Industry in Trinidad and Tobago	To create a demonstration facility at the Institute of Marine Affairs for the culture of marine organisms (mariculture) and to utilize the facility and outputs to inform decision making by potential investors.	Ministry of Planning and Development	0.515	0.000	0.000
Construction of Institute of Marine Affairs	To continue the phased construction of the facility, with the acquisition of the Freight Elevator, Chiller and Asbestos Testing.	Ministry of Planning and Development	1.157	0.000	0.000
Establishment of Marine Research Field Station in Tobago	To enhance and support the work of the Station, as it will allow for the undertaking of specialist research work in the natural environment.	Ministry of Planning and Development	0.800	0.000	0.000
<b>Total</b>			<b>9.935</b>	<b>2.870</b>	<b>3.163</b>

### Project Incubator Bank/Integrated Bank of Projects

Part of public investment planning is the The Project Incubator Bank or an Integrated Bank of Projects, as it is otherwise called, is designed to capture new projects in the pipeline that were not funded in an upcoming fiscal but part of a set of programmes and projects for the medium term. This will see further dialogue with MDAs will be undertaken over the medium term to build out the project profile and Project Screening Brief (PSB) where gaps were identified.. Going forward, when projects are ready for implementation, it is expected that they will directly impact the national development trajectory.

**APPENDIX I**  
**PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2021**

**EXPENDITURE BY THEMATIC AREA**

(TT\$ Milion)

THEMATIC AREA	Total Revised Expenditure	Budgeted Expenditure Consolidated Fund	Revised Expenditure Consolidated Fund	Budgeted Expenditure IDF	Revised Expenditure IDF
<b>BUILDING GLOBALLY COMPETITIVE BUSINESSES</b>	<b>206.1</b>	<b>215.6</b>	<b>115.6</b>	<b>56.9</b>	<b>90.5</b>
Agriculture	104.8	62.0	43.9	14.0	60.9
Economic Restructuring and Transformation	38.7	64.5	38.7	0.0	0.0
Industrial Development	.0	0.3	.0	0.0	0.0
Manufacturing	17.6	5.8	.5	28.9	17.1
Tourism	25.0	29.6	22.5	4.0	2.5
Youth Development and Entrepreneurship	20.0	53.5	10.0	10.0	10.0
<b>IMPROVING PRODUCTIVITY THROUGH QUALITY</b>	<b>1,466.8</b>	<b>648.1</b>	<b>454.6</b>	<b>878.7</b>	<b>1012.2</b>
<b>INFRASTRUCTURE AND TRANSPORTATION</b>					
Drainage	135.5	98.8	67.4	54.3	68.1
Electricity	29.2	21.5	29.2	0.0	0.0
Information Technology and Infrastructure	147.2	239.0	147.2	0.0	0.0
Roads and Bridges	754.1	98.3	101.7	568.0	652.3
Sewerage	169.0	0.0	0.0	130.0	169.0
Transportation	203.6	166.1	99.5	105.4	104.1
Urban and Regional Development	5.9	0.0	0.0	7.0	5.9
Water Security	22.3	24.4	9.5	14.0	12.8
<b>PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT</b>	<b>13.3</b>	<b>25.5</b>	<b>12.8</b>	<b>0.5</b>	<b>0.5</b>
Energy/Renewable Energy Alternatives	0.0	0.3	0.0	0.0	0.0
Environment	13.3	25.2	12.8	0.5	0.5
<b>PROMOTING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b>	<b>418.1</b>	<b>473.4</b>	<b>205.1</b>	<b>326.2</b>	<b>213.0</b>
Administration	166.7	108.6	75.6	159.7	91.1
Capacity Building/Institutional Strengthening	50.3	83.6	50.3	0.0	0.0
Communication	3.7	8.0	3.7	0.0	0.0
Law Enforcement	114.1	110.1	41.4	74.1	72.7
Public Safety and Citizen Security	81.6	161.1	32.4	92.3	49.3
Regional Development Planning	1.7	2.0	1.7	0.0	0.0
<b>PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET</b>	<b>956.8</b>	<b>859.9</b>	<b>685.2</b>	<b>625.4</b>	<b>271.6</b>
Community Development	96.4	27.8	17.1	128.2	79.4
Culture	3.8	9.2	3.8	6.0	0.0
Early Childhood Education	2.9	0.8	0.8	9.5	2.1
Health/HIV AIDS	323.1	384.6	191.2	250.0	131.9
Housing and Shelter	127.9	116.5	127.9	0.0	0.0
Primary Education	21.7	22.4	15.1	63.9	6.6
Science, Research and Development	1.8	8.4	1.8	0.0	0.0
Secondary Education	17.0	10.8	10.8	32.5	6.2
Skills Development	14.5	26.4	14.5	0.0	0.0
Social Development	11.6	13.5	10.5	5.9	1.1
Special Education	6.5	6.4	6.4	2.0	0.0
Sport and Recreation	66.6	23.5	22.1	57.3	44.4
Tertiary Education	263.1	209.6	263.1	70.0	0.0
<b>GRAND TOTAL</b>	<b>3,061.2</b>	<b>2222.4</b>	<b>1,473.3</b>	<b>1887.6</b>	<b>1,587.9</b>

## TRANCHE I

PUBLIC SECTOR INVESTMENT  
PROGRAMME 2022

Conversion rates of US\$1 = TT\$6.77 and Euro 1 =  
TT\$8.40 were used

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT \$TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2022 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2022 TT\$Mn	LOAN/GRANT DRAWDOWNS 2022 TT\$ Mn.	DETAILS OF ACTIVITY 2022
<b>BUILDING GLOBALLY COMPETITIVE BUSINESSES</b> <u>Economic Restructuring and Transformation</u> Enhancement of the Single Electronic Window	74.500	2016	IDB Loan - US\$ 25Mn	30.000 30.000	0.000 0.000	30.000 30.000	The continuation of the IDB loan-financed enhancement of the Single Electronic Window (SEW).
<b>PROMOTING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b> <u>Capacity Building/Institutional Strengthening</u> Institutional Strengthening of the Ministry of Planning and Development - Technical Co- operation Facility	5.000	1996	(EU Grant)	13.000 1.000	0.000 0.000	13.000 1.000	Building Industry and Academia Linkages and Building the Innovation Ecosystem
Loan Funded Institutional Strengthening Programme	130.000	2003	IDB Loan - US\$20Mn	12.000	0.000	12.000	Continuation of the strengthening of the institutional capacity of the Registrar General's Department (RGD)
<b>PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET</b> <u>Health/HIV AIDS</u> Health Services Support Programme	332.100	2016	IDB: US \$48.4 Mn GORTT: US \$3.5 Mn	74.004 74.004	7.870 7.870	66.134 66.134	Implementation of the Non- Communicable Diseases (NCD) Prevention and Control Plan; execution of the Human Resources for Health Plan; implementation of e-Health Information Systems; and Strengthening of Health Facilities Investment Management
<b>Total Tranche I</b>				<b>117.004</b>	<b>7.870</b>	<b>109.134</b>	



## TRANCHE II

## PUBLIC SECTOR INVESTMENT PROGRAMME - 2022

Conversion rates of US\$1 = TT\$6.77 and Euro 1 = TT\$8.40 were used.

PROJECTS AND PROGRAMMES IN THE COURSE OF IMPLEMENTATION AND/OR ENTAILING FIRM COMMITMENTS	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2022 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2022 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2022 TT\$ MIN.	DETAILS OF ACTIVITY 2022
<b>BUILDING GLOBALLY COMPETITIVE BUSINESSES</b>							
<u><b>Agriculture</b></u>				<b>12.900</b>	<b>12.900</b>	<b>0.000</b>	
Fisheries Development Programme, Tobago	22.300	Annual	General Revenue	2.300	2.300	0.000	Improvements to reefs at Buccoo and Speyside Improvement to Buccoo Reef Marine Park, Management and Ecological Monitoring Improvement to Beaches and Landing Facilities
Upgrade of Fishing Facilities, Trinidad	25.135	Annual	General Revenue	4.600	4.600	0.000	Port of Spain Wholesale Fish market (Upgrade to HACCP Standards-dredging of the harbour Basin), Orange Valley Wholesale Fish Market, Rehabilitation/Extension of Southern Wholesale Market-Upgrade to HACCP Standards, Upgrade of Fish Landing Sites
Water Management and Flood Control Programme	2.980	Annual	General Revenue	6.000	6.000	0.000	Development and Implementation of Waste Management System for the Livestock Industry; Water Management and Flood Control
<u><b>Economic Restructuring and Transformation</b></u>				<b>20.543</b>	<b>20.543</b>	<b>0.000</b>	
Household and Population Census	9.700	1999	General Revenue	20.543	20.543	0.000	2018-2019 Household Budgetary Survey/Survey of living conditions, Conduct of the 2019 Multiple Indicator Cluster Survey and Population and Housing Census: Conduct of the 2022 Population and Housing Census
<b>IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION</b>							
<u><b>Transportation</b></u>				<b>69.215</b>	<b>69.215</b>	<b>0.000</b>	
Construction of Jetties, Tobago	18.000	1994	General Revenues	2.400	2.400	0.000	Construction of Jetties at Parlatuvier, Cove and Plymouth, Bird of Paradise Island; Establishment of Marine Park Control Unit at Gibson Jetty

Development of Marine Industry Infrastructure	266.700	1999	General Revenues	65.315	65.315	0.000	Empty Container Yard Paving/ Repair to Container Terminal;Procurement of one (1) Ship to Shore Gantry Crane;Purchase of Two (2) vehicle scanners for GSS Terminal; Expansion of CCTV coverage at the PATT;Acquisition of Specified Equipment for the Port of Port of Spain
Upgrading & Modernization of Navigational Aids	10.200	1995	General Revenues	1.500	1.500	0.000	Upgrading and modernization of navigational aids - beacons
<b>PROMOTING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b>							
<b><u>Administration</u></b>				<b>3.000</b>	<b>3.000</b>	<b>0.000</b>	
Establishment of a Family Court	42.100	2003	General Revenues	3.000	3.000	0.000	Family Court - Institutional Strengthening
<b><u>Communication</u></b>				<b>5.200</b>	<b>5.200</b>	<b>0.000</b>	
Postal Sector Reform Project	37.900	1998	General Revenues	5.200	5.200	0.000	Refurbishment and Construction, Information Technology Infrastructure Upgrade, Security Infrastructure Upgrade
<b><u>Planning &amp; Project Development</u></b>				<b>1.000</b>	<b>1.000</b>	<b>0.000</b>	
Aerial Survey and Mapping	7.500	1994	General Revenues	1.000	1.000	0.000	Local Roads and Street Signage Programme
<b>PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET</b>							
<b><u>Housing and Shelter</u></b>				<b>127.000</b>	<b>127.000</b>	<b>0.000</b>	
Community Facilities on Housing Estates	21.000	Annual	General Revenues	8.000	8.000	0.000	Rehabilitation and maintenance of HDC rental apartments and housing units
HDC Settlement Programme	200.000	1987	General Revenue	7.000	7.000	0.000	Continuation of the Regularization and Regeneration of Communities - Greater POS Region; Housing Grants
Land Settlement Agency Squatter Programmes	475.500	Annual	General Revenue	112.000	112.000	0.000	Continuation of Survey of Squatter sites; Regularization of Squatter Communities; Housing and Village Improvement Programme; Government Aided Self-Help Programme; Development of Residential Lots - Petrotrin
<b><u>Tertiary Education</u></b>				<b>203.350</b>	<b>203.350</b>	<b>0.000</b>	
Scholarship and Advanced Training Programme	266.828	Annual	General Revenues	203.350	203.350	0.000	Scholarships - President's Medal and Non Advanced Level Examinations,Annual Scholarship and Technical Assistance Program, Establishment of Undergraduate

							Scholarship Scheme for Students with Disabilities, Additional Scholarships based on Advanced Level Examinations, Scholarships and Bursaries
<b>Total for Tranche</b>				<b>442.208</b>	<b>442.208</b>	<b>0.000</b>	

## TRANCHE III

PUBLIC SECTOR INVESTMENT PROGRAMME  
2022

Conversion rates of US\$1 = TT\$6.77 and Euro 1 = TT\$8.40 were used

PROJECT AND PROGRAMMES RECOMMENDED FOR PRIORITY FUNDING UNDER CORE PSIP	ESTIMATED TOTAL COST OF PROJECT \$TT Mn.	YEAR OF COMMENCE- MENT	FINANCING ARRANGEMENTS	PROJECT EXPENDITURE 2022 TT\$ Mn.	GOVERNMENT FUNDING REQUIREMENTS 2022 TT\$Mn	DETAILS OF ACTIVITY 2022
<b>BUILDING GLOBALLY COMPETITIVE BUSINESSES</b>						
<u><b>Agriculture</b></u>				<b>67.655</b>	<b>67.655</b>	
Agricultural Land Development, Trinidad	98.557	Annual	General Revenue	26.670	26.670	Survey and sub-division of state lands for distribution to farmers; National Seed Bank Project; Coconut Rehabilitation and Replanting Programme in the East Coast of Trinidad; Provision of Agricultural Access to Targeted Commodities and Strategic Crops; Rehabilitation and Development of Physical Infrastructure at Plum Mitán Project.
Agriculture Fisheries and Forestry Development Programme, Tobago	139.803	Annual	General Revenue	22.585	22.585	Agricultural Land Information System and Inventory of State Lands (Tobago); Development of Demonstration and Training Centre at Goldsborough; Development of Government Stock Farm; Water Quality Monitoring Programme; Construction of Jetty at Roxborough; Installation of Mooring Buoys around Tobago Establishment of facilities on Little Tobago; Agriculture access roads Tobago; Establishment of Root and Tuber Crop; Planting material repository Lure Estate Tobago Invasive Plants Control Project; Indian Walk Root Crop Food Security; Sub-division of Estates; Urban Forestry Programme; Comprehensive State Land Development Project; Development of Home Garden Initiative; Climate Change Monitoring and Mitigation Comprehensive Meteorological Database; Air Quality Monitoring in Tobago; Mangrove Systems Inventory and Monitoring; Goldsborough Agricultural Estate Irrigation Project Lure Wildlife Nature Park; Sargassum Response.
Fisheries Development Programme, Trinidad	3.355	Annual	General Revenue	2.500	2.500	Establishment of Community based Aquaculture Programmes.
Improvements to Markets and Abattoirs, Trinidad	14.000	Annual	General Revenue	3.800	3.800	Improvements to Markets and Abattoirs - Diego Martin; Improvements to Markets and Abattoirs - Port of Spain; Improvements to Markets and Abattoirs - Sangre Grande; Improvements to Markets and Abattoirs - Princes Town; Improvements to Markets and Abattoirs

						- Point Fortin; Improvements to Markets and Abattoirs - San Fernando; Improvements to Markets and Abattoirs - Arima; Improvements to Markets and Abattoirs - Siparia;
Research and Development Programme	55.177	Annual	General Revenue	3.200	3.200	St. Augustine Nurseries - Development and provision of facilities; La Reunion - Development and provision of facilities; Sugarcane Feeds Center.
Land Administration Programme	84.000	1999	General Revenue	3.800	3.800	Survey Plans Restoration Project; Aerial and Lidar Survey of Trinidad and Tobago; Establishment of a Spatial Information Management System (SIMS); Upgrade of the Cadastral Management Information System (CMIS); Establishment of Land Management Authority and Establishment of a Land Adjudication Tribunal.
Cocoa Rehabilitation Programme (Phase I)	2.500	2003	General Revenue	1.100	1.100	Rehabilitation of Cocoa Industry.
Construction of Markets and Abattoirs	7.800	Annual	General Revenue	3.000	3.000	Construction of Markets and Abattoirs - Rio Claro/Mayaro; Construction of Markets and Abattoirs - Couva/Tabaquite/Talparo; Construction of Markets and Abattoirs - Chaguanas; Construction of Markets and Abattoirs - Penal/Debe; Construction of Markets and Abattoirs - San Juan/Laventille; Construction of Markets and Abattoirs - Tunapuna/Piarco.
Agricultural Youth Apprenticeship Programme	3.924	2003	General Revenue	1.000	1.000	Development of Young Entrepreneurs in Ornamental Horticulture in Rural Communities.
<b><u>Economic Restructuring and Transformation</u></b>				<b>81.532</b>	<b>81.532</b>	
Development of Small Business Sector, Tobago	16.700	2002	General Revenue	16.000	16.000	Continuation of assistance to the private small and medium enterprises engaged in Agriculture, Fishing, Restaurants and Retail (mini marts); assistance to entrepreneurs through venture capital; continuation of the Enterprise Assistance Grant Programme and Scarborough Esplanade Phase II.
Planning and Pre-Investment Studies, Trinidad and Tobago	1.400	Annual	General Revenue	0.500	0.500	Conduct of Seismic Microzonation studies in Trinidad and Tobago.
Investment Promotion Programme	10.000	Annual	General Revenue	2.000	2.000	Investment promotion initiatives.
Support to Industrial Development Initiatives	80.000	Annual	General Revenue	19.938	19.938	Continuation of the development of the Music; Film and Fashion Industries; Business Development of the Creative Industries; Recycling of Tyre Crumb in Asphalt Mixes; Establishment of the Trade and Investment Promotion Agency; Development of the Eco-friendly Businesses Sector (Scrap Iron); Development of the Steel Pan Manufacturing Sector; Implementation of Scale Up TT Business; Accelerator

						Programme and National Apprenticeship Programme (Non-Energy Manufacturing Sector).
Trade Promotion Programme	7.000	Annual	General Revenue	0.900	0.900	Implementation of National e-Commerce Strategy; Gateway to Trade; Implementation of the National SheTrades Chapter; and Implementation of a National Apprenticeship Programme for Manufacturing Sector.
Development of Small Businesses Programme	55.000	2003	General Revenue	42.194	42.194	Development of a Business Development Programme/Export Capacity Building; NEDCO - Business Accelerator Programme 2020-2024; Micro and Small Enterprise (MSE) Policy 2021-2026; Quality Infrastructure Capacity Building Project for Small Enterprises; Youth Business Park; Youth Entrepreneurship Hubs; Youth Business Incubator and From Disaster to Recovery: Securing Employment through the Empowerment of Medium and Small Enterprises in Post COVID-19 Trinidad and Tobago.
<b><u>Industrial Development</u></b>				<b>0.200</b>	<b>0.200</b>	
Non-Petroleum Sector Development	2.000	2005	General Revenue	0.200	0.200	Inward investment - Non petroleum initiatives.
<b><u>Manufacturing</u></b>				<b>22.668</b>	<b>22.668</b>	
Accreditation of Laboratories	10.000	2003	General Revenue	9.350	9.350	National Quality Infrastructure Enhancement Program.
Development of Industry	35.610	2006	General Revenue	13.318	13.318	Energy Conservation and Efficiency Programme for Twenty-One(21) Government Ministries; Renewable Energy & Energy Efficiency Initiatives and Renewable Energy Initiatives.
<b><u>Tourism</u></b>				<b>46.739</b>	<b>46.739</b>	
Chaguaramas Area Development	41.500	Annual	General Revenue	5.017	5.017	Upgrade of Chaguaramas Golf Course - Phase I; Major Vehicles and Equipment Upgrade; Renovations to CDA Police Post at Williams Bay; Refurbishment of Vending Booths at Phase I
Improvement in Basic Tourism Infrastructure, Tobago	106.635	Annual	General Revenue	15.700	15.700	Construction of Lay Bys (Bloody Bay Lambeau, Roxborough); Scarborough Beautification Programme; Community Awareness Programme; Bloody Bay Nature Park and Lookout Upgrade; Tourism Support Projects (Island wide Signage); Tourism Support Projects (Assistance to Traumatized Visitors); Restoration of Historical Sites, Construction of Lifeguard Towers; Tourism Regulatory and Legal Framework; Pigeon Point Infrastructure Works; King's Bay Beach Facility; Fort Granby Beach Facility; Speyside Lookout; Historical Site - Cove Estate; Storebay Beach Facility; Fort King George Heritage Park; Mt. Irvine Beach Facility; Bloody Bay Beach Facility; Rockly Bay Research Project; Castara



						Waterfall; Top River Falls Parlatuvier; Englishman Bay Beach Facility; Charlotteville Beach Facility; Construction of Tobago Cruise Ship Berths; Establishment of Tobago Marinas; Tobago Tourism Agency.
Tourism Development Programme	60.192	Annual	General Revenue	26.022	26.022	Local Government Tourism Programme – Siparia; Local Government Tourism Programme - Pt. Fortin; Local Government Tourism Programme – Couva; Local Government Tourism Programme - Princes Town; Local Government Tourism Programme – Mayaro; Tourism Sites and Attractions Upgrade; Maracas Beach Facility Management Project; Tourism Trinidad Limited; Caribbean Small Tourism Enterprise Project (STEP) formerly Tourism Stakeholders Enterprise Programme (TSEP); Trinidad Tourism Limited; Trinidad and Tobago Hotel and Guesthouse Room Stock Upgrade Incentive Project; Development and Implementation of a Sport Tourism Master Plan.
<b><u>Youth Development and Entrepreneurship</u></b>				<b>229.962</b>	<b>229.962</b>	
Youth Programme, Trinidad	454.000	2003	General Revenue	229.962	229.962	Development of a Youth Employment Policy; Implementation of the National Youth Policy; Refurbishment of Youth Training Facilities; Refurbishment of the Youth Development and Apprenticeship Centres; Youth Social Programmes; Construction of Youth Development Apprenticeship Centres; Establishment of a Farm School – Moruga; Refurbishment building for the CHINS project (for the OPM/Child and Gender Affairs Unit) - St. Michael Schools for Boys; Installation of a Wide Area Network; Construction of the Salvation Army - Josephine Shaw House; Youth Development Project Formulation; The Civilian Conservation Corps Development; Military-Led Youth Programme of Apprenticeship and Restoration Training; The Military-Led Academic Training; Construction of Youth Development Centres; Expansion of the Ste Madeleine Transition Home; Refurbishment of the Sevilla Transition Home for Girls; Youth Agriculture Homestead Programme; National Service Centres.
<b>IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION</b>						
<b><u>Drainage</u></b>				<b>104.700</b>	<b>104.700</b>	

Drainage Works, Tobago	12.500	Annual	General Revenue	10.200	10.200	Continuation of the construction of Sea Defence Walls at Grange Argyle, Back Bay and Plymouth.
Drainage improvements, Trinidad	82.000	Annual	General Revenue	58.500	58.500	Upgrading of drainage and irrigation systems in local communities throughout Trinidad by Local Government Authorities.
Major Drainage Works, Trinidad	94.100	2006	General Revenue	36.000	36.000	Commencement of the Caroni River Rehabilitation and Improvement Works project Phase II.
<b><u>Electricity</u></b>				<b>40.292</b>	<b>40.292</b>	
Electricity Programme, Tobago	2.500	Annual	General Revenue	1.000	1.000	Programme for rural electrification and Street Lighting Programme.
NPMC Infrastructure Upgrade Programme	10.000	Annual	General Revenue	2.000	2.000	Continuation of the National Street Lighting Programme.
Electricity Programme	998.000	2006	General Revenue	37.292	37.292	Replacement of aging transmission infrastructure; Provision of infrastructure for meeting Bulk Power Requirements; continuation of lighting of parks and recreational grounds in communities; Development of Disaster Preparedness capabilities in T&TEC; new bulk power projects, additional transmission infrastructure to move from TGU to national grid; Electrification Programme and Residential Electrification Assistance Programme.
<b><u>Information Technology and Infrastructure</u></b>				<b>245.674</b>	<b>245.674</b>	
Digital Government Programme	630.258	Annual	General Revenue	236.924	236.924	Upgrade of Networks of the divisions of the Ministry of National Security and other Ministries; Continuation of the Development of a Computer System for the Police Service; Development of Information Technology and Systems for the public service.
Computerisation Programme, Tobago	3.800	Annual	General Revenue	2.250	2.250	Establishment of an Integrated Financial Management System; Technical Assistance Programme; Establishment of a Geographic Information System Platform; THA Wide Area Network and Data Centre.
Information and Communications Technology Support Programme, Trinidad	492.000	2003	General Revenue	6.000	6.000	Fisheries Management Research and Development Programme; Implementation of the ICT Plan; ICT Solutions and Infrastructure Programme and Smart City Infrastructure.
Information and Communications Technology Support Programme, Tobago	10.000	2008	General Revenue	0.500	0.500	Information Communication Technology Programme.
<b><u>Roads and Bridges</u></b>				<b>123.500</b>	<b>123.500</b>	
Upgrading & Improvement of Local Roads & Bridges, Trinidad	354.124	Annual	General Revenue	69.500	69.500	Upgrading of priority secondary roads, bridges and landslips throughout Trinidad by Local Government Authorities.

Roads and Bridges Development, Tobago	294.500	Annual	General Revenue	25.500	25.500	Continuation of the Milford Road Bridges; Rehabilitation of Claude Noel Highway; Orange Hill Road; Resurfacing Programme; Windward Road Special Development Programme; Plymouth/Arnos Vale Road; Milford Road Bypass to Smithfield and Milford Road Upgrade.
Road Infrastructure Improvement Programme, Trinidad	90.490	Annual	General Revenue	18.500	18.500	Continued support for the PURE and BLT Programmes and Redefinition of Highway Reserves.
Road Infrastructure Improvement Programme, Tobago	80.000	2006	General Revenue	10.000	10.000	Continuation of Major Improvement Works on Secondary Roads.
<b><u>Transport and Communication</u></b>				<b>2.000</b>	<b>2.000</b>	
Sea Transport	20.567	2009	General Revenue	2.000	2.000	Removal and Disposal of Wrecks and Derelict Vessels.
<b><u>Transportation</u></b>				<b>36.509</b>	<b>36.509</b>	
Purchase of Vehicles and Equipment, Tobago	12.400	Annual	General Revenue	3.000	3.000	Purchase of Vehicles and Equipment - THA Divisions.
Improvement in Public Transportation Services	86.731	1998	General Revenue	10.950	10.950	Development of Terminus facilities at Sangre Grande; San Fernando and Scarborough; Development of Rio Claro Passenger Facility; Purchase of new buses; Implementation of the Business Plan for the Licensing Division; Design and Construction of a New Passenger Terminal Depot at Sangsters Hill Tobago; Upgrade of Priority Transit mall Facilities at San Juan, Curepe and Tunapuna; Development of a National Transportation Plan.
Airport Infrastructure Development	126.219	1997	General Revenue	16.784	16.784	Security Systems (CCTV and Access Control Systems); Airfield Pavement Rehabilitation ANRRRIA; Airfield Pavement Rehabilitation PIA; Landslip and Coastal Stabilization - ANRRRIA; Repairs to Perimeter Fence - ANRRRIA; Upgrade and Replacement of Airfield Signage for Aerodrome Certification - PIA; Expanded Aircraft Parking Ramps- Flood Lighting.
Implementation of Traffic Management Measures	36.150	2001	General Revenue	4.125	4.125	Provision of Equipment for Road Marking Purposes; Provision of Road Safety Audit on the Roadways of Trinidad; Provision for Data Collection.
Purchase of Vehicles and Equipment, Trinidad	19.500	Annual	General Revenue	1.000	1.000	Strengthening of the Maintenance Capacity of the District Offices of the Highways Division.
VMCOTT Capital Works Programme	10.470	2006	General Revenue	0.650	0.650	Expansion of VMCOTT facilities at Beetham - roof works and signage at San Fernando.
<b><u>Water Security</u></b>				<b>29.062</b>	<b>29.062</b>	
Water Supply Improvements, Tobago	12.000	Annual	General Revenue	9.000	9.000	Desilting and Rehabilitation of Hillsborough Dam in Tobago.

Upgrading of Water Distribution Systems	57.740	Annual	General Revenue	1.000	1.000	Construction of Avocat Wells.
Water Supply Projects	32.000	2013	General Revenue	19.062	19.062	Non-Revenue Water Reduction Programme; Community Water Improvement Programme and Well Development Programme;
<b>PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT</b> <b><u>Energy/Renewable Energy Alternatives</u></b>				<b>0.270</b>	<b>0.270</b>	
NPMC Infrastructure Upgrade Programme	3.672	Annual	General Revenue	0.270	0.270	Acquisition of Synthetic Aperture Radar (SAR) for the Detection of Oil Spills.
<b><u>Environment</u></b>				<b>17.395</b>	<b>17.395</b>	
Forestry Development Programme	14.500	Annual	General Revenue	5.820	5.820	Reforestation of Denuded Northern Range Hillside; Commercial Repository; Improvement of Forest Fire Protection Capability; Improved Management to the Natural Forest of South East Conservancy; Wetlands Management Project; National Parks and Watershed Management Project; Outreach, Community Empowerment and Mobilization; Sustainable Management of Wildlife Resources in Trinidad and Tobago.
Development of Infrastructure for installation of Meteorological Equipment	36.700	Annual	General Revenue	4.600	4.600	Procurement of meteorological equipment for Tobago Meteorological Office.
Environmental Conservation & Management Programme	2.820	Annual	General Revenue	2.075	2.075	Establishment of an Ambient Air Quality Management Programme; Environment Enhancement and Preservation; Development of Ambient Water Quality Standards; and Development of a Management Plan for the Scarlet Ibis.
Solid Waste Management Programme	56.400	2004	General Revenue	4.600	4.600	Upgrade of Access Roads at the Landfill Sites; and Upgrade of Recovery and Recycling Facilities.
Marine Survey and Mapping	0.800	Annual	General Revenue	0.300	0.300	Production of Nautical Charts of the Gulf of Paria.
<b>PROMOTING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b> <b><u>Administration</u></b>				<b>171.788</b>	<b>171.788</b>	
Rehabilitation of Public Buildings, Trinidad	154.543	Annual	General Revenue	36.681	36.681	Refurbishment Works to District Revenue Offices; Refurbishment and Re-tooling of Constituency Offices of Members of the House of Representatives; Upgrade of Physical Infrastructure - Finance Building; Ministry of Works and Transport Offices - Renovation Works;

						<p>Refurbishment of Customs and Excise Regional Training School; Refurbishment of Work Areas at PTSC Compound; Refurbishment of Administration Building for Head Office; Establishment of a Wholesale Market at Macoya; Refurbishment of Offices of the MHUD; Upgrade of the Canine Unit Facility ; Development and Provision of Facilities at Marper Farm; Provision of office and other facilities for South Region; Provision of office and other facilities for North Region; Upgrade of Infrastructural Facilities at Research Division; Renovation and extension of buildings and offices- MALMR; Outfitting of Buildings for MSDFS Divisions; Accommodation for District Registrar Offices; Cipriani College of Labour and Co-operative Studies - Upgrade of Security Systems; Equipping of the Chemistry Food and Drugs Laboratory and Preparatory work for the National Public Health Laboratory; Upgrade and Outfitting of the National Archives Facility; Restorative Works to the former Ministry of Community Development, Culture and the Arts Building located at Jerningham Aveune; Remodelling and Outfitting of Floors at Eric Williams Financial Complex; Co-Location of Libraries; Electrical Upgrade of the IMA's Headquarters; Upgrade of the Drainage, Fence and Sewer Systems of the IMA headquarters; Construction of MSTTE Complex.</p>
Construction of Public Buildings, Tobago	106.210	Annual	General Revenue	15.950	15.950	<p>Construction of Works Main Office; Construction of Community Development Head Office; Construction of New Licensing Main Office - Scarborough; Construction of Bus Shelters and Bus Stops Construction of Scarborough Post Office/Financial Complex; Restoration and Restructuring of Old Administrative Building; Construction of an Administration Building for Health and Social Services; Construction of Storage Facility at Shaw Park; Construction of Scarborough Abattoir; Construction of Tobago Emergency Operation Centre; Construction of a new luncheon and meeting room facility at Louis Dor Nurseries; Expansion of Calder Hall Administrative Complex; Construction of Head Office for Tourism and Transportation; Warehouse Facility for Tourism and Transportation; Construction of Laboratory Facility for Tissue Culture and Eutomology/Plant Pathology; Construction of Furniture Workshop; Construction of Mini Mall at Charlotteville; Construction of Public Conveniences; Establishment of Social Services Complex in Mason Hall; Tobago Spatial Development Strategy; Rollout of Project Development Unit; Shaw Park Market; Construction of Sanctuary Resort;</p>

						Speyside Beach Facility; CERT Speyside Emergency Response Sub-Office; Buccoo Beach Boardwalk; THA Records and Archive Centre.
Improvement/Refurbishment to Court Facilities	262.342	Annual	General Revenue	17.500	17.500	Rehabilitation of the Hall of Justice, Trinidad; Rehabilitation of the Hall of Justice (TOBAGO); Implementation of a Comprehensive Security System in the Judiciary; Refurbishment and Expansion of the Siparia Magistrates' Court; Construction of the Video Conferencing Centre at the Golden Groove Arouca; Outfitting of the Building located at No. 271 Naparima/Mayaro Road, Princess Town for use as a Court in the Victoria East Magisterial District.
Improvement/Refurbishment of Public Buildings, Tobago	39.400	Annual	General Revenue	4.300	4.300	Refurbishment of Townhouse A2-17 Flag Staff; Refurbishment of Quarters; Upgrading of Assembly Legislature Chambers; Reviving of Assembly Legislature Annex; Upgrade of Manta Lodge; Assembly Administrative Complex; Restoration of CAST Building; Refurbishment and Retooling of Constituency Offices of the Members of Tobago House of Assembly; University of Tobago; Parlatuvier Washroom Facility; Upgrade and Expansion of Buccoo Training Facility;
Improvements to Customs and Excise Division	81.500	Annual	General Revenue	67.500	67.500	Construction of Customs Facilities at Hart's Cut; Infrastructure Upgrade of the Container Examination Station (CES) at POS; Infrastructure Upgrade of the Container Examination Station (CES) at Customs and Excise Point Lisas; Inspection Scanners Customs and Excise Division.
Construction of Public Buildings, Trinidad	161.416	Annual	General Revenue	2.000	2.000	Sangre Grande Works Office at Guaico; Establishment of Mechanical Services Division, Caroni.
Institutional Strengthening of the Ministry of Finance	1.200	2001	General Revenue	0.100	0.100	Indexation for monthly-paid retirees Strategic Management and Execution Office.
Construction of Public Buildings, Trinidad and Tobago	199.678	Annual	General Revenue	3.657	3.657	Construction of Judges and Magistrates' Housing in Tobago; Construction of Institute of Marine Affairs.
Rehabilitation of Public Buildings, Trinidad and Tobago	113.779	Annual	General Revenue	17.500	17.500	Local Government Building Programme - Diego Martin; Local Government Building Programme - Sangre Grande; Local Government Building Programme - Couva/Tabaquite/Talparo; Outfitting/Re-designing of Immigration Offices; Local Government Building Programme - Port of Spain; Local Government Building Programme - Arima; Local Government Building Programme - Mayaro/Rio Claro; Local Government Building Programme - San Fernando; Local Government Building Programme - Chaguanas; Local Government Building Programme - Siparia; Local Government Building Programme - Debe/Penal; Local Government Building Programme - Princes Town; Local Government Building Programme - San



						Juan/Laventille; Local Government Building Programme - Point Fortin; Local Government Building Programme - Tunapuna/Piarco; Fit-out of the MLA Tower - Government Campus; Outfitting of Accommodation for the Director of Public Prosecutions South; Upgrade to the Immigration Detention Centre (Aripo); Renovations to New City Mall; Provision of Accommodation for the legal Aid and Advisory Authority; Customization and Outfitting of a New Office Building at NO. 3 Alexander St, St. Clair; Outfitting of Accommodation for Registrar General Department; Renovation/Upgrade works of 3 Units at Flagstaff.
Restoration of Historic Buildings	7.000	2006	General Revenue	2.500	2.500	Restoration of the Red House - Technical Team
Rehabilitation of Public Buildings, Trinidad and Tobago	0.000	Annual	General Revenue	1.000	1.000	Renovation to Winsure Building.
Improvement to Law Administration	6.900	Annual	General Revenue	2.300	2.300	Development of a Court Annexed Mediation Process in the Judiciary; Establishment of the Juvenile Court of Trinidad and Tobago.
Implementation of the Dog Control Act (2013) and the Dog Control Amendment Act (2014)	14.191	2014	General Revenue	0.800	0.800	Implementation of measures to give effect to the Dog Control Act (2013) and the Dog Control Amendment Act (2014).
<b><u>Capacity Building/Institutional Strengthening</u></b>				<b>77.686</b>	<b>77.686</b>	
Improvement in Administrative Services, Tobago	9.580	Annual	General Revenues	1.200	1.200	Continued training of staff of Divisions of the Tobago House of Assembly; Granting of scholarships under the Human Resource Development Programme and the establishment of the Energy Secretariat.
Institutional Strengthening of Public Sector Administrative Services	23.600	Annual	General Revenue	15.541	15.541	Development of Customer Service Centres at the Nation's Court Buildings; Strengthening of Records Management in the Judiciary; Televising and Broadcasting of Parliamentary Proceedings; Determination and Impact of the Minimum Wage Level on the Economy; Development of a Modern Governance and Organizational Structure for the Judiciary of Trinidad and Tobago; Institutional Strengthening of the National Archives; Development of the Human Resource Capacity of the Personnel Department; Review of Public Service Employee Assistance Programme (EAP); Institutional Strengthening of Societies Registered under the Friendly Societies Act 2021-2022 and Liquidation and Distribution of Assets for Closed Societies; Institutional Strengthening of Cooperatives Division.
Institutional Strengthening of Ministries and Departments	136.100	Annual	General Revenue	57.340	57.340	Labour Legislation Reform; Institutional Strengthening of the Parliament; Job evaluation exercise for positions

						falling within the purview of the SRC; Job evaluation exercise For the Civil Service; Establishment of Community Liaison Unit; Institutional Strengthening and Capacity-Ministry of Foreign and CARICOM Affairs; Relocation and Upgrade of Occupational Health and Safety Programme; Occupational Health and Safety Programme; Restructuring of the C.S.O. of T&T; PPRD Capacity Building; Corporate Communication Strategy- Ministry of Planning and Development; Establishment of a Devolution Programme and Change Management Unit in Town and Country Planning Division; Establishment of Results Management System- Ministry of Planning and Development; Development of a Labour Migration Policy in T&T; Implementation of the Automated Workflow Process; Establishment of the National Spatial Data Council of T&T; Automation of the Construction Permit Process; Cipriani College of Labour and Co-operative Studies - Upgrade of ICT; Capacity Building of the Planning Division MPLSD; Establishment of the Revenue Authority; Reform of the Integrity Commission; Institutional Strengthening of the Forensic Science Centre; Adopt and Implement Integrated Water Resources Management; Acquisition of ISO9001 Certification; Development of a Child Labour Policy; Implementation of Property Tax Regime; Operationalisation of the National Tripartite Advisory Council; Implementation of an action plan to address illegal; unreported and unregulated fishing in the ports and waters under the jurisdiction of Trinidad and Tobago; Establishment of the Office of Procurement Regulator; Establishment of the Gaming Commission; Improvement of Service Delivery Infrastructure at TCPD; Implementation of Vision 2030 Strategic Plan; Implementation of Local Government Reform; Support for the Automation of Construction Permitting Process; Local Government Reform Transformation Programme - all corporations; Development of a National Manpower Plan; Modernization of the Public Service Academy; Public Sector Performance Management Systems (PSPMS); Implementation of After School Care Programme; National Development Strategy 2021-2025; Strategic Redevelopment of TTT; Development of a work from home policy for the Public Service.
Institutional Strengthening of the Ministry of National Security Divisions and Agencies	11.500	Annual	General Revenue	3.355	3.355	National Baseline Survey to measure public safety and security and Cure Violence.
Institutional Strengthening of Ministries and Departments	28.638	2006	General Revenue	0.250	0.250	Implementing a Comprehensive Crop Biodiversity Conservation Programme for Trinidad and Tobago.

<b><u>Communication</u></b>				<b>3.000</b>	<b>3.000</b>	
Public Sector Reform Computerisation	3.500	Annual	General Revenue	3.000	3.000	Digitalising and Archiving of Laws of Trinidad and Tobago; Transformation of the Court Recording System in the Judiciary.
<b><u>Law Enforcement</u></b>				<b>88.795</b>	<b>88.795</b>	
Establishment of Municipal Police Units	55.374	Annual	General Revenue	30.358	30.358	Equipping of the Municipal Police Service of the Local Government Authorities.
Improvements to Police Stations	79.000	Annual	General Revenues	28.800	28.800	Improvement Works to Police Stations and Buildings; Upgrade of Police Administration Buildings; Refurbishment of Riverside Plaza and Residential Quarters- San Fernando; Establishment of Divisional Property Rooms; Upgrade of Detention Cells at Police Stations; Purchase of Equipment for the Police Service; Relocation of the Administration Support Centre; Relocation of Western Division Administration Office; Establishment of Facilities for the Guard and Emergency Branch; Development Works at the Police Academy CF; Replacement of HVAC System at Fraud Squad.
Improvements to Police Service	35.600	Annual	General Revenue	28.637	28.637	Refurbishment of Police Headquarters; Refurbishment of the Justice Protection Unit; Refurbishment of Police Commissioner's Residence; Establishment of Police Youth Club Facilities; Upgrade of Administrative Offices Tobago, Purchase of Vehicles for the Police Service; Upgrade of Traffic and Highway Patrol Divisional Offices; Establishment of a Coastal and Riverine Patrol Unit; Establishment of Divisional Special Victims Department; Refurbishment of Playing Fields at the Police Training Academy (Barracks).
Improvement in Law Enforcement	12.000	2013	General Revenue	1.000	1.000	Establishment of Electronic Monitoring Programme; and Programme for the Rehabilitation of Young Offenders.
<b><u>Public Safety and Citizen Security</u></b>				<b>62.629</b>	<b>62.629</b>	
Improvement to Fire Stations	64.000	Annual	General Revenue	2.000	2.000	Improvements to fire service buildings.
Improvement to Prison Facilities	114.000	Annual	General Revenue	6.359	6.359	Continuation of Improvement Works at Prison Buildings; Maximum Security Prison; Refurbishment of Youth Training Centre; Construction of a new sewer plant for the Prison Training Centre; Purchase of CCTV Equipment; and a Direct water supply installation for Carrera.
Improvement to the Coast Guard	484.600	Annual	General Revenue	3.700	3.700	Electrical Upgrades and purchasing of specialised equipment.

Construction and Upgrade of Regiment Facilities	32.000	Annual	General Revenue	15.200	15.200	Refurbishment of the Wastewater Treatment Plant and the Fuel Station at Teteron; Base Infrastructure for a Camp at La Romain; Upgrade of Regiment Facilities, Tobago; Construction of the Support and Services Battalion at Teteron Barracks and Refurbishment works to the main workshop at Camp Cumuto.
Construction of Prison Facilities	24.800	2006	General Revenue	2.000	2.000	Community Residence/Rehabilitation Centre to accommodate Female Child Offenders.
Improvement to the Air Guard	62.300	Annual	General Revenue	1.470	1.470	Sewer Interconnection for the Air Station.
Equipping of National Security Divisions and Agencies	42.000	Annual	General Revenue	31.900	31.900	Purchase of vehicles and equipment for the Air Guard, Regiment, Coast Guard, Fire Service and to purchase vessels for the Coast Guard.
<b><u>Regional Development Planning</u></b>				<b>0.500</b>	<b>0.500</b>	
Urban Redevelopment Programme	173.000	1996	General Revenue	0.500	0.500	Implementation of the Comprehensive Local Area and Regional Development Planning Process.
<b>PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET</b>						
<b><u>Community Development</u></b>				<b>42.000</b>	<b>42.000</b>	
Upgrading of Cemeteries and Cremation Facilities	7.000	Annual	General Revenue	2.600	2.600	Continuation of the upgrade to cemeteries and cremation sites by Local Government Authorities.
Establishment of Mediation Centres	6.100	Annual	General Revenue	1.000	1.000	Support to Mediation Services
Community Development Programme	12.000	Annual	General Revenue	11.300	11.300	The Implementation of the National Policy on Sustainable Community Development (NPSCD) for Trinidad and Tobago; Community Strengthening Strategies (Developing Mentors and Leaders, Parenting Skills) - Community Recovery Report); Enhancing Employability in Communities.
Construction and Upgrading of Community Facilities, Tobago	71.865	Annual	General Revenue	5.700	5.700	Construction and Upgrading of Community Facilities in Tobago.
Improvement to Community Facilities, Trinidad	87.485	2005	General Revenue	4.500	4.500	Social and Economic Programme for East Port of Spain; Support to the Urban Upgrading and Revitalization Programme; Refurbishment of Export Centres; Refurbishment of Civic Centres and Complexes.
Construction and Upgrade of Community Facilities	6.958	Annual	General Revenue	6.000	6.000	Refurbishment of Community Education, Training Information and Resource Centre; Refurbishment of the Community Education, Training, Information and Resource Centre; Infrastructure Enhancement (Quick Wins) Community Recovery Report.
Disaster Preparedness and Mitigation Programme, Trinidad	28.000	2012	General Revenue	10.900	10.900	Disaster Management Capacity - Head Office, Disaster Preparedness Programme - Siparia, Disaster

						Preparedness Programme - Penal/Debe, Disaster Preparedness Programme - POS, Disaster Preparedness Programme – San Fernando, Disaster Preparedness Programme – Arima; Disaster Preparedness Programme – Chaguanas; Disaster Preparedness Programme – Mayaro; Disaster Preparedness Programme - P/Town; Disaster Preparedness Programme - D/Martin; Disaster Preparedness Programme - S/Juan/L'tille; Disaster Preparedness Programme - T'puna; Disaster Preparedness Programme - S/Grande; Disaster Preparedness Programme - P/Fortin; Disaster Preparedness Programme - Couva/Tab.
<b><u>Culture</u></b>				<b>14.349</b>	<b>14.349</b>	
Cultural Programmes and Facilities, Tobago	11.200	2002	General Revenue	1.300	1.300	Restoration of Historical Homes, Establishment of a Heritage Marine Museum, Orange Hill Community Workshop and Art Gallery
Construction and Upgrade of Cultural Facilities, Trinidad	588.700	2006	General Revenue	13.049	13.049	Establishment of a National Development Heritage Site on Nelson Island; Upgrade of Facilities - Naparima Bowl and National Academy for the Performing Arts (NAPA); Development of First Peoples; Southern Academy for the Performing Arts (SAPA); Queen's Hall Energy Conversation Project and Tourism Festivals.
<b><u>Early Childhood Education</u></b>				<b>1.800</b>	<b>1.800</b>	
Early Childhood Education Programme, Tobago	4.300	Annual	General Revenue	1.800	1.800	Extension and Improvements to Existing Childhood Centres; Establishment of Early Childhood Care and Education Unit.
<b><u>Health/HIV AIDS</u></b>				<b>248.200</b>	<b>248.200</b>	
Health Sector Reform Programme	1253.000	1991	General Revenue	51.000	51.000	Upgrade and refurbishment works at hospitals and health centres nationwide; enhancement of the Health Emergency Operations Systems Centre and implementation of a computerized Health Information System.
Medical Facilities Upgrading Programme, Tobago	128.000	Annual	General Revenues	17.000	17.000	Procurement and installation of medical equipment and establishment of an integrated data network to link health facilities.
Public Health Facilities, Tobago	19.800	Annual	General Revenue	15.400	15.400	Upgrading of Waste Facility at Studley Park; expansion of primary health care and expansion of district dental services.
Public Health Facilities, Trinidad	75.900	Annual	General Revenue	13.100	13.100	Procurement of heavy equipment and vehicles by local government authorities for waste collection and

						disposal; Refurbishment of Accommodation for the Vertical Division of the Ministry of Health.
Infrastructure Improvements at Regional Health Authorities	206.000	Annual	General Revenues	50.000	50.000	Purchase of equipment for health institutions in all four Regional Health Authorities in Trinidad.
Special Programmes for Chronic Diseases	159.000	2001	General Revenues	100.000	100.000	Continuation of treatment programmes for Adult Cardiac Disease; Continuation of Tissue Transplants and reduction of waiting lists for surgeries.
Implementation of HIV/AIDS Programmes	250.000	2003	General Revenues	1.700	1.700	Finalization of the National HIV and AIDS Policy and implementation of programmes to treat with substance abuse, HIV and AIDS.
<b><u>Housing and Shelter</u></b>				<b>26.000</b>	<b>26.000</b>	
Housing and Settlements Expansion Programme, Tobago	190.230	Annual	General Revenue	26.000	26.000	Funding for works at the Adventure Housing Estate, Plymouth Road; Blenheim Housing Estate Phase II; Courland Estate Land Development; Home Improvement Grant, Tobago; Home Improvement Subsidy, Tobago; Land Development Adelphi Estate; Roxborough Town Expansion; Shirvan Road Land Development; Home Completion Programme, T'go; Development of Land for Airport Relocation and Riseland Housing Development.
<b><u>Primary Education</u></b>				<b>14.110</b>	<b>14.110</b>	
Primary Schools Programme, Trinidad	30.000	Annual	General Revenue	5.000	5.000	Implementation of the School Improvement Projects in selected schools in the Laventille Community.
Primary Schools Programme, Tobago	20.700	Annual	General Revenues	9.110	9.110	Construction of Scarborough Methodist; Extension and Improvement to Plymouth Anglican School; New Construction of Scarborough Roman Catholic School; Extension and Improvement to Bon Accord Government; Reconstruction of Mason Hall Government Primary; Improvement Works to Moriah Government; Improvement Works to Signal Hill Government; Improvement Works to Delaford Anglican; Establishment Research Unit for Primary School Teachers; Teacher Training Programme; Improvement/Refurbishment/Extension to Primary School; Programme for Improvement of Security at Primary Schools; Primary School Maintenance Grant; Programme for the Computerization of Primary Schools, Extension and Upgrading works to St Patrick's Anglican; Extension and Improvement Works to Lambeau Anglican; Development of Physical Education and Sports in Primary School; Establishment of Visual Arts and Performing Theatres (VPAT) in Primary Schools; Extension and Improvement works at L'Anse Fourmi Methodist; Installation of CCTV Security at Primary Schools.



<b><u>Science, Research and Development</u></b>				<b>4.550</b>	<b>4.550</b>	
Science and Technology Development	196.645	Annual	General Revenues	4.550	4.550	Establishment of a Research and Development Facility; Teach Me; STI Mapping and Priority Setting; Establishment of Marine Research Field Station Tobago; Enhancing Agriculture through Technology-NIHERST; Relocation of National Science Centre-NIHERST.
<b><u>Secondary Education</u></b>				<b>16.400</b>	<b>16.400</b>	
Secondary Schools Programme, Tobago	17.000	Annual	General Revenues	16.400	16.400	Extension and Improvement to Roxborough Composite; Construction of Mason Hall Government Secondary; Reconstruction of Scarborough Secondary School; Tobago Multi-Faceted Education Complex; Improvement/Refurbishment/Extension to Secondary Schools; Expansion of Goodwood High School; Expansion of Speyside High School; Teaching and Learning Strategies; Furniture and Equipment Replacement and Upgrade in Schools; School Construction Programme; Development of Physical Education and Sports in Secondary School; Extension and improvement to Signal Hill Senior Comprehensive School; Extension and improvement to Bishop's High School; Extension and improvement to Scarborough Secondary School; Resources for Schools E-Testing.
<b><u>Skills Development</u></b>				<b>25.400</b>	<b>25.400</b>	
Skills Development Programme	248.869	Annual	General Revenues	19.200	19.200	Upgrade of the NESC Skills and Technology Centre Goldsborough; Construction of HYPE Administration and O'Meara Centre; National Skills Development Centre at Macoya; Metal Industries Company - Training Subsidy; Upgrading of Technology Centres at Ste Madeline, POS, PaP, Laventille; Support to Non-University Tertiary Education (EU Grant); Upgrade of NESC Technology Centre- La Brea; Establishment of a Training Facility in Chaguanas Woodford Lodge; Upgrade of NESC Skills and Technology Centre- Ste. Madeleine, Morgua Technology Centre; Upgrade of Infrastructure and Equipment at the NESC Drilling Academy; Upgrade of NESC Skills and Technology Centre- Point Lisas; MY PART- Hall of Residence (NESC); Establishment of La Horquetta Skills and Technology Centre.
Skills Development Programme, Tobago	6.500	Annual	General Revenues	6.200	6.200	Upgrade of Roxborough Trade Centre; Establishment of Skills Development Centre at Whim; Upgrade of Technical Vocational Facility at Signal Hill, Bon Accord Trade Centre.
<b><u>Social Development</u></b>				<b>18.200</b>	<b>18.200</b>	

Establishment of Social Services Facilities and Facilities for the Socially Displaced	55.800	Annual	General Revenue	11.600	11.600	Establishment of a National Children's Registry; Development Child Support Centres; Development Centre for Persons with Challenges; Refurbishment of Safe Houses; Establishment of Social Displacement Centre.
Social Services Programme, Tobago	7.550	Annual	General Revenue	5.100	5.100	Establishment of Probation Hostels; Project for the Realization of Achievement (REACH); Programme for Adolescent Mothers; Golden Apple/Adolescents Partnership and Establishment of the Tobago Elderly Housing and Rehabilitation.
Social Services Programmes, Trinidad	100.000	2006	General Revenue	1.500	1.500	Implementation of a Social Mitigation Plan.
<b><u>Special Education</u></b>				<b>9.740</b>	<b>9.740</b>	
Special Education Programme, Tobago	18.350	Annual	General Revenues	4.040	4.040	Construction of School for the Deaf; Programme for Improvement of Security at Secondary Schools; Upgrade of Happy Haven School; Research Study on Student under- Achievement in Tobago; Surveillance and Research on Youth at Risk in Schools; School Intervention Strategy; Tobago GIS School Project; Spanish in Primary Schools; Workshop for secondary school teachers on Reading in the content area; Reading Enhancement and Development Project.
Special Education Services Programme, Tobago	7.500	Annual	General Revenues	2.400	2.400	Chief Secretary's Award for Excellence in Science, Teaching, Research, Innovation, Development and Empowerment; Music in Schools Programme; Implementation of Pan in the Classroom; Tobago Literacy Unit Project.
Special Information Technology Education Programme, Tobago	4.800	Annual	General Revenues	3.300	3.300	Establishment of a Management of Information System Unit, Establishment of Computerized Asset Register
<b><u>Sport and Recreation</u></b>				<b>31.500</b>	<b>31.500</b>	
Construction/Upgrade of Sport and Youth Facilities, Tobago	35.400	Annual	General Revenue	15.300	15.300	Mt. Pleasant Recreation Ground; Upgrading of Canaan/ Bon Accord Recreation Ground; Construction of Youth Empowerment Centre – Castara; Louis D'or Recreation Ground; Shaw Park Sporting Complex; Mobile Youth Health Centre; Construction of Regional Indoor Centre; Establishment of Project Implementation Unit; Construction of Parks and Recreation Sites; Lighting of Playing Fields; Sports Development Programme; Establishment of a Sport Advisory Unit; Construction of Pavilions and Sporting Facilities, Establishment of Management Information System; Youth Power Programme; Shaw Park Regional Recreation Ground and Cultural Complex; Establishment of Tobago Youth Development Institute.
Construction/Upgrade of Sport and Youth Facilities, Trinidad	250.000	Annual	General Revenue	2.600	2.600	Upgrading of Swimming Pools; Improvement to Indoor Sporting Arenas; Sport Social Programme.

Development of Recreational Facilities	30.000	Annual	General Revenues	13.600	13.600	Development of Recreational Facilities - Port of Spain; Development of Recreational Facilities – Siparia; Development of Recreational Facilities – Chaguanas; Development of Recreational Facilities - Princes Town; Development of Recreational Facilities - Tunapuna/Piarco; Development of Recreational Facilities -San Fernando; Development of Recreational Facilities - Diego Martin; Development of Recreational Facilities - Debe/Penal; Development of Recreational Facilities –Arima; Development of Recreational Facilities - Couva/Tabaquite/Talparo; Development of Recreational Facilities - Sangre Grande; Development of Recreational Facilities - Rio Claro/Mayaro; Development of Recreational Facilities - Point Fortin; Rehabilitation of Facilities - Botanic Gardens; Development of Queen's Park Savannah; Upgrade of Caroni Bird Sanctuary Visitor Centre; Development of Recreational Facilities - San Juan.
<b><u>Tertiary Education</u></b>				<b>38.100</b>	<b>38.100</b>	
Refurbishment of Technical Institutes	14.847	Annual	General Revenue	9.000	9.000	Improvement to facilities at ECIAF; Refurbishment and Extension to John S. Donaldson Technical Institute; Upgrade of San Fernando Technical Institute; Upgrade of San Fernando Technical Institute; Upgrade of San Fernando Technical Institute.
Libraries Programme, Tobago	21.200	Annual	General Revenues	1.100	1.100	Roxborough Library; Charlotteville Library; Operationalization of New Scarborough Library; Development of Public Library Facilities.
Establishment of a National Community College - COSTAATT	74.190	1999	General Revenues	1.000	1.000	COSTAATT Technology Upgrade.
Establishment of the University of Trinidad and Tobago	219.261	2004	General Revenue	12.000	12.000	UTT's Tobago Campus; UTT Pt. Lisas Campus; Establishment of the Aviation Institute-UTT Camden Campus; Establishment by the UTT- The Brian Lara Cricket Academy- Phase 1.
Development Works at the University of the West Indies	452.450	Annual	General Revenue	15.000	15.000	Upgrade of the Campus' Sewer collection system and sewer treatment plant; Renovation of Chemistry C1 Building & Replacement of Fume Hoods; Refurbishment and Outfitting of Food Laboratory at the Department of Agricultural Economics; Upgrade of 12Kv Cables and Switchgear; University Central Water Storage System and Upgrade of the Rudranath Capildeo Learning Centre (RCLRC).
<b>Total for Tranche III</b>				<b>1942.905</b>	<b>1942.905</b>	

## TRANCHE V

PUBLIC SECTOR INVESTMENT PROGRAMME  
- 2022

Conversion rates of US\$1 = TT\$6.77 and Euro 1 = TT\$8.40 were used.

PROJECTS WITH FUNDING FROM MULTILATERAL AND BILATERAL EXTERNAL SOURCES	ESTIMATED TOTAL COST OF PROJECT TT\$ Min.	YEAR OF COMMENCEMENT	FINANCING ARRANGEMENTS	PROJECTED EXPENDITURE 2022 TT\$ Min.	GOVERNMENT FUNDING REQUIREMENTS 2022 TT\$ Min.	LOAN/GRANT DRAWDOWNS 2022 TT\$ MIN.	DETAILS OF ACTIVITY 2022
<b>BUILDING GLOBALLY COMPETITIVE BUSINESSES</b>							
<u><b>Agriculture</b></u>				<b>17.000</b>	<b>17.000</b>	<b>0.000</b>	
Agricultural Land Development T5	324.000	2007	General Revenue	8.000	8.000	0.000	Development of Lands at Caroni and Orange Grove by EMBD
Fisheries Development Programme, Trinidad T5	310.000	2006	General Revenue	9.000	9.000	0.000	Upgrading/Construction of Fishing Facilities in Trinidad; Construction of an Integrated Fishing Port and Facilities at Gran Chemin, Moruga
<u><b>Manufacturing</b></u>				<b>17.500</b>	<b>17.500</b>	<b>0.000</b>	
Development of Industry T5	112.400	2006	General Revenue	17.500	17.500	0.000	The Single Electronic Window for trade, business facilitation, Upgrade of Drainage and Fire Hydrants at Industrial Estates; Upgrade to Factory Road Industrial Park Infrastructure; Renovation of Magdalena Grand Beach and Golf Resort and Construction of Tamana InTech Park Transit Hub
<u><b>Tourism</b></u>				<b>8.000</b>	<b>8.000</b>	<b>0.000</b>	
Tourism Action Programme T5	133.299	Annual	General Revenue	8.000	8.000	0.000	Maracas Beach Facility Improvement Project, Ariapita Avenue Enhancement Project
<u><b>Youth Development and Entrepreneurship</b></u>				<b>3.000</b>	<b>3.000</b>	<b>0.000</b>	
Youth Programme, Trinidad T5	20.000	Annual	General Revenue	3.000	3.000	0.000	Establishment of a Multi-purpose Youth Facility - Moruga
<b>IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION</b>							
<u><b>Drainage</b></u>				<b>99.026</b>	<b>99.026</b>	<b>0.000</b>	
Major Drainage Works, Trinidad T5	248.000	2006	General Revenues	99.026	99.026	0.000	Continuation of projects under the National Programme for the Upgrade of Drainage Channels, Comprehensive Drainage Development Studies and the Flood Mitigation Programme, the Coastal

							Protection Programme and the Dredging of Sea-Lots main channel and turning basin
<b><u>Roads and Bridges</u></b>				<b>370.000</b>	<b>370.000</b>	<b>0.000</b>	
Road Infrastructure Improvement Programme	2403.816	2006	General Revenues	370.000	370.000	0.000	Continued rehabilitation of roads and bridges throughout Trinidad road network; the construction of single lane highways in Moruga and Toco; the Construction of a Vehicular Overpass in the vicinity of Powder Magazine, Diego Martin and the widening of Lady Hailes Avenue, San Fernando Waterfront Project.
<b><u>Sewerage</u></b>				<b>81.138</b>	<b>81.138</b>	<b>0.000</b>	
Wastewater Network Expansion T5	459.000	2013	General Revenues	81.138	81.138	0.000	Waste Water Network Expansion; Multi-Phase Wastewater Rehabilitation Programme- Phase 1 and Wastewater Projects Trinidad and Tobago (NEW)
<b><u>Transport and Communication</u></b>				<b>65.000</b>	<b>65.000</b>	<b>0.000</b>	
Air Transport	912.023	2009	General Revenues	65.000	65.000	0.000	Construction of a Terminal and Associated Facilities at the ANR Robinson International Airport
<b><u>Transportation</u></b>				<b>10.000</b>	<b>10.000</b>	<b>0.000</b>	
Sea Transport	34.980	2007	General Revenue	8.000	8.000	0.000	Feasibility Study for a Fast Ferry Port in Toco; Major Asset Renewal of the Water Taxi and Fleet of Vessels
Traffic Management Programme T5	128.200	2013	General Revenues	2.000	2.000	0.000	Traffic Management Programme: installation of rails and barriers
<b><u>Water Security</u></b>				<b>30.320</b>	<b>30.320</b>	<b>0.000</b>	
Water Supply Projects T5	90.000	Annual	General Revenues	30.320	30.320	0.000	Integrated Water Improvement Programme North West Trinidad; Development of New Water Sources Phase 1 Maraval and the Environs; Upgrade of Petrotrin Guayaguayare Water Treatment Plant Phase 3; Ultraviolet Contact Tank at the Beetham WWTP; Moruga Well Development and the National Water Sector Transformation Programme (NWSTP)-NEW
<b>PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT</b>							
<b><u>Environment</u></b>				<b>2.500</b>	<b>2.500</b>	<b>0.000</b>	

Solid Waste Management Programme T5	4.000	2017	General Revenue	2.500	2.500	0.000	Establishment of an Engineered Sanitary Municipal Solid Waste (MSW) Landfill, Forbes Park
<b>PROMOTING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b>							
<b><u>Administration</u></b>				<b>212.455</b>	<b>212.455</b>	<b>0.000</b>	
Construction and Rehabilitation of Public Buildings, Trinidad and Tobago T5	246.506	Annual	General Revenue	92.721	92.721	0.000	Upgrade of C40 Building at Chaguaramas; Construction of new state-of-the-art Facility for Forensic Laboratory and Pathology services; Relocation of Ministry of Foreign Affairs, Configuration and Outfitting of New Offices; Relocation of Ministry of Foreign Affairs, Configuration and Outfitting of New Offices; Cipriani College of Labour and Co-operative Studies – Upgrades to Physical Infrastructure; Development and Management of the Property located at No. 43 Independence Square, POS; Construction of the Ministry of Planning & Development Tower; San Fernando Redevelopment Project; Refurbishment, Equipping and Institutional Strengthening of the Insect Vector Control Division; Purpose Built National Archives and Records Centre; Construction of Chaguana Library; Construction of Mayaro Library; Restoration of Heritage Library; Construction of Diego Martin Library; Construction of La Horquetta Library; Revitalisation of Port of Spain; Relocation of Solicitor General at CLICO; Construction of Administrative Complex ; Construction of Toco Library; Construction of the Ministry of Health Administrative Building; Upgrade of the Rudranauth Capildeo Learning Resource Centre Phase II; National Trust; Refurbishment/ Upgrade of the High Commission in Caracas; Refurbishment/ Upgrade of the High Commission in London; Refurbishment of the Chancery High Commission in Kingston, Jamaica; Renovation to High Commissioner's Residence High Commission in South Africa; Restoration of Carnegie Free Library; Public Library Refurbishment; OPM Spatial Re-allocation Project; Update and Way Forward for the Revitalization of Port of Spain Project; Hayes Court
Construction of Court Facilities T5	76.183	2005	General Revenue	13.734	13.734	0.000	Upgrade, Refurbishment and Renovation of the Port of Spain Magistrates' Court Building; Restoration of the San Fernando Supreme Court Building;



							Construction of a Special Court on the Compound of Maximum Security Prison
Digital Government Programme T5	0.000	Annual	General Revenue	60.000	60.000	0.000	Digital Government Programme
Restoration of Historic Buildings T5	745.647	2006	General Revenues	46.000	46.000	0.000	Payment of outstanding bills for the completion of Historical Buildings. Restoration of the Trinity Cathedral and provision of a grant for the Construction of a Baptist Cathedral.
<b><u>Law Enforcement</u></b>				<b>64.000</b>	<b>64.000</b>	<b>0.000</b>	
Construction and Upgrade of Police Stations T5	212.000	Annual	General Revenue	64.000	64.000	0.000	Construction of Police Stations Programme: Manzanilla, Matura, Roxborough, Carenage and St. Clair. Establishment of New Police Headquarters, Marine Division at the Carenage Police Station, Development Works at the Police Academy and Supplemental Works-New Phase 1 Police Station
<b><u>Public Safety and Citizen Security</u></b>				<b>64.018</b>	<b>64.018</b>	<b>0.000</b>	
Construction and Upgrade of Coast Guard Facilities T5	100.000	Annual	General Revenue	6.488	6.488	0.000	Upgrade utilities at Staubles Bay and Construction of an Integrated Logistics Support Facility at Heliport Base
Construction and Upgrade of Prison Facilities T5	829.045	2005	General Revenue	11.030	11.030	0.000	Construction of a perimeter fence and infrastructure works at MSP, Installation of a perimeter fence at Golden Grove Prison, construction of safe houses for officers, construction of a programmes building at Golden Grove and upgrade of plumbing and electrical work at Remand Yard Prison.
Construction and Upgrade of Regiment Facilities T5	18.700	Annual	General Revenue	1.500	1.500	0.000	Construction of a guard room at Cumuto Barracks; Construction of combined mess at Camp Signal Hill.
Construction of Air Guard Facilities T5	80.000	Annual	General Revenue	1.000	1.000	0.000	Construction of Air Guard Construction of a Logistic Stores Complex at Ulric Cross Air Station.
Construction of Fire Stations, Trinidad T5	900.000	Annual	General Revenue	44.000	44.000	0.000	Construction of fire stations at Penal, Roxborough, Point Fortin and Arouca; Relocation of the Fire Service Headquarters.
<b><u>PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET</u></b>				<b>148.000</b>	<b>148.000</b>	<b>0.000</b>	
<b><u>Community Development</u></b>							
Community Development T5	330.000	2005	General Revenue	87.000	87.000	0.000	Development of Rural Communities, Building Sustainable Communities, one community at a time, Latrine Eradication Programme, Urban Redevelopment, Urban Upgrading and Revitalization Programme (IDB)

Construction and Upgrade of Community Facilities, Trinidad T5	526.366	Annual	General Revenue	46.000	46.000	0.000	Construction and Refurbishment of Community Centres.
Implementation of Self Help Programmes T5	240.000	Annual	General Revenue	15.000	15.000	0.000	Continuation of infrastructure works in communities aimed at improving the supply of water, electricity, roads, drains, recreational facilities and community centres; and financial assistance to vulnerable citizens for repair and upgrade of their homes under the Minor Repairs and Reconstruction Grant, Emergency Repair/Reconstruction Assistance Grant (ERRAG) and Low Cost Housing Grant (LCHG).
<b><u>Culture</u></b>				<b>19.100</b>	<b>19.100</b>	<b>0.000</b>	
Academy for Performing Arts T5	1105.000	Annual	General Revenue	1.000	1.000	0.000	Academy for the Performing Arts
Construction and Upgrade of Cultural Facilities, Trinidad T5	69.000	Annual	General Revenue	18.100	18.100	0.000	Remedial Works to SAPA, Naparima Bowl-Redevelopment Project, Construction of the Desperadoes Pan Theatre, Queen's Park Savannah-Grand Stand Upgrade Project
<b><u>Early Childhood Education</u></b>				<b>6.000</b>	<b>6.000</b>	<b>0.000</b>	
Early Childhood Education Programme T5	74.000	Annual	General Revenue	6.000	6.000	0.000	Early Childhood Care Programme - Ministry of Education, Improvement/Refurbishment/Extension to ECCE Centres and Procurement of Furniture and Equipment for ECCE Centres
<b><u>Health</u></b>				<b>40.000</b>	<b>40.000</b>	<b>0.000</b>	
Health Sector	87.000	2006	General Revenues	40.000	40.000	0.000	Procurement of equipment for the operationalization of the Couva Medical and Multi-Training Facility and for the San Fernando General Hospital
<b><u>Health/HIV AIDS</u></b>				<b>224.500</b>	<b>224.500</b>	<b>0.000</b>	
Arima Hospital Construction T5	1500.000	Annual	General Revenues	14.500	14.500	0.000	Payment of invoices for the construction of the Arima Hospital.
Construction of Health Facilities T5	47.000	Annual	General Revenues	65.000	65.000	0.000	Construction of Sangre Grande Hospital
Health Sector Reform Programme T5	280.000	2006	General Revenues	130.000	130.000	0.000	Physical Investments (Hospitals, DHF, HC) and Redevelopment of the Port of Spain General Hospital
Point Fortin Hospital Construction T5	1500.000	Annual	General Revenues	15.000	15.000	0.000	Payment of invoices for the construction of the Point Fortin Hospital.
<b><u>Primary Education</u></b>				<b>25.650</b>	<b>25.650</b>	<b>0.000</b>	
Primary Schools Programme, Trinidad T5	332.000	Annual	General Revenue	25.650	25.650	0.000	Emergency Upgrade to Primary Schools, Construction of Temporary Pre-Engineered Classrooms, Construction of Lengua Presbyterian, Improvement/Refurbishment/Extensions to Primary

							Schools, Procurement of Furniture and Equipment for Primary Schools,
<b><u>Secondary Education</u></b>				<b>45.230</b>	<b>45.230</b>	<b>0.000</b>	
Secondary Schools Programme, Trinidad	260.000	Annual	General Revenues	45.230	45.230	0.000	Replacement/Construction of Blocks Within Existing Secondary Schools, Secondary School Construction and Other Infrastructure Works, Procurement of Furniture and Equipment for Secondary Schools, Improvement/Refurbishment/Extension to Secondary Schools, Improvement/Refurbishment/Extension to St. Mary's College(CIC)
<b><u>Social Development</u></b>				<b>11.500</b>	<b>11.500</b>	<b>0.000</b>	
Establishment of Social Services Facilities and Facilities for the Socially Displaced T5	47.000	Annual	General Revenue	11.500	11.500	0.000	Refurbishment of St Dominic's Home for Children; Reconstruction of St Mary's Home for Children; Refurbishment of St Jude's Home for Girls.
<b><u>Special Education</u></b>				<b>2.500</b>	<b>2.500</b>	<b>0.000</b>	
Upgrade of Facilities for Special Education Programmes	5.000	Annual	General Revenue	2.500	2.500	0.000	Development of a school for special education at Pointe-a-Pierre, Repairs and Maintenance of Special Schools
<b><u>Sport and Recreation</u></b>				<b>86.447</b>	<b>86.447</b>	<b>0.000</b>	
Improvements to Recreational, Sport and Youth Facilities, Trinidad T5	159.000	Annual	General Revenue	86.447	86.447	0.000	Improvement and Expansion Works, Emperor Valley Zoo, Development of West Park, Establishment of a Sports Commission of Trinidad and Tobago, Upgrade and Rehabilitation of Former Caroni Sport Facilities, Development and Upgrading of Recreation Grounds, Parks and Spaces, Upgrading of Corporation Grounds, Upgrade of Multi-purpose Stadia, Construction of Diego Martin Sporting Complex, Construction of a Swimming Pool - Laventille, Upgrade of Mahaica Oval, Upgrade of the Dwight Yorke Stadium, Construction of Community Swimming Pools, Redevelopment of Skinner Park
<b><u>Tertiary Education</u></b>				<b>45.000</b>	<b>45.000</b>	<b>0.000</b>	
Establishment of the University of Trinidad and Tobago T5	451.970	2004	General Revenue	45.000	45.000	0.000	Continuation of works on the Signature Buildings of the UTT Main Campus Tamana E-Teck Park Wallerfield.
<b>Total for Tranche V</b>				<b>1697.884</b>	<b>1697.884</b>	<b>0.000</b>	

**APPENDIX III**  
**PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP) 2022**  
**ALLOCATION BY SECTOR**  
**(TT\$ Million)**

SECTOR AND AREA	Total Allocation	Consolidated Fund	%	IDF	%
<b>BUILDING GLOBALLY COMPETITIVE BUSINESSES</b>	<b>557.8</b>	<b>512.3</b>	<b>20.5</b>	<b>45.5</b>	<b>2.7</b>
Agriculture	97.6	80.6	3.2	17.0	1.0
Economic Restructuring and Transformation	132.1	132.1	5.3	0.0	0.0
Industrial Development	0.2	0.2	0.0	0.0	0.0
Manufacturing	40.2	22.7	0.9	17.5	1.0
Tourism	54.7	46.7	1.9	8.0	0.5
Youth Development and Entrepreneurship	233.0	230.0	9.2	3.0	0.2
<b>IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORTATION</b>	<b>1306.4</b>	<b>651.0</b>	<b>26.0</b>	<b>655.4</b>	<b>38.6</b>
Drainage	203.7	104.7	4.2	99.0	5.8
Electricity	40.3	40.3	1.6	0.0	0.0
Information Technology and Infrastructure	245.7	245.7	9.8	0.0	0.0
Roads and Bridges	493.5	123.5	4.9	370.0	21.8
Sewerage	81.1	0.0	0.0	81.1	4.8
Transportation	182.7	107.7	4.3	75.0	4.4
Urban and Regional Development	0.0	0.0	0.0	0.0	0.0
Water Security	59.4	29.1	1.2	30.3	1.8
<b>PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT</b>	<b>20.2</b>	<b>17.7</b>	<b>0.7</b>	<b>2.5</b>	<b>0.1</b>
Energy/Renewable Energy Alternatives	0.3	0.3	0.0	0.0	0.0
Environment	19.9	17.4	0.7	2.5	0.1
<b>DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE</b>	<b>767.0</b>	<b>426.5</b>	<b>17.0</b>	<b>340.5</b>	<b>20.1</b>
Administration	387.2	174.7	7.0	212.5	12.5
Capacity Building/Institutional Strengthening	90.7	90.7	3.6	0.0	0.0
Communication	8.2	8.2	0.3	0.0	0.0
Law Enforcement	152.8	88.8	3.5	64.0	3.8
Public Safety and Citizen Security	126.6	62.6	2.5	64.0	3.8
Regional Development Planning	1.5	1.5	0.1	0.0	0.0
<b>PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSET</b>	<b>1548.6</b>	<b>894.7</b>	<b>35.8</b>	<b>653.9</b>	<b>38.5</b>
Community Development	190.0	42.0	1.7	148.0	8.7
Culture	33.3	14.3	0.6	19.0	1.1
Early Childhood Education	7.8	1.8	0.1	6.0	0.4
Health/HIV AIDS	586.8	322.2	12.9	264.6	15.6
Housing and Shelter	153.0	153.0	6.1	0.0	0.0
Primary Education	39.8	14.1	0.6	25.7	1.5
Science, Research and Development	4.6	4.6	0.2	0.0	0.0
Secondary Education	61.6	16.4	0.7	45.2	2.7
Skills Development	25.4	25.4	1.0	0.0	0.0
Social Development	30.7	18.2	0.7	12.5	0.7
Special Education	12.2	9.7	0.4	2.5	0.1
Sport and Recreation	116.9	31.5	1.3	85.4	5.0
Tertiary Education	286.5	241.5	9.7	45.0	2.7
<b>GRAND TOTAL</b>	<b>4200.0</b>	<b>2502.2</b>	<b>100.0</b>	<b>1697.8</b>	<b>100.0</b>

