



Government of the Republic of Trinidad and Tobago

STATE ENTERPRISES INVESTMENT PROGRAMME

2022

Resilience in the face
of a Global Pandemic



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Foreword

As the world's economic prospects continue to reflect the impact of the global pandemic, the International Monetary Fund (IMF), in its July 2021 World Economic Outlook (WEO) Update, projects the global economy to grow 6.0 percent in 2021 and 4.9 percent in 2022. These projections mask the divergence of prospects across economic regions, shaped mainly by the forces of vaccination rollout and policy support.

In Advanced Economies where growth is projected at 5.6 percent in 2021 and 4.4 percent in 2022, vaccination rollout is estimated in the WEO to have been at 40 percent. Concomitantly, policy support, driven by sizable fiscal support in the United States, is contributing to the prospects for return to normalcy in Advanced Economies towards the end of 2021.

In contrast, with projected growth of 6.3 percent in 2021 and 5.2 percent in 2022 for Emerging Markets and Developing Economies, the WEO estimates a vaccination rollout of less than half of that of the Advance Economies in Emerging Economies and a mere fraction in Low Income Economies. As far as policy support is concerned, according to the WEO, Emerging and Developing Economies are now seeking to rebuild fiscal buffers, and where applicable, normalize monetary policy to stave off imminent price pressures.

Consistent with global trends, Trinidad and Tobago is combining the forces of vaccination rollout with policy support to drive the return to normalcy and improve economic prospects. The supply of vaccines, having surged ahead of demand, is widely accessible and over 480,000 persons out of a population of 1.4 million persons are now fully vaccinated. Among those fully vaccinated, are children of ages 12 to 18 years, who would have accessed the brand at this time approved by the World Health Organization (WHO) for that age group. As acceptance grows among that segment of the population, a return to physical schooling is envisaged to be phased in, in the short term.

Policy support continues to include targeted interventions channeled through State Owned Enterprises. The Foreign Exchange Facility established with the support of the Export Import (EXIM) Bank of Trinidad and Tobago to assist local importers and manufacturers with the purchase of food, pharmaceuticals and other COVID-19 related items was extended to July 2021 and the ceiling increased to USD 200 million. Additionally, the \$30 million Grant Facility managed by the National Entrepreneurship Development Company Limited (NEDCO) continued in 2021. By the end of August 2021, over 3140 applications at an estimated value of \$27 million were approved.

Moreover, among interventions designed to assist the manufacturing sector in strengthening its capacity to increase exports, the ceiling for the USD Foreign Exchange Facility to the EXIM Bank of Trinidad and Tobago was increased to USD 350 million and an Export Booster Initiative (EBI) facilitated by exporTT was approved in 2021. The EBI was designed for the manufacturing sector to develop markets overseas for the promotion of exports. Under the Initiative, exporTT is expected to: provide primary and secondary market research services; conduct virtual trade missions; provide in-market promotion activities; establish a Virtual Expo Platform for continuous use across multiples sectors; develop professional

videos and sector brochures as promotional tools; and expand its Tobago Capacity Building Programme.

Due to the surge in COVID-19 cases after Easter 2021 and the subsequent roll back in normalization of significant sectors of the economy, State Enterprises' investment is expected to fall short of projections by \$2,660.1 million or 40.6 percent. Looking ahead, with continued roll out of the vaccination programme, easing of restrictions and buttressed by policy support, total investment activity by State Enterprises in fiscal 2022 is projected to climb back up to \$5,524.1 million. This investment is expected to be driven by \$1,455.1 million in projected expenditure on projects in the energy sector, implemented mainly by The National Gas Company of Trinidad and Tobago Limited and Heritage Petroleum Company Limited.



Introduction

The State Enterprises Sector comprises fifty-five (55) companies of which forty-three (43) are wholly owned, eight (8) are majority owned and four (4) in which GoRTT has a minority shareholding. A complete list of the State Enterprises is detailed in *Appendix I*.

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

In 2020, GoRTT's equity holding in the State Enterprises Sector totalled \$15,707.4¹ million and the sector recorded a negative Return on Capital Employed (ROCE) of 0.7 percent. The Sector was impacted negatively by the fallout from the COVID-19 pandemic, which led to the curtailment of production and services. This contributed to an overall loss of \$2,019.8 million.

Profits from the financial services sector reduced whilst the energy and energy – based sector continued to report losses. Notwithstanding the energy and energy – based sector losses, this performance was an improvement over the last fiscal year. The following table details performance by sector:-

*Profit/ (Loss) by Sector:

Sectors	Profit/(Loss) After Tax 2020 \$ million
Energy and Energy Based	(\$1,984.8)
Financial Services	\$771.0
Manufacturing and Agro-Based	(\$21.7)
Services	(\$104.1)
Transport and Communication	(\$680.2)
TOTAL	(\$2,019.8)

The State Enterprises Sector contributes to the economy through foreign exchange earnings, employment, dividend payments and taxes. Selected Enterprises that contributed to Government's revenue in 2020 are outlined hereunder:-

Enterprises	Profit/ (Loss) Before Tax \$million	Dividends \$million	Corporation Tax \$million	Foreign Exchange \$million
TPHL	197.2	0	(25.9)	8,543.1
NGC	(3,189.9)	109.9	(1,055.3)	8,133.1
NEL	(325.5)	63.4	2.0	0
NPMC	(15.1)	0	24.3	236.8
Clico Trust	289.2	36.7	0	0
FCH	829.3	227.2	224.8	0

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

¹ Reflects GoRTT's Capital Contribution to State Enterprises

By the end of March 2021, the State Enterprises Sector expended \$1,591.5 million on various projects and a projected \$2,293.9 million is to be utilised for the remainder of fiscal 2021. The projected expenditure for fiscal 2022 is \$5,524.1 million. Details of these projects are outlined in *Appendices II and III*.

Divestment

Sale of Assets Programme

The sale of assets programme commenced in fiscal 2017 and the following is a status of the State Enterprises divestment initiatives:

- (i) The sale through competitive processes of 50 percent of the industrial estates now under the remit of Evolving Technologies and Enterprise Development Company Limited (eTeCK). The sale of selected estates is ongoing.
- (ii) The sale of the Rice Mills Operations of National Flour Mills Limited located at Carlsen Field is on hold.
- (iii) The partial divestment of 49 percent of the shareholding of Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) to an international strategic partner is on hold.
- (iv) The divestment (wholly or partially) of The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) is on hold.

Dissolution of Companies

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

- Caroni GREEN Limited (100% State-owned) – a liquidator was appointed;
- Community Improvement Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- Government Information Services Limited (100% State-owned) – undergoing pre-liquidation activities;
- Government Human Resource Services Company Limited (100% State-owned) – a liquidator was appointed;
- Seafood Industry Development Company Limited (100% State-owned) – a liquidator was appointed;
- Tourism Development Company Limited (100% State-owned) – a liquidator was appointed;
- Union Estate Electricity Generation Company Limited (100% State-owned) – undergoing pre-liquidation activities.
- National Health Services Company Limited (100% State-owned) – being removed from the Companies Registry.



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

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

Procurement

When fully proclaimed, State Owned Enterprises will be subject to the Public Procurement and Disposal of Public Property Act, 2015, amended by Act No. 27 of 2020. The Act aims to provide for accountability, integrity, transparency, and value for money and to promote local industry development, sustainable procurement and sustainable development. Consistent with section 63 of the parent Act, which provides for the Minister to make Regulations on the advice of the Office of Procurement Regulation, a package of Regulations for the operationalization of the legislation, was laid in Parliament on July 2, 2021, for public comment. The legislative package consists of a total of ten (10) individual Regulations namely:

1. The Public Procurement and Disposal of Public Property (Challenge Proceedings) Regulations;
2. The Public Procurement and Disposal of Public Property (Ineligibility Proceedings) Regulations;
3. The Public Procurement and Disposal of Public Property (Participation in Procurement) Regulations;
4. The Public Procurement and Disposal of Public Property (Prequalification and Pre-selection) Regulations;
5. The Public Procurement and Disposal of Public Property (Evaluation) Regulations;
6. The Public Procurement and Disposal of Public Property (Procurement Methods and Procedures) Regulations;
7. The Public Procurement and Disposal of Public Property (Procurement of Consultants) Regulations;
8. The Public Procurement and Disposal of Public Property (Record of Procurement Proceedings) Regulations;
9. The Public Procurement and Disposal of Public Property (Retention of Public Property and Disposal of Personal Property) Regulations; and
10. The Public Procurement and Disposal of Public Property (Miscellaneous) Regulations.

Overview of the State Enterprises Investment Programme - 2022

The SEIP highlights capital infrastructure projects financed by State Enterprises and Statutory Authorities, through internally generated funds and loans serviced by either the Agencies or Government. Entities with on-going projects for fiscal 2022 are at **Figure 1** SEIP 2022 Organisational Structure – Projects.

The State Sector will continue to focus on national development in the following priority areas as enlisted below:

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

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

- Administration
 - public order and safety
 - public administration



SEIP 2022 Organizational Structure - Projects

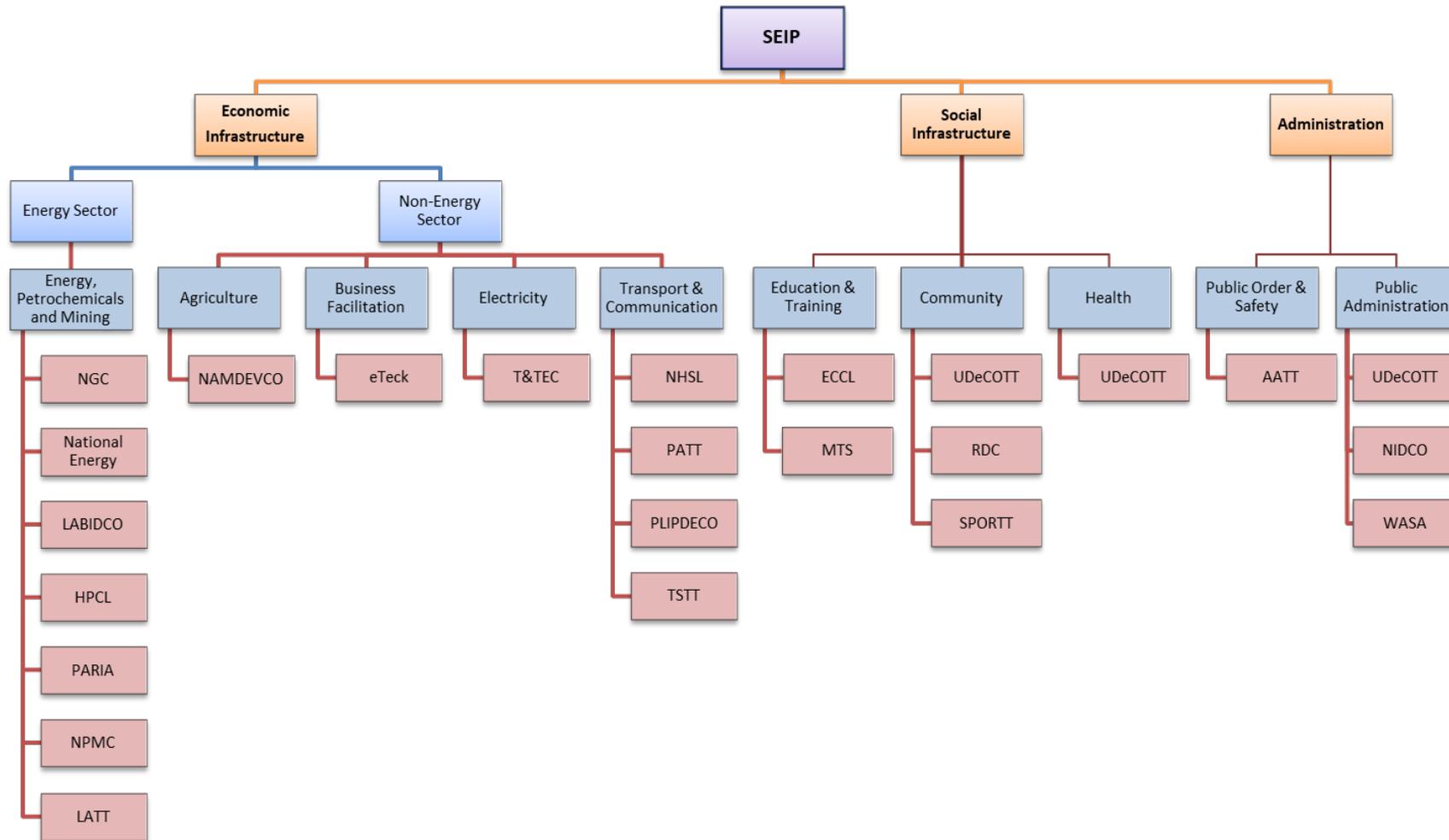


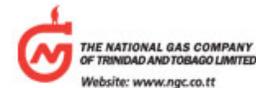
Figure 1: SEIP 2022 Organizational Structure - Projects

Economic Infrastructure

Business and Trade Expansion – Energy Sector

Energy, Petrochemicals and Mining

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



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

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

NGC's Corporate Social Responsibility (CSR)

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

Health, Safety, Security and Environment (HSSE)

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



Core Business

NGC continues to play a critical role in the development of the country by expansion of natural gas-based industries in Trinidad and Tobago through the creation of exceptional national value from its operating assets. During fiscal 2021, NGC continued work on several projects aimed at improving the infrastructure to support the expansion of the natural gas industry and its transformation into liquefied natural gas (LNG), natural gas liquids (NGLs), compressed natural gas (CNG), methanol, ammonia, iron and steel and other gas-based products. The company also made additional investments in exploration and production.

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

Distribution Pipeline and Related Facilities

- **Replacement of 4" Pipeline to Longdenville:** NGC commenced works for the replacement of its existing pipeline to Longdenville to supply light industrial users. The project commenced in 2007 and was on hold. It is expected that engineering and design works will commence in fiscal 2022. The estimated cost of the project is \$36.7 million.
- **Charlieville Diversion Pipeline:** NGC initiated works to re-route sections of its pipeline network through less populated areas, from Point Lisas to Port of Spain to maintain compliance with safety standards. In this regard, NGC commenced works to replace approximately 5.2 km of this pipeline using 24" FBE-coated steel pipes.

The estimated cost of the project was revised from \$91.1 million to \$56.4 million. The estimated expenditure for the period April to September 2021 is \$5.2 million. The project is scheduled to be completed in fiscal 2021.

- **Odourization Facilities Installation Project:** This project includes the installation of four odourization facilities on the 16" diameter mains to Port of Spain and Penal and retrofitting of existing metering facilities with zero-emissions regulators. Construction has been completed on two of the odourization stations, at Couva and Gasparillo. Construction of the remaining odourization stations, along with modifications to existing consumer stations is expected to commence in fiscal 2022. The estimated cost of the project is \$42.1 million. The estimated expenditure for the period April to September 2021 is \$0.3 million and \$12.9 million for fiscal 2022.
- **Dragon to Hibiscus Pipeline (formerly known as Dragon Field via NCMA pipeline):** NGC forms part of the Joint Coordinating Committee (JCC) established to pursue the opportunity of importing gas from Venezuela's Dragon field via a new subsea pipeline from the Dragon Field and ending at the Shell Trinidad and Tobago Limited (Shell) operated Hibiscus Platform.

The estimated cost of the project is \$236.2 million. Shell commenced feasibility assessments in fiscal 2020 but this has since been placed on hold.

- **Alternative Gas Supply:** This project entails the construction of a natural gas pipeline connection (with metering station facility) from NGC's domestic 36" diameter pipeline to the 56" Cross Island Pipeline (CIP) at Picton, via an existing 24" future connection valve off the CIP, north of the Mainline Valve Station 2. The estimated cost of the project is \$14.0 million. The estimated expenditure for the period April to September 2021 is \$0.70 million. The project is scheduled to be completed in fiscal 2021.
- **PPVS Main Bypass:** This project, which is currently on hold, involves the installation of a new by-pass at NGCs' existing Phoenix Park Valve Station, which will facilitate an improvement in system reliability to downstream customers during adverse emergency scenarios. The estimated cost for the project is \$65.0 million.
- **16" Low Pressure Switchover:** The project involves decommissioning the 16" diameter low pressure pipeline that begins at City Gate Valve Station and ends at the Powergen Port of Spain facility. This pipeline was commissioned in 1963 and is now at the end of its useful life.

The estimated cost for the project was \$6.9 million. The estimated expenditure for the period April to September 2021 is \$4.1 million and \$1.1 million for fiscal 2022. Construction works for the LIC customer connection is scheduled to be completed in fiscal 2022. The existing 16" pipeline would then be abandoned in-place.

- **Pipeline from Grenada to Point Lisas:** This project comprises the construction of a subsea/onshore 24" diameter pipeline from the planned, offshore development in Grenada to Trinidad and Tobago. The estimated cost of the project is \$3,385.0 million. This project is dependent on a successful outcome of the appraisal drilling programme.
- **Union Estate Gas Receiving Facility (UEGRF): Blast Resistant Control Building:** This project was intended to improve the safety and reliability of NGC's Union Gas Receiving Facilities by relocating, designing and constructing a new Control Room Building at the Union Estate Facility. The estimated cost of the project is \$13.0 million and it is on hold.
- **Guaracara Refinery Gas Supply:** This project is intended to upgrade NGC's gas supply infrastructure at the Guaracara Refinery at Pointe-a-Pierre, with a particular focus on the metering facilities. The project is expected to be completed in fiscal 2023. The estimated cost of the project is \$15.0 million and design engineering commenced in fiscal 2021.

The NGC CNG Initiative

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



- **Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations:** The scope of the initial project was 22 stations. NGC CNG pipeline/metering station infrastructure that is planned in fiscal 2022 will include Syne Village (Penal), Otaheite and Tobago Public Station. The estimated cost of the project is \$36.0 million. The estimated expenditure for the period April to September 2021 is \$18.3 million and \$16.2 million for fiscal 2022.
- **Implementation of the CNG Initiative:** The original estimated cost of this initiative for Phases I & II was \$2.07 billion for a five-year period. Phase I initially entailed the construction of 22 service stations and conversion of 17,500 vehicles which was revised to the conversion of 19,000 vehicles. The estimated cost of Phase I of the project is \$271.0 million.

The specific goals of NGC CNG include:

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

The estimated expenditure for the period April to September 2021 is \$32.4 million and \$44.9 million for fiscal 2022 and includes costs for procurement of fixed station CNG equipment, installation and commissioning; incentives for OEM CNG Maxi Taxis; sales and marketing activities to drive CNG demand and the implementation of the CNG Vehicle Management System.

Modification Works

- **Liquid Contingency Handling at PPVS:** This project involves the provision of additional facilities for the safe and adequate handling, processing and storage of condensate at PPVS. Phase 1 Construction is expected to commence in fiscal 2021 and is expected to be completed in fiscal 2023. Phase 11 is expected to be completed in fiscal 2024. The estimated cost of the

project is \$50.0 million. The estimated expenditure for the period April to September 2021 is \$2.6 million and \$24.0 million for fiscal 2022.

- **Union Gas Receiving Facility Upgrade (UGRF):** The project involves the upgrade of the UGRF to increase capacity to 400 mmscf. The second phase of the works is scheduled to be completed in fiscal 2021. The estimated cost of the project is \$36.6 million. The estimated expenditure for the period April to September 2021 is \$1.8 million.
- **LABICO Berth 2 Paving and Drainage Project -** This project involves the upgrade of the key paved areas to allow for flexibility in vessel offloading/cargo storage and drainage infrastructure supporting the operation of Berth 2. The estimated cost of the project is \$34.0 million. The estimated expenditure for the period April to September 2021 is \$3.9 million and \$30.0 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **Replacement of Five (5) Metering Stations:** This project involves the refurbishment of the Picton, AUM, Yara and Tringen 1 & 2. The work will be executed in two packages: Package 1 – Picton and AUM and Package 2 – Tringen 1 & 2 and Yara. The estimated cost of the project is \$3.6 million. The estimated expenditure for the period April to September 2021 is \$0.3 million and \$3.3 million for fiscal 2022.
- **Beachfield Condensate Stabilization Project:** This project involves the provision of a safe, reliable and efficient system to receive, process, measure, store liquids and dispatch condensate to potential buyers to allow for the storage and disposal of Produced Water. Utilizing a Phase approach, Phase 1 is scheduled to be completed in fiscal 2022 and Phases 11 and 111 are expected to be completed in fiscal 2024. The estimated cost of the project was revised from \$650.0 million to \$246.0 million. The estimated expenditure for the period April to September 2021 is \$5.2 million and \$30.5 million for fiscal 2022.
- **Beachfield Firewater Project:** This project involves new facilities for additional firewater protection to improve the safety and reliability of NGC's New Abyssinia Accumulator Station (NAAS) and a new Blast Resistant Control Room Building which includes 4" and 6" condensate pipelines and other infrastructures. The estimated cost of the project is \$105.0 million. The estimated expenditure for the period April to September 2021 is \$15.5 million and \$24.0 million for fiscal 2022.
- **24" to 56" Interconnect Project (formerly known as Domestic Interconnect to Beachfield):** This project will provide NGC with improved flexibility for the transmission of gas along the transmission infrastructure. The estimated cost of the project was revised from \$27.5 million to \$5.0 million. The estimated expenditure for the period April to September 2021 is \$3.6 million and \$ 1.6 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.



Other Projects

- ***New Signature Corporate Complex formerly known as Corporate Building:*** The initial concept of a Corporate Complex was revised to a new Signature Corporate Complex at Rivulet Road. This project is on hold. The estimated cost of the project is \$75.0 million.
- ***Refurbishment of Warehouse Facility:*** The project involved the refurbishment of approximately 13,500 sq.ft. in the Fleet Services Building and is scheduled for completion by September 2021. The revised estimated cost of the project is \$15.0 million. The estimated expenditure for the period April to September 2021 is \$1.8 million.
- ***Carbon Dioxide Pipeline Project (Provisional):*** NGC had partnered with Petrotrin to construct a pipeline to transport 30 million cubic feet of carbon dioxide. This line was intended for processing flue gas effluent on the Point Lisas Industrial Estate to a hub circa a mature aging oil field south east of La Brea. This gas was to be used in the lifting of oil for processing to enhanced oil recovery and to reduce the nation's carbon foot-print. The estimated cost of the project is \$0.8 million. This project is on hold and will be revisited pending the re-start of the Point-a-Pierre Refinery.
- ***Implementation of Pipeline Simulation Software:*** The project was completed at a cost of \$6.2 million.
- ***UIE Control and Safety System Upgrade:*** The project involves the replacement of obsolete control infrastructure used to monitor and control the operations at the UIE Gas Receiving Facility to ensure continuous safe and reliable operations as well as cater for additional infrastructural upgrade. The estimated cost of the project is \$2.5 million. The estimated expenditure for the period April to September 2021 is \$1.7 million. The project is scheduled to be completed in fiscal 2021.
- ***Implementation of EFM for Custody Transfer:*** The project involves the replacement of infrastructure, as the Supervisory Control and Data Acquisition (SCADA) equipment that monitors operating conditions and determines the volume of gas passing through the pipeline, is obsolete. The project is being executed in four phases. The estimated cost of the project is \$4.8 million. The estimated expenditure for the period April to September 2021 is \$0.9 million and \$1.1 million for fiscal 2022. The project is scheduled to be completed by December 2022.
- ***Corporate Upgrade Project:*** The NGC Corporate Upgrade Project (CUP) which will be implemented at two locations seeks to upgrade the office spaces at NGC's Orinoco House (Head Office) and Pacific House (Warehouse Complex). The estimated cost of the project is \$36.0 million. The estimated expenditure for the period for April to September 2021 is \$9.3 million and \$9.7 million for fiscal 2022.
- ***Cove Control System Replacement:*** This project was initiated in 2020 to replace the obsolete infrastructure at Cove facility to ensure continued safe and reliable delivery of gas to the power generation facility in Tobago. The estimated cost of the project is \$3.0 million and is estimated for fiscal 2022.

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



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

Over the period October 2020 to March 2021, National Energy expended \$13.4 million on its ongoing projects. The projected expenditure for the period April to September 2021 is \$6.3 million to be utilised on planned projects. As part of its on-going programme to improve efficiency and customer satisfaction, as well as attracting new investors, the company has a projected \$115.5 million spend for fiscal 2022. The projects are as follows:

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

The estimated cost of the project is \$79.3 million. The estimated expenditure for the period April to September 2021 is \$3.8 million and \$41.4 million for fiscal 2022.

- **Refurbishment of vessels:** This is an ongoing project which includes dry-docking and overhaul of engines at approximately two and a half year intervals to maintain asset integrity and National Energy Lloyd's classification. The estimated cost of the project is \$97.7 million. The estimated expenditure for the period April to September 2021 is \$2.0 million and \$15.5 million for fiscal 2022.
- **Union Industrial Estate Water Reticulation and Firewater System:** This project involves the completion of existing infrastructure on the estate and servicing existing tenants that require potable and fire water. The estimated cost of the project is \$11.2 million. The estimated expenditure for the period April to September 2021 is \$0.5 million and \$3.2 million for fiscal 2022.
- **Acquisition of Azimuth Stern Drive (ASD) Tugboat:** This project involves the acquisition of a 65 Ton Azimuth Stern Drive (ASD) tugboat to compliment the company's existing fleet of vessels. The estimated cost of the project is \$55.5 million. The project is expected to commence in fiscal 2022.



National Marine and Maintenance Services Company Limited (NMMSC)

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

La Brea Industrial Development Company Limited (LABIDCO)



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

- **Upgrade of the Drain Corridors:** This project is to ensure adequate runoff of surface water and to address tenants' concerns on the Estate. The estimated cost of the project is \$6.1 million. The estimated expenditure for fiscal 2022 is \$2.3 million.
- **Well Re-abandonment:** This project involves the installation of safety features to meet Health and Safety standards and includes the construction of access to wells, gas vents, flares and containment sumps. The estimated cost of the project is \$10.0 million. It is expected to commence in 2022 with an estimated expenditure of \$10.0 million.
- **Upgrade of the New Port and Security Building:** This project involves the upgrade of the accommodation of Customs, Immigration and Security personnel at the port's entrance inclusive of a CCTV system. The estimated cost of the project is \$5.0 million. The estimated expenditure for fiscal 2022 is \$4.7 million.
- **Upgrade of Secondary Access Roads:** This project involves the maintenance of the road infrastructure on the LABIDCO Estate at an estimated cost of \$11.0 million. The estimated expenditure for fiscal 2022 is \$6.8 million.
- **Installation of Fire Water System at Port of Brighton:** This project involves the procurement and installation of a fire water system at Berth 2, La Brea. The estimated cost of the project is \$1.5 million. The project is scheduled to be completed in fiscal 2022.

Trinidad Petroleum Holdings Limited (TPHL)

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

Heritage Petroleum Company Limited (HPCL)



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

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

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

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

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

- Offshore
- Land
- Mid-Stream
- Joint Ventures

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



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

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

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

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

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

OFFSHORE

- **Installation of Subsea Electrical Cables:** This project involves the installation of 13.8kV Subsea Electrical Cables between offshore locations to facilitate the distribution of electrical power. The estimated cost of the project was revised from \$5.0 million to \$2.0 million. The estimated expenditure for the period April to September 2021 is \$2.0 million. The project is now expected to be completed within fiscal 2021.
- **Southwest Pipelines and Infrastructural Works (formerly Infrastructural Works):** This project involves the installation of pipelines and a small riser platform works for the proposed Southwest work programme. The estimated cost of the project is \$256.8Mn. The estimated expenditure for the period April to September 2021 is \$46.1 million and \$161.0 million for fiscal 2022.
- **Repair of Offshore Slop Systems:** This project involves the repair of slop systems for offshore locations to eliminate leaking slop systems and address HSE issues. The estimated cost of the project is \$90.0 million. The project has been deferred due to resource constraints.
- **Strengthening, Modification and Repair to Platforms:** This programme involves the installation of new jacket sleeves and braces to extend the life of structures by 15 years. The intent is to strengthen and modify platforms 2, 5 and 9, Block Stations 9 and 209, River Platform 3. The estimated cost of the project was revised from \$122.9 million to \$186.0 million. The estimated expenditure for the period April to September 2021 is \$24.6 million and \$42.0 million for fiscal 2022.

- **Project Reporting System:** This project involves the replacement of the current well information system and includes software solution and implementation cost. The estimated cost of the project was revised from \$4.0 million to \$15.0 million. The estimated expenditure for the period April to September 2021 is \$1.5 million and \$12.0 million for fiscal 2022. The project appraisal stage has been extended.
- **2020 -2021 Workovers (CAPEX):** This project now seeks to execute workover operations on two New Type Reserves to aid production increase. The workover campaign commenced in February 2021 and is scheduled to be completed by June 2021. The estimated cost of the project was revised from \$25.1 million to \$11.8 million. The estimated expenditure for the period April to September 2021 is \$11.8 million.
- **Drilling East Field:** This project involves the acquisition of long lead items to support drilling for Cluster and Well build within Soldado East Field. The estimated cost of this project is \$72.2 million. The estimated expenditure for the period April to September 2021 is \$18.3 million and \$53.0 million for fiscal 2022. Drilling is expected to commence in fiscal 2022.
- **Replacement of Boat Landings on PL 21 and BS 209:** This project involves the fabrication and installations of new landings. Replacement landings are required for safe access for the continuity of operations. The estimated cost of the project was revised from \$10.3 million to \$6.3 million. The estimated expenditure for the period April to September 2021 is \$6.3 million. The tendering process is ongoing and the project is expected to be completed within fiscal 2021.
- **Pile & Structure Restoration for Remote Locations (CL#12 and RP#3):** This project involves the repair and replacement of severely corroded pipe sections and structural members in order to maintain asset integrity and ensure a safe working environment. The estimated cost of the project was revised from \$50.3 million to \$8.3 million. The estimated expenditure for fiscal 2021 is \$8.3 million. The project is expected to be completed in fiscal 2021.
- **Oil Spill and other HSSE Equipment 2021:** This project involves the acquisition of occupational health monitoring equipment, sorbent booms, and flat bottom aluminum boat with diesel driven motors and shoreline sealing booms. The estimated cost of the project was revised from \$2.0 million to \$1.0 million. The estimated expenditure for the period April to September 2021 is \$1.0 million. The tendering process is ongoing. The project is expected to be completed in fiscal 2021.
- **Oil Spill/Emergency Response Equipment:** This project involves the acquisition of an oil spill boom to assist with oil spill response offshore. The tendering process is ongoing. The estimated cost of the project is \$3.0 million and the estimated expenditure for fiscal 2021 is \$3.0 million. The project is expected to be completed in fiscal 2021.
- **Generators Purchase:** This project involves the procurement of 13 generator units, thereby moving from rentals to ownership. The estimated cost of the project is \$5.0 million and the estimated expenditure for the period April to September 2021 is \$4.0 million.



- **Bulk Water Tank Replacement:** This project was completed at a cost of \$0.3 million.
- **Purchase of Cargo Boxes, Tools and Equipment:** This project involves the acquisition of three certified cargo boxes for the safe transportation of items to and from offshore platforms as well as new tools and equipment required. The estimated cost of the project is \$1.6 million. The estimated expenditure for the period April to September 2021 is \$1.5 million. The project is scheduled to be completed in fiscal 2021.
- **Refurbishment of Remote Deck 1:** This project involves the upgrade of Remote Deck 1 to function as the main power generating facility and the main hub for personnel operating in South West Soldado. The estimated cost of the project was revised from \$3.4 million to \$3.3 million. The estimated expenditure for the period April to September 2021 is \$3.3 million. The tendering process is ongoing. The project is scheduled to be completed in fiscal 2021.
- **Platform 14 Boat Landing:** This project involves the stabilisation of the platform movement during marine vessel approach and mooring as well as during rough sea conditions. The estimated cost of the project is \$9.5 million and the estimated expenditure for the period April to September 2021 is \$3.5 million and \$6.0 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **Bulk Oil Trunk Line SWS to Riser Platform 1:** This project involves for the Front-End Engineering and Design for the bulk oil trunk line from SWS to Riser Platform 1, including the installation of pipeline and risers. The estimated cost of the project is \$253.0 million. It is expected to commence in 2022 with an estimated expenditure of \$15.0 million.
- **Marine Base Improvement 1:** This project is for furniture acquisition and major upgrade activities at the Marine Base. This project is being undertaken in Phases and Phase I is scheduled to be completed in fiscal 2022 at an estimated cost of \$0.5 million.
- **Cathodic Protection Retrofit /Upgrades and Inspection Tools Acquisition:** This project involves the purchase of inspection tools - Niton Apollo LIBS Analyzer and Accessories, MPI Yoke to execute inspection and Cathodic Protection Retrofit/Upgrades for facilities life extension. This project is scheduled to be completed in fiscal 2022 at an estimated cost of \$1.2 million.
- **Installation of Minimal Landings:** This project involves the design, fabrication and installation of landings on various platforms to allow for safe access and egress to and from locations. The estimated cost of the project is \$6.0 million and the estimated expenditure for fiscal 2022 is \$1.2 million.
- **Electrical and Instrumentation (Measurements) Upgrades and Acquisitions:** This project is for measurement system upgrade - procurement, installation, commissioning, and other life cycle requirements for key measurement systems for OBU including: Net Oil Metering systems at RPs, Platforms; MPMFs for well testing, Gas Metering systems, and Gas Leak System Detection. This is intended to be a programme of activities over a five-year period from fiscal 2022. The estimated cost of the project is \$40.0 million and the estimated expenditure for fiscal 2022 is \$8.0 million.

- **Terminal Operating System Software and Radar System:** This project involves the purchase and installation of a Terminal Operating System Software within a two-year period and is expected to commence in fiscal 2022. The estimated cost of the project is \$1.5 million and the estimated expenditure for fiscal 2022 is \$1.0 million.
- **Scrubber/Slug Catchers Installation and New Technologies:** This project involves the acquisition and installation of four scrubber/slug catchers on Compressor Platform 4, Block Station 16, Riser Platform 13, Well S-719; one per year over a four-to-five-year period. The estimated cost of the project is \$8.0 million. It is expected to commence in 2022 with an estimated expenditure of \$2.0 million.
- **Integrity Portfolio Plan:** This project involves the execution of significant asset integrity upgrades on facilities containing compressors/processing equipment throughout the Soldado Fields. This project is expected to run for multiple years. The estimated cost of the project is \$609.0 million. It is expected to commence in 2022 with an estimated expenditure of \$0.8 million.
- **Information Technology Work Program:** This project is to facilitate SCADA system and architecture upgrade, implementation of a service desk solution, drone technology implementation, upgrade of the network architecture infrastructure and artificial intelligence and automation on platforms. The total estimated cost of the project is \$76.0 million. It is expected to commence in 2022 with an estimated expenditure of \$10.0 million.

LAND

- **Development Drilling (formerly Development Drilling - Land 2021):** This project involves the drilling and completion of primary wells. It is expected that two wells will begin in fiscal 2021. An additional eight wells will be drilled in fiscal year 2022. The estimated cost of the project is \$122.5 million. The estimated expenditure for the period April to September 2021 is \$17.5 million and \$105.0 million for fiscal 2022.
- **Enhanced Oil Recovery (EOR) Pilot Projects - FY 2020:** This project involves pilot testing of reservoirs for improved oil recovery implementation. The estimated cost of the project was revised from \$16.4 million to \$12.1 million. The estimated expenditure for the period April to September 2021 is \$8.0 million and the estimated expenditure for fiscal 2022 is \$3.1 million.
- **Production Optimization - FY 2020:** This project involves field revitalization which is ongoing and on track for completion in fiscal 2022. The estimated cost of the project was revised from \$16.9 million to \$19.5 million. The estimated expenditure for the period April to September 2021 is \$6.1 million and \$2.2 million for fiscal 2022.
- **Heavy Workovers - New Reserve Type (NRT)-FY2021:** This project involves the execution of 12 NRTs, approximately 3500ft each. The estimated cost of the project is \$14.4 million and the estimated expenditure for fiscal 2021 is \$14.4 million. This project was completed.



- **Operations Technology - Capital Equipment:** This project involves procurement of specialized testing equipment for two departments:
 - (i) HPCL Laboratory: Equipment for the analysis of HPCL crude oil sale and waste water for regulatory reporting and the analysis of mud for quality control process;
 - (ii) Drilling and Workover: Equipment for the procurement of selected subsurface tools and equipment critical for removal of well debris from low-cost, low BHP and land reservoirs.

The estimated cost of the project was revised from \$5.5 million to \$6.5 million. The estimated expenditure for the period April to September 2021 is \$1.9 million and \$2.6 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.

- **Capital Equipment – Contingency:** This project involves the procurement of critical capital equipment that may arise from theft/sabotage and/or emergencies. The estimated cost of the project was revised from \$7.0 million to \$9.0 million. The estimated expenditure for the period April to September 2021 is \$4.4 million and \$4.0 million for fiscal 2022. The project is ongoing.
- **Incident Command Post - HSSE:** This project involves the procurement of equipment and software required for HPCL’s Incident Command Centre. The project was moved to Corporate and merged with the HSSE Equipment project.
- **East & West Bridge Maintenance Upgrade Programme:** This project involves structural analysis assessment and major upgrades for bridges in the West and East Fields. The project was re-classified as a non- capital project.
- **Land Metering System:** This project involves the installation of meters at key transfer points to seven Tank Farms. The estimated cost of the project was revised from \$4.0 million to \$2.5 million. The estimated expenditure for the period April to September 2021 is \$0.5 million and \$2.0 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **Operations & Maintenance Equipment:** This project involves the procurement of long lead/high cost electrical and instrument equipment required for operations & maintenance programmes for remote monitoring systems for critical assets. The estimated cost of the project is \$6.5 million. The estimated expenditure for the period April to September 2021 is \$5.5 million and \$1.0 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **Electrical Upgrade – HPCL Lab:** This project involves the electrical rewiring of the HPCL Lab Buildings and installation of an upgraded UPS System. The estimated cost of the project was revised from \$ 1.2 million to \$1.8 million. The estimated expenditure for the period April to September 2021 is \$1.2 million and \$0.6 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.

- **Operations & Maintenance - Field Rationalisation Study:** This project will focus on gas capture, reduction of stations and rationalization of the fields. The estimated cost of the project is \$2.0 million and is projected for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **Operations & Maintenance - New Technology Project:** This project will focus on the procurement and implementation of proven technologies for HPCL (smart pumpers, new drive heads, more efficient progressive cavity pumps). The estimated cost of the project is \$2.0 million and is expected to be fully implemented in fiscal 2022.
- **Instrumentation Upgrade Project:** This project is tied to the HPCL SCADA upgrade and will focus on the implementation of end devices to monitor the field (Surveillance and Control Systems). The estimated cost of the project is \$1.5 million and is scheduled to be completed in fiscal 2022.
- **Major Roadworks and Bridge Upgrade Project:** This project involves infrastructure upgrade and improving major thoroughfare areas for rig movements (high priority areas). The estimated cost of the project is \$6.0 million and is scheduled to be completed in fiscal 2022.
- **Asset Integrity Upgrade Project:** This project will focus on transfer lines, flowlines, pressure vessels, tanks, pumps, relief valves, quality (fluid composition) and electrical upgrades. The estimated expenditure for fiscal 2022 is \$13.5 million. The project is scheduled to be completed in fiscal 2022.
- **IOR Project - Fiscal Year 2022:** This IOR pilot projects evaluation are ongoing. FR 756 waterflood, drilling of 4 wells (28mm), injection facility (5mm), running of lines (3mm), well work (4 mm). The estimated cost of the project is \$40.4 million and is estimated for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **CAPEX Reactivations/Recompletions - Fiscal Year 2022:** This project involves eight (8) reactivations. The estimated cost of the project is \$6.7 million and is estimated for fiscal 2022. The project is scheduled to be completed in fiscal 2022.

MID-STREAM

- **New Tank Farm and Terminal Hub:** This project involves the upgrade of tanks, piping, pumps, water treatment and terminal facilities at the Point Fortin Adventure Tank Farm and Terminal. The cost of the project was revised from \$75.0 million to \$1.5 million. The estimated expenditure for the period April to September 2021 is \$0.8 million. The project been put on hold.
- **Automation (previously Upgrade of Metering Systems):** This project entails the roll out of metering project which includes trunkline metering project and other smaller projects including tank level monitoring systems. The estimated cost of this project is \$60.0 million. The estimated expenditure for the period April to September 2021 is \$2.0 million and \$8.9 million for fiscal 2022. This project consists of phases and the testing phase is to be completed in fiscal 2021. This project is expected to be completed in fiscal 2024.



- **Tankage, Pipeline and Distribution Network Assessment:** This programme entails the following:
 - Implementation of Tankage Integrity Management Plan;
 - Scheduled execution of upgrade works on three tanks per year based on prioritized listing;
 - Implementation of Pipeline Integrity Management Plan;
 - Rationalization and prioritization of upgrade works based on inspection data and resourcing;
 - Scheduled execution of fiscal year 2022 upgrade plan; and
 - Implementation coating upgrades on in service lines - with associated maintenance contract to be budgeted under operational expenditure.

The project is expected to be completed by fiscal 2026. The estimated cost of the project was revised from \$56.2 million to \$198.5 million. The estimated expenditure for the period April to September 2021 is \$12.2 million and \$40.2 million for fiscal 2022.

- **MS-Greenhouse Gas Management:** This project involves a consultancy to determine the gas inventory and the development of plans to monitor and control values. The recommendations of the consultancy will include projects under capital expenditure to assist in the reduction of greenhouse gas emissions. Vapour recovery will be executed in a series of installations under capital expenditure across tanks, prioritized on the basis of volume of losses/emissions. The project was moved to Corporate and merged with the HSSE Equipment project.
- **License to Operate (previously Emergency Response/Safety Equipment):** This project involves the implementation of safety and environmental upgrades on tank farms (starting with Bernstein) including Fire Suppression System; Gas Monitoring System; Effluent Monitoring System; and greenhouse Gas reduction. The estimated cost of this project is \$85.3 million. The estimated expenditure for the period April to September 2021 is \$2.1 million and \$20.2 million for fiscal 2022. This project is expected to be completed in fiscal 2026.
- **Civil Assets:** This project involves civil type works in tank farms including security fencing erection, walkway and driveway upgrades, erection of railings/barriers, redesign of effluent pit and erosion management plan. The estimated cost of this project is \$67.9 million with an estimated expenditure of \$15.8 million for fiscal 2022. The project is expected to be completed in fiscal 2026.
- **Decommissioning:** This project involves the safe decommissioning of out of service tanks in Adventure and Los Bajos Tank Farms and includes disposal and treatment of tank contents. The estimated cost of this project is \$27.0 million with an estimated expenditure of \$6.7 million for fiscal 2022. The project is expected to be completed in fiscal 2026.

JOINT VENTURES AND BUSINESS DEVELOPMENT

- **Teak, Samaan and Poui (TSP) Joint Venture:** This is a joint venture agreement between HPCL, Perenco Trinidad & Tobago Limited and NGC. The main projects are TSP Prospect Power & Electric Submersible Pumps and for Phase 2 - Power Generation Platform and Heavy Workovers. The estimated cost of the project was revised from \$146.4 million to \$161.4 million. The estimated expenditure for the period April to September 2021 is \$45.4 million and \$52.2 million for fiscal 2022.
- **Central Block Joint Venture:** This is a joint venture between HPCL and Shell Trinidad Central Block Limited. The estimated expenditure is based on operations and facilities upgrade and asset reliability maintenance. The estimated cost of the project was revised from \$19.8 million to \$43.6 million. The estimated expenditure for the period April to September 2021 is \$9.8 million and \$16.9 million for fiscal 2022.
- **North Coast Marine Acreage (NCMA) Joint Venture, Block 9:** This is a joint venture between HPCL and Shell Trinidad and Tobago Limited. The estimated cost was revised from \$39.0 million to \$22.5 million. The estimated expenditure for the period April to September 2021 is \$4.0 million.
- **Galeota Joint Venture:** This is a joint venture between HPCL and Trinity Exploration and Production (Galeota) Limited. This expenditure is for license obligations. The estimated cost was revised from \$10.7 million to \$7.7 million. The estimated expenditure for the period April to September 2021 is \$2.5 million.
- **Block 22:** This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The estimated cost of the project was revised from \$135.4 million to \$132.5 million. The estimated expenditure for the period April to September 2021 is \$35.6 million.
- **NCMA 4:** This is a joint venture between HPCL and BG International Limited. Continuing development of the block with first gas expected in fiscal 2022 (Colibri Project). The estimated cost of the project was revised from \$186.5 million to \$183.8 million. The estimated expenditure for the period April to September 2021 is \$51.2 million.
- **Rio Claro Block (RCB):** This is a joint venture between HPCL and Lease Operators Limited. The estimated cost of the project was revised from \$10.5 million to \$2.0 million. The estimated expenditure for the period April to September 2021 is \$1.0 million.
- **Southeast Coast Consortium (SECC) Joint Venture:** This is a joint venture between HPCL, EOG Resources Trinidad Limited and NGC. The main work programme for fiscal year 2022 involves maintenance capex. The estimated cost of the project was revised from \$105.8 million to \$111.4 million. The estimated expenditure for the period April to September 2021 is \$2.7 million and \$2.7 million for fiscal 2022.



- **Block 3A:** This is a joint venture between HPCL, BHP Billiton (Trinidad 3-A) Limited, Chaoyang, Petroleum (Trinidad) Block 3A Limited and NGC E&P Netherlands Cooperatief U.A. The cost of the project was revised from \$154.5 million to \$305.0 million. This project is aimed at monetizing oil and gas resources.
- **St Mary's:** This is a joint venture between HPCL and Range Resources. Production is not expected for fiscal 2022.
- **Pt. Liguore, Guapo Bay, Brighton Marine (PGB):** This is a joint venture between HPCL and Oilbelt Services. The estimated cost of the project is \$2.0 million. The estimated expenditure for the period April to September 2021 is \$1.0 million and \$0.9 million for fiscal 2022.
- **Ortoire:** This is a joint venture with Primera Oil & Gas. Works will continue in fiscal year 2022 for piping (tie-in) and service facilities. The estimated cost of the project was revised from \$24.7 million to \$39.1 million. The estimated expenditure for the period April to September 2021 is \$8.8 million and \$30.3 million for fiscal 2022.
- **Moruga West Joint Venture:** This is a joint venture between HPCL and Trinidad Energy Limited. The estimated cost of the project is \$5.0 million. The estimated expenditure for the period April to September 2021 is \$0.2 million and \$4.7 million for fiscal 2022.

CORPORATE

- **IT Software:** This project entails the deployment of IT applications including Other Enterprise Planning/Analytics Systems, Hydrocarbon Production & Accounting Management, Land Management System, Enterprise Records/Document Management System, Implementation of 10 Cybersecurity Controls, Vulnerability Assessment, Internet (WAN) Redundancy, Agile Workforce, Implementation of a Secure Data Management Strategy, PMS Dashboard Solution, SCADA Upgrade, Terminal Operating System Software and Radar system. The estimated cost of the project was revised from \$90.3 million to \$182.5 million. The estimated expenditure for the period April to September 2021 is \$42.3 million and \$78.7 million for fiscal 2022. The project is expected to be completed in fiscal 2024.
- **IT Assets & Infrastructure:** This project involves the continuous purchase and upgrade of laptops, servers as well as specialised equipment for Geoscientists and other specialists. The estimated cost was revised from \$17.0 million to \$11.4 million. The estimated expenditure for the period April to September 2021 is \$1.7 million and \$5.5 million for fiscal 2022.
- **Security Infrastructure:** This project involves access control for all buildings. The estimated cost of the project was revised from \$5.9 million to \$7.8 million. The estimated expenditure for the period April to September 2021 is \$3.6 million and \$4.0 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.

- **Upgrade of Facilities and Fittings:** This project involves the upgrade of Heritage facilities, furniture and fittings. It includes retrofit of office complexes, Penal Sports Club, POS office upgrade and Administration Building 3 Santa Flora. The estimated cost of the project was revised from \$2.7 million to \$37.0 million. The estimated expenditure for the period April to September 2021 is \$8.4 million and \$28.1 million for fiscal 2022. The project is scheduled to be completed in fiscal 2022.
- **Technical Services - Land & Offshore - FY 2020:** This project involves the upgrade of data handling capabilities within the Land & Offshore Divisions including log and well file digitization; upgraded data storage facility and new software acquisition. The estimated cost of the project was revised from \$35.1 million to \$146.3 million. The estimated expenditure for the period April to September 2021 is \$18.2 million and \$63.4 million for fiscal 2022. The project is expected to be completed in fiscal 2026.
- **HSSE Project:** This project involves the purchase of three fire tenders and three ambulances, fire extinguishers for operational facilities and buildings, two Swellpro drones, oil spill response equipment and greenhouse gas inventory. The estimated cost of the project is \$53.2 million. The estimated expenditure for the period April to September 2021 is \$1.5 million and \$18.0 million for fiscal 2022. The project is expected to be completed in fiscal 2026.
- **Branding:** This project involves the enhancement of HPCL brand. The estimated cost of the project is \$34.5 million and \$21.0 million is estimated for fiscal 2022. The project is expected to be completed in fiscal year 2024.

Paria Fuel Trading Company Limited (PARIA)

The main focus of PARIA is to ensure that there is a continuous supply of fuel for the nation's use as well as to provide fuel to its clientele in the Caribbean region. In addition to the supply of fuel, the business is involved in crude storage, bunkering and barge services as well as launch and tugboat hire services.

The projects for ensuring a continued safe supply are as follows:

- **Tankage:** The project involves Gas and Oil Tank Storage capability with increasing storage capacity in Tank 68 and BS5 and commencing works on Tank 74 Bund and the restoration of another out-of-service crude tank. The estimated cost of the project is \$20.0 million and is projected for fiscal 2022.
- **Fire Protection:** The project involves ensuring adequate and functional Fire Protection Suppression systems including foam capability and automation, primarily at the Bond facilities. The estimated cost of the project is \$7.1 million and is projected for fiscal 2022.
- **Electrical Upgrades:** The project involves upgrade of the site's obsolete electrical equipment to improve reliability. Works on Power Station B and Concord/La Carriere substations commenced in fiscal 2021. The estimated cost of the project is \$12.2 million and is projected for full implementation in fiscal 2022.



- **Environmental Upgrades/Protection:** The project involves satisfying the water pollution rules for the site's effluent. Works on the upgrade of the waste water treatment system is scheduled to commence in fiscal 2022. The estimated cost of the project is \$11.4 million and is scheduled for completion in fiscal 2022.
- **ICT:** The project is intended to improve efficiency with upgrade of SAP to S/4 Hana and upgrading LIMS and replacing COMMIS. The project will improve the network infrastructure and digital radio system. The estimated cost of the project is \$3.3 million and is scheduled for completion in fiscal 2022.
- **Terminal Operational Upgrades:** Infrastructural works to support Paria's product slops business will continue in fiscal 2022 to allow loading at the berths. The estimated cost of the project is \$16.0 million and is scheduled for completion in fiscal 2022.
- **Laboratory Upgrade:** The project is in alignment with the laboratory's accreditation status, and involves the purchase of necessary equipment to replace aging and redundant equipment. The estimated cost of the project is \$0.8 million and is scheduled for completion in fiscal 2022.

Trinidad and Tobago National Petroleum Marketing Company Limited (NPMC)



People Serving People

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

During fiscal 2022, NPMC will continue its asset maintenance and renewal programme as follows:

- **Service Station Upgrades:** This project was revised to include the full upgrade of three sites over the next two years, namely – NPMC O'Meara, NPMC Cross Crossing, Wade Mitchell - Maraval. NPMC O'Meara was completed in August 2020. NP Cross Crossing project is currently suspended and Wade Mitchell, Maraval, is on hold. The estimated cost was revised from \$40.1 million to \$39.6 million.
- **Construction of New to Industry (NTI) Service Stations–** This project involves NPMC Sangre Grande, NPMC Mayaro (East), NP Preysal Couva (NP/NGC-CNG), preliminary work at NPMC Grand Bazaar and PTSC, POS which is designated to be a dedicated CNG site. NPMC Cashew Gardens, Longdenville is on hold and preliminary works at NPMC St. Joseph was deferred. The estimated cost of the project was revised from \$97.2 million to \$97.4 million. The estimated expenditure for the period April to September 2021 is \$6.9 million and \$6.9 million for fiscal 2022.

- **Upgrade of Fire Water Pumps and Fire Suppression System** – This project involves the Foam Chambers and Piping to storage tanks, one New Salt Water Fire Pump, one Fire Water Pump (Fresh Water) at the Sea Lots compound and one Fire Suppression System at the terminal in Tobago. These new installations are to ensure an uninterrupted source of water to mitigate the risk of fires and to comply with regulatory requirements. The estimated cost of the project was revised from \$10.9 million to \$13.4 million. The estimated expenditure for the period April to September 2021 is \$1.6 million and \$1.6 million for fiscal 2022.
- **Acquisition of LPG Cylinders and Valves** – NPMC is required to replace LPG 20 lbs and 100 lbs cylinders and valves annually, in keeping with safety standards. The estimated cost of the project was revised from \$19.0 million to \$12.0 million. The estimated expenditure for the period April to September 2021 is \$6.0 million and \$6.0 million for fiscal 2022.
- **Upgrade of Retail Sales Company and Dealer Operated Networks:** This project involves continuous canopy and pump/dispenser replacements, forecourt paving, outfitting and rebranding to increase operational efficiency and safety at the service stations, as well as improve brand image. The estimated cost of the project was revised from \$47.5 million to \$49.8 million. The projected expenditure for the period April to September 2021 is \$1.8 million and \$1.8 million for fiscal 2022.
- **Upgrade of Tobago's Terminal:** This project involves infrastructural changes to the LPG Filling Plant, Administration Building, perimeter lighting and other facilities. The estimated cost of the project is \$8.0 million. The estimated expenditure for the period April to September 2021 is \$1.1 million and \$1.1 million for fiscal 2022.
- **Refurbishment and Expansion of Delivery Sub-Sea Line:** This project involves the redesign of the line used to discharge product from vessels into terminal storage in Tobago to ensure a sustainable supply of fuel. The project is ongoing. The estimated cost of the project was revised from \$10.0 million to \$12.2 million. The estimated expenditure for the period April to September 2021 is \$4.3 million and \$4.3 million for fiscal 2022.
- **Fuel Upgrades at Dealer Sites:** This project involves the upgrade of fuel storage and equipment to Dealer Sites - Larry Moonan, Rio Claro; Ramballack, Penal and Manbode, Guaico. The estimated cost of the project was revised from \$11.3 million to \$17.6 million. The estimated expenditure for the period April to September 2021 is \$2.7 million and \$2.7 million for fiscal 2022.
- **Upgrade of the Emergency Notification System:** This project involves the upgrade of the alarm systems at outstations as well as at the Sea Lots Complex. The project is estimated to cost \$1.5 million. The estimated expenditure for the period April to September 2021 is \$0.2 million and \$0.2 million for fiscal 2022.
- **Refurbishing of Tobago Terminal Perimeter Fence:** This project involves the construction of the Tobago terminal perimeter fence. The southern and western portions of the fence were completed in fiscal 2020 and 2021. The northern portion is to be refurbished at an estimated cost of \$2.0 million and is scheduled to commence in fiscal 2022. The estimated expenditure for the period April to September 2021 is \$0.4 million and \$0.4 million for fiscal 2022.



- ***Sufferance Wharf*** – This project involves the refurbishment of all the structural elements and the protection of the shore line at Sea Lots, Port of Spain, including repair of damage sustained to the immediate left and right of the structure. The revised estimated cost of the project is \$13.2 million. The estimated expenditure for the period April to September 2021 is \$1.0 million and \$1.0 million for fiscal 2022. This project was retendered and is being evaluated.
- ***Export Loading Bay*** – This project involves the construction of a covered loading area to facilitate the export and import of containers and Government customs inspection. The estimated cost of the project was revised from \$1.6 million to \$3.2 million. The projected expenditure for the period April to September 2021 is \$1.2 million and \$1.2 million for fiscal 2022. Foundation works are in progress.
- ***Purchase of One Hydrant Dispenser (formerly purchase of two hydrant dispensers)*** - This project was revised to the acquisition of one Hydrant Dispenser for optimal efficiency, reliability and safety when refuelling aircraft at Piarco. The estimated cost of the project is \$3.0 million. The estimated expenditure for the period April to September 2021 is \$0.8 million and \$0.8 million for fiscal 2022. The contract has been terminated and will be retendered.
- ***Construction of Bunkering Facilities:*** This project was revised to include the construction of Bunkering Facilities at the Labidco, Galeota and Port of Spain Ports. The estimated cost of the project was revised from \$16.0 million to \$30.1 million. The estimated expenditure for the period April to September 2021 is \$2.9 million and \$2.9 million for fiscal 2022. Statutory approvals are pending.
- ***Sea Lots Road Paving*** – This project involves the upgrade of the road and driveway into the compound, car park and pedestrian walkway. To date the eastern and western areas of the Car Park have been completed at a cost of \$1.7 million. The estimated cost of the project is \$3.4 million.
- ***Grease Plant Upgrade:*** This project involves the upgrade of the Grease Plant which will focus on modernized equipment and filling lines for ancillary products which are necessary to ensure a steady supply of product to the market. The estimated cost of the project is \$12.5 million. The tendering process was completed. Works are expected to commence in fiscal 2022.
- ***Point of Sale Equipment / Fuel Controllers:*** This project involves the upgrade of the current Pay at the Pump system to read the new chip card system, that is, Euro Pay, Master Card and Visa. Seventy-three kits are being procured with 20 stations already upgraded. The total estimated cost of the project was revised from \$9.9 million to \$12.4 million. The estimated expenditure for the period April to September 2021 is \$0.7 million and \$0.7 million for fiscal 2022.

- **Refurbishing of White-Oil & LPG Tank Refurbishing in Tobago:** This project involves the refurbishment of nine white oil and 12 LPG bullets. The estimated cost of the project was revised from \$1.5 million to \$2.9 million. The estimated expenditure for April to September 2021 is \$0.8 million and \$0.8 million for fiscal 2022. This project is ongoing and scheduled to be completed in fiscal 2022.
- **Procurement of a Refueller:** This project involves the procurement of a Refueller at the Piarco site, to ensure 100% reliability for refuelling of aircraft. The estimated cost of the project is \$3.0 million. The estimated expenditure for the period April to September 2021 is \$0.8 million and \$0.8 million for fiscal 2022.
- **Automatic Case Packer Rotary Line-** This project involves the procurement of an Automatic Case Packer for the one Quart oil to increase productivity. The estimated cost of the project is \$1.8 million. The estimate expenditure for April to September 2021 is \$0.5 million and \$0.5 million for fiscal 2022.

National Quarries Company Limited (NQCL)



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

Trinidad Nitrogen Company Limited (TRINGEN)



Trinidad Nitrogen Company Limited (TRINGEN) is a joint venture between YARA Caribbean (2002) Limited and GORTT. National Enterprises Limited (NEL) holds 51 percent shareholding in TRINGEN on behalf of GORTT. The company is engaged in the manufacturing and sale of anhydrous ammonia using two independent production plants known as Tringen I and Tringen II. More than 95 percent of the company's annual production is exported.



Trinidad and Tobago Upstream Downstream Energy Operations Company Limited

Trinidad and Tobago Upstream Downstream Energy Operations Company Limited was incorporated on March 28, 2018 as a wholly owned State Enterprise to spearhead GORTT's investment initiatives in the energy sector.

Alutrint Limited (Alutrint)



Alutrint Limited was established in April 2005, as the project manager for the development of an aluminium smelter plant. The purpose of the plant was to position Trinidad and Tobago as a significant contributor in the world aluminium product market. In 2010, a decision was taken to discontinue the Alutrint project.

Alutech Limited (Alutech)

Alutech Limited was incorporated on April 08, 2005 and is mandated to develop a Technological Development Centre and Wheel Manufacturing Facility at Tamana Industrial Park, Wallerfield. The objective is to produce prototypes of aluminum wheels and parts for the automotive industry using (Sang TM) patented technology owned by Sural.

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



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

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

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

LATT will continue the following projects:

- **Construction of a Cold Mill TLA Plant:** LATT initiated measures to construct a new Cold Mill Trinidad Lake Asphalt Plant (TLA), to introduce a new product in an effort to expand and diversify its operations. The estimated cost of the project was initially \$25.0 million but was revised upwards to \$88.0 million and is being funded through a mixture of debt and retained earnings of \$60.0 million and \$28.0 million respectively.
- **Acquisition of Computers and IT Equipment (formerly called Acquisition of Software and Computers):** This project involves the acquisition of Computers and other IT equipment, inclusive of servers and IT storage devices and is designed to: improve overall organizational and operational efficiency and safeguarding the company's data. The estimated cost of the project is \$7.3 million. The estimated expenditure for the period April to September 2021 is \$0.5 million and \$0.3 million is estimated for fiscal 2022.
- **Upgrade to Existing Facilities:** This project involves the upgrade of LATT's existing facilities including the storage yard, loading facilities, warehouse, buildings and drumming and emulsion plants and parking lot. The estimated cost of the project is \$66.1 million. The estimated expenditure for the period April to September 2021 is \$1.0 million and \$38.6 million is estimated for 2022.



- **Acquisition of Laboratory Testing Equipment:** LATT initiated measures to acquire laboratory testing equipment to ensure that product quality standards are being upheld. The estimated cost of the project is \$9.2 million and \$4.7 million is estimated for fiscal 2022.
- **Development of onsite Bitumen Storage Facilities:** This project is for the provision of storage facilities for Bitumen to meet the demands of customers to remain a viable entity in the bitumen business. The estimated cost of the project is \$20.0 million.
- **Bitumen Refinery Plant:** This project involves establishing a Bitumen Plant to assist LATT to become more competitive and would also reduce the demand for Forex. The estimated cost of the project is \$34.0 million and \$10.0 million is estimated for fiscal 2022.

Business and Trade Expansion – Non Energy Sector

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

Agriculture

Agricultural Development Bank of Trinidad and Tobago (ADB)



Agricultural Development Bank of Trinidad and Tobago Limited (ADB) was established on January 25, 1968 by the ADB Act Chapter 79:07 to encourage and foster the development of agriculture, commercial fishing, industries connected therewith and to mobilize funds for the purpose of development. The ADB provides financial support to the domestic agricultural sector which is considered high risk and not easily serviced by other financial institutions. In an effort to reduce the food import bill, GORTT agreed that the lending rate to farmers be reduced to 3-5 percent in Trinidad and 2-4 percent in Tobago. This initiative is geared towards attracting more farmers to the industry.

National Agricultural Marketing and Development Corporation (NAMDEVCO)



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

- ***Southern Wholesale Market Fish and Meat Block:*** This project involves the demolition and construction of fish and meat stalls. The estimated cost of the project is \$2.5 million. The project is deferred.

Palo Seco Agricultural Enterprises Limited (PSAEL)



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

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



Cocoa Development Company of Trinidad and Tobago Limited (CDCTT)



Cocoa Development Company of Trinidad and Tobago Limited (CDCTT) was incorporated on December 23, 2013 as a wholly owned State Enterprise with responsibility for the revitalisation of the cocoa industry. The CDCTTL's mandate spans the Value Chain of the Cocoa sector, affording the company the flexibility of being both driver and catalyst. The mandate includes:

- expanding cocoa production;
- facilitating and optimising quality assurance, food safety and traceability systems;
- encouraging more value addition;
- creating a globally recognisable 'TT Brand' image for innovative products and related services of excellence;
- facilitating access to new markets locally, regionally and internationally while retaining established ones;
- founding of strategic alliances for research, marketing and distribution;
- supporting farmers and processors; protecting Intellectual Property (IP) and capturing associated royalties;
- loosening constraints, such as labour;
- advocating for a supportive policy framework e.g. incentives along the value chain;
- fostering a regional approach toward energising the sector;
- creating a platform for synergistic action locally and regionally;
- developing and implementing an auction pricing system for beans; and
- instituting an arbitration and mediation mechanism to support transparency in pricing.

Business Facilitation

ExporTT Limited (ExporTT)



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

The main functions of ExporTT include:

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

Evolving TecKnologies and Enterprise Development Company Limited (eTeck)



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

For fiscal 2022, eTeck plans to continue and implement the following projects:

- ***Development works of a New World Class Industrial Park at Phoenix Park, California (formerly known as Development of Phoenix Park Industrial Park):*** This project involves the development of 133 acres of land located at Phoenix Park, California, and entails the designs and construction of an industrial park. The estimated cost of the project is \$709.0 million. The estimated expenditure for the period April to September 2021 is \$186.0 million and \$254.5 million for fiscal 2022. The project is 43% completed.



- **Construction of the Alutech Research and Development Facility:** The Alutech Research and Development Facility was completed at a cost of \$85.6 million.
- **Refurbishment of the Hilton Trinidad & Conference Centre:** The scope of works includes completion of the main voltage switch gear and kiosk, repair to slope failure near the tennis courts and car park, installation of water distribution line from the concrete tanks to the main building and repair to the leaks of said tanks and structural repairs of room 634. The estimated cost of the project was revised from \$3.7 million to \$3.9 million. The estimated expenditure for fiscal 2022 is \$3.3 million.
- **Refurbishment of the MGBR (formerly known as Repairs to the Vanguard Hotel):** The project was completed at a cost of \$85.0 million.
- **Acquisition and Implementation of Information Communication and Technology (ICT):** This project comprises the implementation of a Customer Relationship Management Solution and the procurement of computer hardware to upgrade eTecK's ICT infrastructure as well as security upgrades. The estimated cost of the project was revised from \$2.8 million to \$4.0 million. The estimated expenditure for the period April to September 2021 is \$2.5 million and \$1.0 million for fiscal 2022.
- **Rehabilitation Works to Flagship Building (formerly known as Preventative Maintenance and Ongoing Repairs to Flagship Building):** This project involves works to restore and enhance the Flagship building. The estimated cost of the project was revised from \$6.3 million to \$4.4 million. The estimated expenditure for fiscal 2022 is \$1.9 million.
- **Capital Works and Rehabilitation/Upgrade of Existing Industrial Parks (formerly known as Upgrade of Preventative Maintenance and Ongoing Repairs to Existing Industrial Parks):** This project involves the restoration of signage at Industrial Parks, road widening at Diamond Vale Industrial Park, construction of sidewalk at Frederick Settlement etc. The estimated cost of the project was revised from \$1.0 million to \$2.3 million. The expenditure is estimated to be \$2.3 million for fiscal 2022.

InvesTT Limited (InvesTT)



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

- Increase Trinidad and Tobago's attractiveness to foreign and local investors via effective branding and promotion of Trinidad and Tobago as the place to invest and do business

- Stimulate new growth through investor sourcing in targeted sectors
- Facilitate and provide aftercare of local and foreign investors to retain and grow investment
- Stimulate growth through sector ecosystem innovation.

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

Trinidad and Tobago Creative Industries Company Limited (CreativeTT)



The Trinidad and Tobago Creative Industries Company Limited (CreativeTT) was incorporated as a wholly owned State Enterprise on July 29, 2013 and is branded CreativeTT. The company is responsible for stimulating, facilitating and guiding the business development and export activities of the Creative Industries in Trinidad and Tobago. Some of the sub-sectors and niche areas developed in the creative industries include festivals, film, music, fashion, literature and publishing and broadcasting. The company is the parent company of Trinidad and Tobago Film Company Limited (FilmTT), Trinidad and Tobago Music Company Limited (MusicTT) and Trinidad and Tobago Fashion Company Limited (FashionTT).

Trinidad and Tobago Free Zones Company Limited (TTFZ)



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

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



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



Trinidad & Tobago IFC

Financial Sector Development

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

- Promoting the development and adoption of ‘cashless’ and future-ready financial services technologies, applications, and systems in the public and private sectors;
- Facilitating and advancing financial inclusion where needed in key segments of society;
- Executing a targeted, integrated, national public education campaign that would increase awareness, knowledge, understanding and adoption of future-ready financial services; and
- Collaborating and advising on the development of the required enabling ecosystem to foster FinTech-Integration, cashless transformation and future-ready financial services development.

TTIFCMCL is to be the Ministry of Finance lead agency for Government’s digitalisation initiatives in the Financial Services Sector, in collaboration with other related agencies such as the Line Ministry responsible for Digital Transformation.

Communication Technologies

TTT Limited (TTT)



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

TTT owns and operates a broadcast media facility comprising TTT, its flagship free to air television station broadcasting on channels 9, 13 and 20 and three radio stations on the FM frequency – Talk City 91.1MHz, Next 99.1MHz and Sweet 100.1MHz. TTT’s production resources encompass two outside broadcast units for live event production, two major television studios, one minor television studio, two television control rooms and three radio studios.

National Information and Communication Technology Company Limited (iGovTT)



National Information and Communication Technology Company Limited (iGovTT) was incorporated on July 20, 2009 as a wholly owned State Enterprise. The company is mandated as the executor and administrator of Government's enterprise-wide Information and Communication Technology (ICT) strategies and programmes, such as *ttconnect*, in which Government services are provided online.

Electricity

Trinidad and Tobago Electricity Commission (T&TEC)



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

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

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

- **Rehabilitation/Upgrade of Existing Substations:** This programme involves the installation of new larger transformers and upgrade or change out of circuit breakers or switch board to meet the increased demand of electricity at the respective load centres. The estimated cost of this programme was revised from \$184.6 million to \$153.7 million. The projected expenditure for the period April to September 2021 is \$25.6 million and \$79.0 million for fiscal 2022.
- **Construction of Overhead Lines and Underground Cable Circuits:** This programme involves the construction of overhead lines, underground cable circuits and 12V Feeders to supply electricity to new developments. The estimated cost of the programme was revised from \$44.0 million to \$59.6 million. The projected expenditure for the period April to September 2021 is \$33.0 million and \$42.5 million for fiscal 2022.



- **Rehabilitation and Upgrade of Existing Overhead Lines & Underground Cables:** This programme involves the re-conducting of existing overhead lines and the replacement of existing underground cables to facilitate change out of aging infrastructure or to bring additional capacity on to the national grid. The estimated cost of the programme was revised from \$76.0 million to \$68.2 million. The projected expenditure for the period April to September 2021 is \$20.4 million and \$26.9 million for fiscal 2022.
- **Upgrade of IT, Communication, Metering, Protection and Security Infrastructure:** This project involves the purchase of new supporting equipment to identify electric faults on High Voltage Network, voltage stabilization and to improve communication and responsiveness by the crews which will result in improved response times when citizens experience an unplanned outage or requests a connection. The estimated cost of the project was revised from \$30.5 million to \$10.8 million. The projected expenditure for the period April to September 2021 is \$1.9 million and \$2.8 million for fiscal 2022.
- **Upgrade of Office Buildings, Equipment and Facilities:** This project involves the upgrade of office buildings and facilities and procurement of equipment to support administrative, operations and project activities. The estimated cost of the project was revised from \$191.6 million to \$126.1 million. The projected expenditure for the period April to September 2021 is \$29.2 million and \$59.7 million for fiscal 2022.
- **Other Projects:** The project scope includes the acquisition of the Fyzabad/Otaheite Right of Way, replacement of LV switchboard and ATS Linking to HO Generator supply and Carlton Plaza RMU replacement. The estimated cost of the project was revised from \$37.8 million to \$23.1 million. The projected expenditure for the period April to September 2021 is \$6.0 million and \$8.9 million for fiscal 2022.

FINANCIAL SERVICES

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



Trinidad and Tobago Export Credit Insurance Company Limited (EXCICO) was incorporated on December 31, 1973 and was renamed Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) on November 4, 1997. The company's mandate continues to be facilitating the growth and expansion of the non-energy export and manufacturing sectors in order to enhance the foreign exchange earnings of Trinidad and Tobago, and to create and sustain employment through the provision of short-term trade-financing products, inclusive of term loans, guarantees and export credit insurance coverage to the exporting community.

First Citizens Holdings Limited (FCHL)



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

National Investment Fund Holding Company Limited (NIF)



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

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



Portfolio Credit Management Limited (PCML)

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

National Enterprises Limited (NEL)



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

The company's portfolio includes:

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

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

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

National Entrepreneurship Development Company Limited (NEDCO)



National Entrepreneurship Development Company Limited (NEDCO) was incorporated on April 25, 2002 and is a wholly owned State Enterprise. The company provides credit to the small and micro enterprise sector including start-up capital at a preferred rate of interest.

Taurus Services Limited (TAURUS)



Taurus Services Limited (TAURUS) is a wholly owned State Enterprise established for the acquisition and recovery of some of the assets of Workers' Bank (1989) Limited and assets subsequently acquired through collections and sale of securities. In addition, the company facilitates the restructuring of State Enterprises through the removal of non-performing loans.

Trinidad and Tobago Mortgage Finance Company Limited (TTMF)



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

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

The company also provides mortgages under the two percent financing regime as part of GORTT's thrust to provide affordable housing to low income earners where the family income does not exceed \$10,000.00 per month and the property value does not exceed \$850,000.00. In addition to the two percent mortgage programme, TTMF offers a five percent mortgage programme for first time home owners where the family income does not exceed \$30,000.00 and the property value does not exceed \$1.5 million.

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

CLICO Trust Corporation Limited (CTC)

CLICO Trust Corporation Limited (CTC) is a wholly owned State Enterprise incorporated on October 18, 2012. It is a Trustee and is responsible for the administration of the CLICO Investment Fund which is a closed ended mutual fund. The fund comprises shares of Republic Bank Limited and GORTT's securities which are held in trust in accordance with the provisions of the Trust Deed. The fund will be terminated on the redemption date of January 02, 2023.



MANUFACTURING SERVICES

National Flour Mills Limited (NFM)



National Flour Mills Limited (NFM) was incorporated in 1972 with the Government holding the majority of the issued share capital. The minority shareholdings of two foreign Investors were purchased by GORTT making it a wholly owned State Enterprise in 1980. In May, 1995 the shares of the company were listed on the TTSE. NEL owns 51 percent of the shares with the remainder being held by private investors. NFM's principal activities are the production and distribution of a range of products including rice, flour, animal and poultry feed and soya products.

Port of Spain Shopping Complex Limited (POSSCL)

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

TOURISM

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

Golden Grove-Buccoo Limited

Golden Grove- Buccoo Limited was incorporated on December 2, 2016 and was assigned the responsibility for negotiating an economically viable Agreement with Sandals Resorts International 2000 Inc towards the implementation of the proposal to invest in Sandals Resort Tobago known as – The Golden Grove-Buccoo Project. This project was discontinued.

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

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

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

Trinidad and Tobago Tourism Business Development Limited (TTTBDL)



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

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

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



Transport and Communication

National Helicopter Services Limited (NHSL)



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

NHSL will continue the following projects:

- ***Expansion of Existing Facilities and Related Infrastructure:*** This project involves the expansion of the ramp and runway hard surface for helicopter take off. The estimated cost of the project was revised from \$5.9 million to \$3.0 million. The estimated expenditure for the period April to September 2021 is \$0.6 million.
- ***Acquisition and refurbishment of the adjacent NGC Hanger and Facilities at Camden, Couva-*** This project involves the facilities that are being used by NHSL under a lease/purchase agreement with NGC until the assignment of the lease is approved by Commissioner of State Lands (COSL). The estimated cost of the project was revised from \$7.0 million to \$0.3 million. The project is ongoing.

Caribbean Airlines Limited (CAL)



Caribbean Airlines Limited (CAL) was incorporated on September 27, 2006 as a wholly owned State Enterprise. CAL is the national airline of Trinidad and Tobago with its main hub located at the Piarco International Airport, Trinidad. On October 1, 2007, CAL acquired all of the issued share capital of Tobago Express Limited and assumed responsibilities for the operation of the domestic route, previously undertaken by Tobago Express Limited. In 2011, due to the acquisition of specific routes of Air Jamaica, the Government of Jamaica acquired interest in CAL. The ownership of CAL is now 88.1 percent GORTT and 11.9 percent Government of Jamaica.

Port Authority of Trinidad and Tobago (PATT)



Port Authority of Trinidad and Tobago (PATT) is a Statutory Authority established in accordance with Act No. 39 of 1961. PATT is responsible for the management and operation of the Ports of Port of Spain and Scarborough, with oversight responsibility for all ports and harbours in the country. Its port operations include handling of international and regional containerized cargo, break and dry/liquid bulk cargo and the provision of roll-on/roll-off services. Other activities include the management of the Trinidad and Tobago Inter-Island (TTI) Ferry Service and the provision of Cruise Shipping facilities.

PATT will undertake the following projects in fiscal 2022:-

- **Implementation of Human Resource Information System (H.R.I.S):** This project involves the acquisition and implementation of an HRIS system to provide PATT with a significant tool to reduce operational costs, employ best practice policies and procedures and increase productivity to the benefit of its external stakeholders. Some benefits of the HRIS system are as follows:
 - a) Ensure the availability of timely and accurate information about human assets.
 - b) Automation of payroll processing.
 - c) Efficient and effective labour engagement.
 - d) Development of performance standards and management of performance appraisals for all employees in the organisation.
 - e) Meaningful career planning and counseling system at all levels of the organisation
 - f) Optimised training programmes based on knowledge of organisational needs

The estimated cost of the project is \$12.0 million and \$6.0 million is estimated for fiscal 2022. The project is expected to commence in fiscal 2022.

- **Re-sheeting of Shed No.4 Roof:** This project involves the support of the breakbulk operations at PPOS due to increased demand. Port of Port of Spain (PPOS) handles a wide variety of breakbulk cargoes including heavy machinery and offshore oilfield equipment. This opportunity is expected to bring new business to PPOS. The estimated cost of the project is \$1.4 million and is estimated for fiscal 2022. The project is expected to commence in fiscal 2022.



Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)

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

- **Industrial Real Estate Management:** PLIPDECO is the owner and landlord of the 860-hectare Point Lisas Industrial Estate. It is located on the west coast of central Trinidad, housing approximately 103 tenants involved in a range of activities of which the petrochemical sector is dominant; and
- **Port Management and Operations, including Cargo Handling Services:** Port Point Lisas, the second major port in Trinidad and Tobago, is a multipurpose cargo facility operating on a 24/7 basis, consisting of six (6) general cargo and container berths. The facility handles a variety of cargo including containerised, break bulk, lumber, paper, consumables dry bulk and steel.

PLIPDECO will continue the following projects in fiscal 2022:

- **RTG Bay Rehabilitation:** The project involves the rehabilitation of Berth 5, the undulating surfaces of the RTG bays and the extension of the Export bay. The revised estimated cost of this project is \$72.5 million. The estimated expenditure for the period April to September 2021 is \$1.8 million for the Berth 5 Rehabilitation only and \$72.0 million is estimated for fiscal 2022. The project is rescheduled to be completed in 2022.
- **Construction of Warehousing (Phase 1):** PLIPDECO plans to construct additional warehousing space at an estimated cost of \$40.0 million. This project will also involve the construction of a building to store and archive the records of the Corporation. The project has been deferred.
- **Gate Automation:** The project will utilize a combination of Optical Character Recognition and Radio Frequency Identification technology to replace human interaction at the In-and-Out Gates at the Port. The benefits service differentiation, faster processing time and improved security. The estimated cost of the project is \$9.5 million and is estimated for fiscal 2022. The project is scheduled for fiscal 2022.
- **Acquisition of Equipment on a Phased Replacement Programme:** The project is geared towards continuously improving the efficiency of Port operations. The estimated expenditure for the Empty Container Handler for the period April to September 2021 is \$2.5 million and one manlift at \$3.2 million for fiscal 2022.

Telecommunications Services of Trinidad and Tobago Limited (TSTT)



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

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

The business has deployed several online systems including online bill payments. The business has expanded its data centre capabilities with the build out and deployment of its Public Cloud Network, Private Public Cloud, IP PABX, and data storage for business continuity applications in the business sector. The company developed E-tender (SaaS) Software as a Service to other corporate, national, and regional entities.

TSTT will continue to implement the following projects for 2022:

- **Wireless Line of Business:** This Division comprises of all wireless services and includes Broadband, Mobile, Fixed Wireless Access (WTTx) and Broadcast TV.
 - **Mobile** - responsible for a full range of mobile services including Mobile Voice (prepaid, postpaid, Roaming, SMS) and all Mobile Data;
 - **Fixed Wireless Service** - responsible for Broadband, Entertainment, and voice services over WTTx; and
 - **DVBT Service**- responsible for Broadcast TV services.

Broadband: TSTT’s broadband strategy continues to be a two-prong approach, using a combination of wired fiber to the home (FTTH) and Fixed Wireless Services (WTTx). TSTT continues to make significant capital investment in Fiber and its wireless Broadband infrastructure, expanding both the number of sites and network capacities throughout Trinidad and Tobago. Through these investments TSTT has migrated 100K residential customers from its aged legacy copper plant of which 59K were to its Wireless Fixed Access Network and 41K customers to its FTTH network.



Mobile: TSTT continued investment in both the expansion in the number of cell sites, as well as capacity improvements to existing sites leading to an overall improvement in the quality of service with improved coverage and data rates throughout Trinidad and Tobago. These improvements facilitate live streaming, online gaming, and entertainment with faster data rates (above 10MB).

The estimated cost for the Wireless Line of Business has been revised from \$2,365.7 million to \$1,753.3 million. The estimated expenditure for the period April to September 2021 is \$50.2 million and \$58.8 million for fiscal 2022.

- **Enterprise Line of Business:** This program includes the expansion of its TSTT's Data Center Capacity and deployment of its Public Cloud Network offering a number of attractive Hosted Solutions such as Private, Public cloud, IP PABX and data storage for business continuity applications in the business sector.

The estimated cost of the project was revised from \$514.6 million to \$486.7 million. The estimated expenditure for the period April to September 2021 is \$3.1 million and \$4.0 million for fiscal 2022.

- **Shared Services:** The Shared Services function is a business partner eco-system model, supporting the LOB's by enabling them to focus on the execution of their corporate priorities and the specific initiatives that drive the strategic imperatives of the company. The Shared Service group comprises of; the Financial, Technology, Strategic Analytics, Marketing & Communication, Legal & Regulatory, and HR/ IR support services.

The technology support function continued with the implementation of several TSTT's strategic programs:

- Mobile Long-Term Strategy (MLTS) FDD 700 MHz Network Expansion 2020/21;
- WTTx Network Expansion Program;
- Deployment of Additional Wetside Capacity from 50GB to 70GB;
- IT Campus Core Upgrade Project;
- TSTT's Voice Core Evolution Project;
- Upgrade of TSTT's Virtual Evolved Packet Core (vEPC) Services;
- The Deployment of an Enterprise-Wide GIS (Geo Coding System); and
- IT systems & infrastructure along with AC and Power upgrades.

The estimated cost for the Shared Services has been revised from \$1,189.5 million to \$1,050.5 million. The estimated expenditure for the period April to September 2021 is \$23.3 million and \$32.5 million for fiscal 2022.

- **Traditional Services:** This line of Business is responsible for maintaining the steady state of copper services while migrating customers from aged legacy copper plant to Fixed Wireless Access Network infrastructure referred to as WTTx known as the company's zero-copper strategy. In order to provide reliable broadband coverage TSTT has expanded and upgraded its WTTx TDD 4G LTE 2.5GHz coverage by expanding services on the number of cell sites. The company now has a total of 382 WTTx sites and has migrated over 59,423 customers.

The estimated cost of this project has been revised from \$587.8 million to \$159.3 million. The estimated expenditure for the period April to September 2021 is \$3.0 million and \$3.0 million for fiscal 2022.

- **Amplia Communications:** Amplia Communications Limited is the residential fiber arm of TSTT business, offering High-Speed Internet, TV, Voice & Security delivered over a 100 percent Fiber Optic network. The company continues to invest in the deployment of fiber infrastructure and to date, Amplia has passed 148,463 homes and connected 41,004 customers with Fiber services.

The estimated cost of this project has been revised from \$378.8 million to \$291.1 million. The estimated expenditure for the period April to September 2021 is \$25.5 million and \$18.3 million for fiscal 2022.

Social Infrastructure

Education and Training

Education Facilities Company Limited (EFCL)



Education Facilities Company Limited (EFCL) was established with a mandate to accelerate the delivery of the required infrastructure to advance the country's social and economic development. Its responsibility is the procurement of designs, construction and management of projects under the Ministry of Education.

Export Centres Company Limited (ECCL)



Export Centres Company Limited (ECCL) was incorporated on July 3, 1996 and is a wholly owned State Enterprise. The company is responsible for the training of persons to become micro-entrepreneurs, capable of producing and selling high quality artisan craft.

Craft Store: This project involves construction of a Craft Store for artisans to market and sell their products. The estimated cost of the project is \$2.0 million. The project is expected to commence and be completed in fiscal 2022.



MIC Institute of Technology Limited (MIC-IT)



MIC Institute of Technology Limited (MIC-IT) was incorporated on December 11, 1974 and is 46.7 percent owned by GoRTT. Its principal activities are the training of personnel in the manufacturing of tools, dies, moulds, precision parts, and the provision of product design, manufacturing and industrial engineering services.

National Commission for Self Help Limited (NCSHL)



National Commission for Self Help Limited (NCSHL) was incorporated on April 14, 1997 and is a wholly owned State Enterprise. The Commission is a non-profit organization engaged in mobilizing physical, financial and human resources to facilitate self-help activities in communities.

National Schools Dietary Services Limited (NSDSL)



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

The main objectives of the Programme are:

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

National Maintenance Training and Security Company Limited (MTS)



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

Twenty-Seven Priority Schools

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

Subsequently, the number of priority schools was reduced from 27 to 24, three schools were completed with one school still to be costed. The following are the status of 20 schools:

- ***St. Augustine Girls High School:*** This project involves the construction of a Science Laboratory and Cultural Centre. The estimated cost of the project is \$51.7 million and the estimated expenditure for April to September 2021 is \$14.6 million. The project is 99% complete.
- ***San Juan Boys and Girls Government Primary School:*** The project was completed at a cost of \$45.9 million.
- ***Chatham Government Primary School:*** The project was completed at a cost of \$26.8 million.
- ***Santa Flora Government Primary School:*** This project involves the construction of a new primary school to replace the existing facility. The estimated cost of the project was revised from \$36.7 million to \$44.4 million and the estimated expenditure for the period April to September 2021 is \$5.7 million and \$12.4 million for fiscal 2022. The project is 70% complete.
- ***Siparia Union Presbyterian Primary School:*** This project involves the construction of a new primary school to replace the existing facility. The estimated cost of the project is \$43.4 million and the estimated expenditure for the period April to September 2021 is \$5.3 million and \$11.6 million for fiscal 2022. The project is 98% complete.



- **Holy Cross College:** This project involves the construction of a new Multi-Level Block to house science laboratories and classrooms and a new auditorium building. The estimated cost of the project was revised from \$37.1 million to \$44.5 million and the estimated expenditure for the period April to September 2021 is \$4.1 million and \$7.5 million for fiscal 2022. The project is 93% complete.
- **Marabella Anglican Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$39.2 million and the estimated expenditure for the period April to September 2021 is \$5.0 million and \$10.7 million for fiscal 2022. The project is 86% complete.
- **Malabar Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$38.6 million and the estimated expenditure for the period April to September 2021 is \$1.8 million and \$5.3 million for fiscal 2022. The project is 99% complete.
- **Fanny Village Government Primary School:** This project involves the construction of a new primary school. The estimated cost of the project is \$48.9 million and the estimated expenditure for the period April to September 2021 is \$11.0 million and \$19.3 million for fiscal 2022. The project is 32% complete.
- **Egypt Oasis ECCE:** This project involves the construction of a new ECCE. The estimated cost of the project is \$7.6 million and the estimated expenditure for the period April to September 2021 is \$1.6 million. The project is 99% complete.
- **Arima Central Secondary School:** This project involves the construction of a new two storey building to house science laboratories and a music room as well as the refurbishment of three existing buildings and the washrooms. The estimated cost of the project is \$30.3 million and \$27.8 million for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **Belle Vue ECCE:** This project involves the construction of a new school. The estimated cost of the project was revised from \$10.3 million to \$10.0 million. The estimated expenditure for the period April to September 2021 is \$7.4 million. The project is complete.
- **La Horquetta North ECCE:** This project involves construction of an ECCE. The estimated cost of the project was revised from \$6.0 million to \$6.8 million and \$6.5 million for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **Barataria North Secondary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project is \$173.7 million and \$165.3 million is projected for fiscal 2022. Construction is scheduled to commence in fiscal 2022.

- **Lower Morvant Government Primary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project was revised from \$50.2 million to \$52.1 million and \$50.8 million is projected for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **St. Joseph Secondary School:** This project involves structural, remedial and outfitting works. The estimated cost of the project is \$146.6 million and \$140.3 million for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **Holy Name Convent:** This project involves the construction of a new additional block to house various extra-curricular school activities. The estimated cost of the project is \$26.7 million and \$24.4 million for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **Picadilly Government Primary School:** This project involves the construction of a new school to replace the existing facility. The estimated cost of the project is \$40.9 million and \$39.1 million for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **Ramai Trace SDMS Primary School:** This project involves structural and remedial works. The estimated cost of the project was revised from \$37.4 million to \$39.7 million and \$37.5 million for fiscal 2022. Construction is scheduled to commence in fiscal 2022.
- **Mt. Hope Secondary School:** This project involves significant structural retrofitting and remedial works. The estimated cost of the project is \$258.2 million and \$245.5 million is projected for fiscal 2022. Construction is scheduled to commence in fiscal 2022.

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



Youth Training and Employment Partnership Programme (YTEPP) Limited (YTEPP) is a wholly-owned Stated Enterprise incorporated on October 10, 1990 to provide skills training and retraining opportunities to young persons to support business development. The main objective of the company is to promote skills-based training at different levels in order to enhance the employability of individuals.



Community

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



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

UDeCOTT will continue to implement the following project:

- **Diego Martin Sporting Complex:** The Diego Martin Sporting Complex – Phase II will see the development of a new community playing field, hard courts and washroom facilities inclusive of the necessary landscaping and external works. It is intended to serve the surrounding communities, clubs and associations for training, recreational activities and sporting events. The estimated cost of the project is \$13.3 million for mobilization and commencement of construction.

The CEPEP Company Limited



The CEPEP Company Limited was incorporated on April 02, 2008 as a wholly owned State Enterprise with responsibility to manage and execute the Community-Based Environmental Protection and Enhancement Programme in Trinidad and Tobago.

East Port of Spain Development Company Limited (EPOS)



East Post of Spain Development Company Limited (EPOS) was incorporated on September 28, 2005 and is a wholly owned State Enterprise. Its principal activity is to develop and redevelop a zone in East Port of Spain, bounded by Charlotte Street, Lady Young Road and the Eastern Main Road including Morvant, Never Dirty, Caledonia, Beetham Estates, Sea Lots and Katanga. This development aims to transform East Port of Spain through economic, social and physical regeneration.

Rural Development Company of Trinidad and Tobago Limited (RDC)



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

RDC expedites the implementation of projects to provide physical infrastructure, utilities and social facilities in the rural areas to improve the quality of life of the residents in those communities. Its capital expenditure programme for 2022 includes:

- **Construction of Bridges:** This programme involves the construction of bridges in several areas of Trinidad. The estimated cost of the programme was revised from \$21.4 million to \$36.4 million. The estimated expenditure for the period April to September 2021 is \$12.3 million and \$15.0 million for fiscal year 2022.
- **Road and Drainage Works:** This programme involves the construction and/or upgrade of over 60 roads and drains in various areas. Works include construction of reinforced concrete open box drains, clearing of waterways, construction of culvert crossing and driveway entrances, widening of box drains, removing debris and de-silting of existing earthen drains. The estimated cost of the programme was revised from \$67.1 million to \$116.8 million. The estimated expenditure for the period April to September 2021 is \$32.1 million and \$50.0 million for fiscal year 2022.
- **Construction of Retaining Walls:** The estimated cost of the project was revised from \$33.0 million to \$58.0 million. The estimated expenditure for the period April to September 2021 is \$24.3 million and \$25.0 million for fiscal year 2022.
- **Refurbishment Works at Recreation Grounds, Basketball Courts, Multipurpose Complex:** This project involves refurbishment works at recreation grounds and sporting arenas at Diamond Multipurpose Complex, Belle View Recreational Ground at Brighton La Brea, Recreation Grounds in Mt. D'Or, Marabella Recreational Grounds, Phase 7 La Horquetta, Cowie Warner Park, Roy Joseph Basketball Court, Olera Heights Facility, Mahogany Avenue Basketball Court, Bayshore Basketball Court, San Fernando Hill Basketball Court and a Girls Guide Hut at Tarcarigua. Works vary at each site and include refurbishment of the existing pavilion/basketball court, bleachers and washroom facilities, the construction of car park or jogging track and installation of chain-link fences. The estimated cost of the project was revised from \$25.6 million to \$35.6 million. The estimated expenditure for the period April to September 2021 is \$14.7 million and \$10.0 million for fiscal year 2022.



The Sports Company of Trinidad and Tobago Limited (SPORTT)

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

- Provide advice and make recommendations to the Ministry of Sport and Community Development (MSCD) on matters relating to Sport and Physical Recreation;
 - Collaborate with the MSCD, the Ministry of Education, the University of the West Indies and other relevant agencies for the establishment of an Institute of Sport at the University of the West Indies, St. Augustine, the University of Trinidad and Tobago and other designated agencies;
 - Implement suitable programs for total participation in high performance sport;
 - Administer sports as agreed to by the Ministry responsible for Sport;
 - Manage and maintain sport facilities; and
 - Design and set standards for National Coaching Programmes and for coaching certification.
-
- ***Development and Upgrade of Grounds, Parks and Spaces:*** This project consists of six regional grounds and three sub-regional grounds throughout Trinidad and was expanded to include Sangre Grande Multi Facility, National Aquatic Centre, National Racquet Sports Centre and National Cycling Velodrome. Three grounds were completed and works continues on the National Facilities. The estimated cost of the project is \$495.9 million. The estimated expenditure for the period April to September 2021 is \$26.8 million and \$40.0 million for fiscal 2022.

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



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

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

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

Housing and Settlements

Estate Management and Business Development Company Limited (EMBD)



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

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



Trinidad and Tobago Housing Development Corporation (HDC)



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

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

Health

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

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

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



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

UDeCOTT will continue the following projects in fiscal 2022:

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

The estimated cost of the project was revised from \$118.4 million to \$139.0 million. The projected expenditure for the period April to September 2021 is \$12.3 million and \$90.8 million for fiscal 2022. The project is scheduled to be completed by September 2022.

- **Construction of the Arima Hospital:** The hospital is operational and is in its defects liability period. The estimated expenditure for the period April to September 2021 is \$ 83.9 million.
- **Construction of the Point Fortin Hospital:** The hospital is operational and is in its defects liability period. The estimated expenditure for the period April to September 2021 is \$0.9 million.
- **Port of Spain General Hospital:** This project involved four phases and includes design, construction and equipping including the supply of furniture, fixtures, equipment (non-medical) and signage internal, external and directional. The new facility will receive Central Stores, Engineering and Biomedical Departments. It will comprise of a two-storey structure with storage rooms and workshops at ground level and office spaces on the first floor with a total nominal floor area of approximately 2,030 square metres inclusive of circulation area.
 - Phase I – Enabling Works – Construction of new structure/s to house the central Stores, Engineering and Biomedical Departments as well as demolition of the existing building currently utilized by the said Departments.
 - Phase II – The Design, Build and Equipping of the new Central Block procured through a Build, Own, Lease, Transfer (BOLT) arrangement.



- Phase III – The Design, Build Services for the Relocation of Medical Wards to COSTATT Building.
- Phase IV – The Design, Build Services for the Relocation of Surgical Wards and Operating Theatre to First Floor of A&E at the St James Medical Complex.

The estimated cost of the project is \$1,269.5 million. The estimated expenditure for the period April to September is \$142.0 million and \$807.1 million for fiscal 2022. The project is expected to be completed in fiscal 2023.

- ***Construction of the Sangre Grande Hospital:*** The project involves the design and construction of a 106 Bed Hospital including Surgical Services, Imaging Services, Outpatient Services, Emergency Services and inclusive of all major medical equipment. The estimated cost of the project is \$1,059.9 million. The estimated expenditure for the period April to September 2021 is \$380.1 million and \$155.0 million for fiscal 2022. The design and construction work is scheduled to be completed by October 2022.

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

The Couva Medical and Multi-Training Facility (CMMF) Limited was incorporated on July 3, 2018 as a wholly State Enterprise to facilitate the operationalization of the Couva Medical and Multi-Training Facility. The company is to be jointly owned by GoRTT and the University of the West Indies.

Administration

Public Order and Safety

Airports Authority of Trinidad and Tobago (AATT)



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

- **Upgrade of Building Management System (BMS):** The scope of works include the supply and installation of hardware devices and software package to upgrade the existing BMS for the air conditioning system and to interface the lighting and electrical systems at both north and south terminals, airfield lighting system, elevators, escalators and fire alarm system. The estimated cost of the project is \$12.0 million and \$1.1 million is estimated for fiscal 2022. The project is now scheduled for completion in fiscal 2022.
- **Replacement and Upgrade of Security Screening Equipment Carry-on/Walk-Thru Metal Detectors:** This project involves the replacement of the X-Ray scanners for carry-on luggage and full body scanners at both PIA and ANRRIA to meet International Civil Aviation Organisation (ICAO) standards and Trinidad & Tobago Civil Aviation requirements. The estimated cost of the project is \$20.0 million and \$9.5 million is estimated for fiscal 2022.
- **Replacement of one 500 ton Magnetic Chiller #1 at North Terminal, Piarco International Airport:** This project involved the replacement of one 500 ton magnetic bearing chiller #1 for the air conditioning system at the North Terminal Piarco International Airport. The estimated cost of the project is \$3.8 million. This project is complete.
- **The Upgrade of Oracle E-business Suite Application:** This project includes the upgrade of the existing Oracle E-Business software hardware systems. The services include project management, implementation and training which is to be completed in fiscal 2021. The estimated cost of the project is \$6.1 million. The estimated expenditure for the period April to September 2021 is \$1.5 million and \$0.3 million for fiscal 2022.



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



The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) was incorporated on August 4, 2000 and is a wholly owned State Enterprise. In April 2005, the mandate was changed from being a fleet maintenance company to a central controlling agency to provide fleet management services to the public sector as a whole and to private sector interests. The company provides a wide range of fleet (vehicle) management functions including vehicle maintenance, vehicle telematics (tracking and diagnostics), driver management, fuel management and health & safety management. The services are now offered to the general public.

PUBLIC ADMINISTRATION

Urban Development Corporation of Trinidad & Tobago Limited (UDeCOTT)



UDeCOTT will continue the following projects in fiscal 2022:

- **Parliamentary Complex:** The project was completed at a cost of \$146.9 million and is in defects liability period.
- **President's House:** This project was completed at a cost of \$116.0 million. The estimated expenditure for fiscal 2022 is \$2.6 million and represents payment for the release of final retention.
- **Heritage Library:** This project involves the restoration and rehabilitation of Heritage Library to house the Eric Williams Memorial Collection. The estimated cost of the project was revised from \$15.8 million to \$15.0 million. The estimated expenditure for the period April to September 2021 is \$0.7 million and \$2.3 million for fiscal 2022. Construction is 98% complete.
- **Repairs to Assembly Hall at Queen's Royal College:** The project was completed at a cost of \$4.1 million. The estimated expenditure for fiscal 2022 is \$0.4 million and represents payment for the release of final retention.

- **Ministry of Health Headquarters:** The project involves the construction and fit-out of a high rise, office building to house the Ministry of Health (MOH) headquarters and ancillary departments at Queens Park East using a Build, Own, Lease, Transfer (BOLT) arrangement. The estimated cost of the project is \$280.7 million. The estimated expenditure for the period April to September 2021 is \$94.3 million and \$158.4 million for fiscal 2022. The project is 15% complete and is scheduled for completion by January 2023.
- **Judiciary – Relocation of the Civil High Court and Civil Division:** This project involves relocation of the Civil High Court and the Civil Division of the Court of Appeal from the Hall of Justice to Tower D of the International Waterfront Centre with the design and fit-out of 13 storeys at Tower D which is being undertaken in two phases:
 - Phase I – architectural, structural, mechanical, electrical, plumbing works
 - Phase II – Specialist Information and Communications Technology, Specialist Security Systems, Furniture Fit-Out, Acoustic Treatments, Signage

The estimated cost of the project, with the inclusion of Phase II, was revised from \$54.3 million to \$103.5 million. The estimated expenditure for the period April to September 2021 is \$11.4 million and \$41.7 million for fiscal 2022.

- **Penal/Debe Regional Corporation – Administrative Building:** The project involves the construction of a two storey structure consisting of mainly office space with centralised services designed to meet the expanded responsibilities of the Corporation. The building will also provide a multi-functional meeting room space. The estimated cost of the project is \$36.8 million. The project is on hold.



National Infrastructure Development Company Limited (NIDCO)



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

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

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

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

In 2018, works on the widening of 2.5 km of South Trunk Road between Mosquito Creek Bridge and Godineau River Bridge commenced.

In 2019 works on the following packages commenced and are ongoing:

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

NIDCO is pursuing the completion of the following packages and associated activities:

- Package 5B - Eccles trace to La Brea;
- Package 6C - La Brea to B44 (Southern Main Road) and Fyzabad to Mon Desir;

- Package 3A - Southern Main Road Overpass, La Brea I/C;
- Package 5D - B44 to Dunlop; and
- Package 2C - (Mon Desir to Eccles Trace, St. Mary's to Mon Desir)

The estimated cost of the project is \$7,500.0 million. The estimated expenditure for the period April to September 2021 is \$5.03 million. Funding for fiscal 2022 would be sourced from the Infrastructural Development Fund (IDF).

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

The estimated cost of the project is \$1,277.0 million. The estimated expenditure for the period April to September 2021 is \$249.8 million and \$913.4 million for fiscal 2022.

- **Acquisition of two fast ferries:** The two high-speed passenger cargo roll-on/roll-off catamaran ferries (100m and 94m) for the Inter-Island Sea Bridge were delivered in the first quarter of 2021. The vessels are now servicing the Inter-Island Sea Bridge. This project is complete.
- **Construction of San Fernando Magistrate Court:** This project entails the construction of the San Fernando Magistrate Courts as initiated by the Judiciary of the Republic of Trinidad and Tobago. It consists of a seven-storey building including a basement. This building is to be constructed for the use of Magistrates' courts, office for Judiciary staff and personnel, prison cells for men, women and children and other judicial functions. The estimated cost of the project is \$75.0 million. The estimated expenditure for the period April to September 2021 is \$12.0 million and \$109.0 million for fiscal 2022.



National Lotteries Control Board (NLCB)



The National Lotteries Control Board (NLCB) was established on August 12, 1968 in accordance with Act No. 22 of 1968 to promote, organise and conduct national lotteries in the Republic of Trinidad and Tobago. In March 1994, the National Lotteries Regulations were amended to include the operation of On-line games. In July 1994, the On-line games Lotto Plus and Play Whe were launched. These were followed by Pick 2 and Donsai, which were launched in June 1996 and August 1997 respectively. The Instant Money Game was launched in accordance with Act No. 32 of 1998, the surplus from which is paid into the Sports and Culture Fund. CashPot was launched in October 1999 and Pick 4 was launched in November 2012. The surplus from the On-line games is paid into the Consolidated Fund.

Trinidad and Tobago Postal Corporation (TTPost)



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

Water and Sewerage Authority (WASA)



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

- **National Social Development Programme (Water Component):** This programme, which commenced in 2002, is aimed at improving water supply to the population where the water supply was less than 84 hours per week and in areas that were without a water supply. This programme involves the implementation of 513 projects, of which 502 have been completed, eight are on hold and three are no longer required because of system reconfigurations. This programme is financed by a bond issue in the sum of \$304.0 million. The estimated cost of the project is \$304.0 million. The estimated expenditure for the period April to September 2021 is \$1.9 million and \$21.0 million for fiscal 2022. The project is in the winding-up phase and benefits 82,000 persons.

- **12 Month Water Development Programme (formerly named Water and Wastewater Construction/ Refurbishment Programme)** – This programme involves the construction/refurbishment of water storage facilities, new booster stations, the implementation of a network management system, a pressure management system, the replacement of leaking mains and the expansion of the Trinity Reservoir. This includes the implementation of 99 projects, of which 70 were completed, one was suspended, one is being funded under PSIP-IDF, 25 projects have been deferred whilst two are being funded under the IDB programme. This programme is financed by a bond issue in the amount of \$1,335.9 million. The estimated cost of the project is \$1,335.9 million. The estimated expenditure for the period April to September 2021 is \$7.4 million and \$14.9 million for fiscal 2022. The programme is 81% complete.
- **Multi-Phase Wastewater Rehabilitation Programme:** This programme comprises two components:
 - Construction of the two wastewater treatment plants and collection systems for the San Fernando and Malabar catchment areas; and
 - Institutional strengthening of the corporate governance structure within the Authority.

The construction of the waste water treatment plant in Malabar has been completed and is now operational. The San Fernando project is progressing with the installation of electrical, instrumentation and control, buildings and ancillary pipe works. As at July 2021, the project is approximately 95.5% complete.

The institutional strengthening component involves the engagement of a consultant for the provision of corporate governance services and is 95% complete. The financial system and Geographic Information System database are being used to update the customer billing system, which is 67% complete. The estimated cost of the project was revised from \$1,577.6 million to \$1,651.5 million. The estimated expenditure for the period April to September 2021 is \$77.1 million and \$98.3 million for fiscal 2022.

- **Wastewater Network Expansion also known as Modernisation and Wastewater Infrastructure Rehabilitation Improvement Programme:** This programme involves improvement works in the areas of environmental conditions within the country, personnel/staff efficiency and wastewater management operations and maintenance performance. The objectives of the programme are:
 - Takeover, refurbishment, upgrade, integration or decommissioning of malfunctioning wastewater treatment facilities;
 - Personnel / Staff Efficiency;
 - The improvement of wastewater management operational and maintenance performance; and

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ADMINISTRATION



- To improve the environmental conditions of Trinidad and Tobago, by increasing the amount of waste water treated.

The estimated cost of the project was revised from \$320.0 million to \$335.0 million. The estimated expenditure for the period April to September 2021 is \$16.5 million and \$6.5 million for fiscal 2022. The project is 67% complete.

Appendix I

Ministry of Finance, Investments Division

Companies Shareholding List

Wholly owned

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

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LIST OF STATE AGENCIES



7. National Commission for Self-Help Limited	100% GORTT
8. National Entrepreneurship Development Company Limited	100% GORTT
9. National Information and Communication Technology Company Limited	100% GORTT
10. National Infrastructure Development Company Limited	100% GORTT
11. National Maintenance Training and Security Company Limited	100% GORTT
12. National Schools Dietary Services Limited	100% GORTT
13. Port of Spain Shopping Complex Limited	100% GORTT
14. Rural Development Company of Trinidad and Tobago Limited	100% GORTT
15. The CEPEP Company Limited	100% GORTT
16. The Couva Medical and Multi-Training Facility (CMMF) Limited	100% GORTT
17. The Sports Company of Trinidad and Tobago Limited	100% GORTT
18. The Trinidad and Tobago Solid Waste Management Company Limited	100% GORTT
19. The Vehicle Management Corporation of Trinidad and Tobago Limited	100% GORTT
20. Tourism Trinidad Limited	100% GORTT
21. Trinidad and Tobago Creative Industries Company Limited	100% GORTT
22. Trinidad and Tobago Free Zones Company Limited	100% GORTT
23. Trinidad and Tobago Tourism Business Development Limited	100% GORTT
24. Urban Development Corporation of Trinidad and Tobago Limited	100% GORTT
25. Youth Training and Employment Partnership Programme (YTEPP) Limited	100% GORTT
Transport and Communication	
1. TTT Limited	100% GORTT

Total: 43

Majority-Owned

Company Name

Ownership

Energy and Energy Based

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

Financial Services

- | | |
|--|---|
| 1. Agricultural Development Bank of Trinidad and Tobago | 97.2% GORTT, 2.8% Others |
| 2. ExporTT Limited (formerly Business Development Company Limited) | 64.4% GORTT, 34.3% Financial Institutions, 1.3% Other |

LIST OF STATE AGENCIES

- | | |
|---------------------------------|--------------------------------|
| 3. National Enterprises Limited | 66% GORTT, 17% NGC, 17% Others |
|---------------------------------|--------------------------------|

Service

- | | |
|--|-----------------------|
| 1. Point Lisas Industrial Port Development Corporation Limited | 51% GORTT, 49% Others |
|--|-----------------------|

Transport and Communication

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

Total: 8

Less than 50% Ownership

Company Name

Ownership

Financial Services

- | | |
|---|---|
| 1. Development Finance Limited | 49.75% GORTT, Maritime 49.75%, DFL Caribbean 0.5% |
| 2. Trinidad and Tobago Mortgage Finance Company Limited | 49% GORTT, 51% NIB |

Manufacturing and Agro-Based

- | | |
|--|--------------------------------------|
| 1. MIC Institute of Technology Limited | 46.7% GORTT, 14.9% DFL, 38.4% Others |
|--|--------------------------------------|

Transport and Communication

- | | |
|------------------------|---|
| 1. LIAT (1974) Limited | 0.2% GORTT, 1.7% BWIA, 95.8% Reg. Gov't 2.3% Others |
|------------------------|---|

Total: 4



Indirectly Owned

Company Name

Ownership

Energy and Energy Based

1. Atlantic 1 Holdings LLC	10.0% NGC TT LNG Ltd 90% Others
2. Atlantic 4 Holdings LLC	11.11% T&T LNG Co. Ltd. 88.89% Others
3. Atlantic LNG 4 Company of T&T Unlimited	100% Atlantic 4 Holdings LLC
4. Atlantic LNG Company of Trinidad and Tobago Ltd	100 % Atlantic 1 Holdings LLC
5. Base Energy Services and Transportation Co. Ltd	100% C'bean Dockyard & Engineering Services
6. Block 1 (A)	20% NGC E&P Investments Ltd 80% Others
7. Block 3 (A)	20% NGC Caribbean Investments Limited 80% Others
8. Caribbean Dockyard and Engineering Services	100% CL Marine Limited
9. Caribbean Engineering Marine Services Limited	100% CL Marine Limited
10. Caribbean Gas Chemical Limited	20% NGC Petrochemicals Ltd 80% Others
11. CL Marine Limited	100 % NMMSC
12. Downstream Petrochemicals Research and Development Limited	100% NGC Petrochemicals Ltd
13. Heritage Petroleum Company Limited	100% TPHL
14. La Brea Industrial Development Company Limited	91.55% NGC & 8.45% Petrotrin
15. Liquid Fuels Company of Trinidad and Tobago Limited	100% NPMC
16. National Energy Corporation of Trinidad and Tobago Limited	100% NGC
17. NATPET Investments Company Limited	100% NPMC
18. NE (Guyana) Incorporated	100% National Energy
19. NEL Power Holdings Limited	100% NEL
20. NGC Caribbean Investments Limited	100 % NGC
21. NGC CNG Company Limited	100% NGC
22. NGC E&P (Barbados) Limited	100% NGC
23. NGC E&P (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
24. NGC E&P Investments (Barbados) Limited	100% NGC
25. NGC E&P Investments (Netherlands) B.V.	100% NGC E&P Netherlands Cooperatief U.A
26. NGC E&P Investments Limited	100% NGC
27. NGC E&P Netherlands Cooperatief U.A	99.99% NGC E&P Investments (Barbados) Limited 0.01% NGC E&P (Barbados) Limited

LIST OF STATE AGENCIES

28.	NGC Group Captive Insurance (Barbados) Limited	100% NGC
29.	NGC NGL Company Limited	80% NGC & 20% NEL
30.	NGC Petrochemicals Limited	100% NGC
31.	NGC Pipeline Company Limited (NPL)	100% NGC
32.	NGC Trinidad and Tobago LNG Limited	62.16% NGC, 37.84% NEL
33.	Pan West Engineers and Constructors LLC	33.33 % NEL, 33.3% TTUTC, 33.3% NIB
34.	Paria Fuel Trading Company Limited	100% TPHL
35.	Petroleum Company of Trinidad and Tobago Limited	100% TPHL
36.	Petrotrin Panama Incorporated	100% Petrotrin
37.	Phoenix Park Gas Processors Limited	51%NGC NGL 39% TTNGL 10% Others
38.	Point Fortin LNG Exports Limited (PFLE)	19.5% HPCL 80.5% Others
39.	Rene Investments Limited	100% CL Marine Limited
40.	South East Coast Consortium	4% NGC 96% Others
41.	Teri Services Limited	100% CL Marine Limited
42.	The Guaracara Refining Company Limited	100% TPHL
43.	Trinidad and Tobago LNG Limited	100% NGC
44.	Trinidad and Tobago Marine Petroleum Company Limited	80% HPCL, 20% NGC
45.	Trinidad and Tobago NGL Limited	25% NGC & 75% Others
46.	Trinidad Generation Unlimited	100% NIF
47.	Trinidad Nitrogen Company Limited	51% NEL & 49% YARA
48.	TSP Assets (Teak, Samaan, Poui)	15% NGC 85% Others
49.	World GTL Trinidad Limited	100% Petrotrin

Financial Services

1.	Caribbean Leasing Company Limited	100% ExporTT
2.	First Citizens Bank Limited	64.4% FCH & 35.6% Others
3.	First Citizens Bank (Barbados) Limited	100% FCB
4.	First Citizens Brokerage & Advisory Services	100% FCB
5.	First Citizens Costa Rica SA	100% FCB
6.	First Citizens Depository Services Limited (formerly First Citizens Asset Management Limited)	100% FCB
7.	First Citizens Financial Services (St. Lucia) Limited	100% FCB
8.	First Citizens Investment Services Limited	100% FCB
9.	First Citizens Portfolio & Investment Management Services Limited (formerly First Citizens Securities Trading Limited)	100% FCB
10.	First Citizens Trustee Services Limited	100% FCB
11.	Republic Financial Holding Limited	26.1 % NIF, 24.6% CIF, 18.4 % NIB, 30.9% Others



Manufacturing and Agro-Based

- | | | |
|----|-------------------------------------|--|
| 1. | Angostura Holding Limited | 29.9% NIF, 44.9% Rumpro Co. Ltd, 25.2% Others |
| 2. | National Flour Mills Limited. | 51% NEL 49% Others |
| 3. | West Indian Tobacco Company Limited | 5.4 % NIF, 50 % BA Tobacco Investments Ltd, 44.6% Others |

Service

- | | | |
|-----|---|------------------------|
| 1. | International Waterfront Resources Limited | 2 Individuals 50% each |
| 2. | Petrotrin EAP Services Limited | 100% Petrotrin |
| 3. | Point Lisas Terminals Limited | 100% PLIPDECO |
| 4. | Port of Spain Waterfront Development Limited | 100% UDECOTT |
| 5. | Rincon Development Limited | 100% UDECOTT |
| 6. | San Fernando Development Limited | 100% UDECOTT |
| 7. | Trinidad and Tobago Film Company Limited | 100% CreativeTT |
| 8. | Trinidad and Tobago Fashion Company Limited | 100% CreativeTT |
| 9. | Trinidad and Tobago Music Company Limited | 100% CreativeTT |
| 10. | Urban Development Company of San Fernando Limited | 100% UDECOTT |

Transport and Communication

- | | | |
|----|--|---------------------|
| 1. | One Caribbean Media Limited | 23 % NIF 77% Others |
| 2. | Telecommunications Services of Trinidad and Tobago Limited | 51% NEL 49% C&W |

Total: 74

Statutory Corporation

Statutory Authority

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

Total: 8

Appendix II Details of Expenditure

No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	SEIP - 2022				PROJECTED EXPENDITURE TT\$Mn	DETAILS OF PROGRAMMES FOR 2022
			ACTUAL EXPENDITURE TT\$Mn		PROJECTED EXPENDITURE TT\$Mn			
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021		
ECONOMIC INFRASTRUCTURE								
<i>Business and Trade Expansion - Energy Sector</i>								
THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED (NGC)								
<i>Funded by Retained Earnings</i>								
<i>Distribution Pipelines and Related Facilities</i>								
1.01	Replacement of the 4" Pipeline to Longdenville	36.70	6.42	0.01	0.00	0.00	0.00	This project includes engineering design works which is expected to commence in fiscal 2022.
1.02	Charleville Diversion Pipeline	56.36	31.11	14.21	5.70	5.20	0.00	The estimated cost was revised from \$91.17 million to \$56.36 million. The project is scheduled to be completed in fiscal 2021.
1.03	Odeurization Facilities Installation	42.10	27.73	0.76	0.00	0.30	12.90	This project involves the construction of odorization station, along with modifications to existing consumer stations. The remaining stations are expected to commence in fiscal 2022.
1.04	Dragon to Hibiscus Pipeline (formerly known as Dragon Field via NCMA pipeline)	236.18	0.00	0.00	0.00	0.00	0.00	The project is on hold.
1.05	Alternative Gas Supply to TGU/LUE	14.00	9.25	3.00	0.00	0.70	0.00	The project is scheduled to be completed in fiscal 2021.
1.06	PPVS Main Bypass	65.00	0.00	0.00	0.00	0.00	0.00	The project is on hold.
1.07	16" Low Pressure Switch Over	6.92	0.16	0.50	0.06	4.13	1.13	Construction works is scheduled to be completed in fiscal 2022.
1.08	Pipeline from Grenada to Point Lisas	3,385.00	0.00	0.00	0.00	0.00	0.00	The project is on hold.
1.09	Union Estate Gas Receiving Facility - Control Room Building	13.00	0.00	0.00	0.00	0.00	0.00	NGC is reassessing its operational controls. The project is on hold.
1.10	Guaracara Refinery Gas Supply	15.00	0.00	0.00	0.00	0.00	0.00	The project is expected to be completed in fiscal 2023, however works are yet to commence.
Sub Total		3,870.26	74.67	18.48	5.76	10.33	14.03	

RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC



No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL EXPENDITURE TT\$m				PROJECTED EXPENDITURE TT\$m		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
							0.00	0.00	
	Natural Gas to (CNG) Stations - The CNG Initiative								
1.11	Construction of a Pipeline and Metering Infrastructure for CNG Filling Stations	36.00	4.89	0.35	5.08	18.33	16.18		The NPMC Munroe Road Service Station – CNG System Metering Station project was completed. Four (4) NGC CNG pipeline/metering stations are scheduled to be completed in fiscal 2022.
1.12	Implementation of the CNG initiative: Phase 1	271.00	109.86	33.81	21.47	32.40	44.88		It is expected that 7 CNG supply points will be added to the network in 2022. At the end of 2022, there will be a total of 27 supply points inclusive of NGC CNG Preysal Flagship Station.
	Sub Total	307.00	114.75	34.16	26.55	50.73	61.06		
	Modification Works								
1.13	Liquid Contingency Handling at PPVS	50.00	34.16	0.48	0.00	2.60	24.00		This project is done in phases. Phase 1 is expected to commence in fiscal 2021 and is expected to be completed in fiscal 2023. Phase 2 is expected to be completed in fiscal 2024.
1.14	Union Gas Receiving Facility Upgrade	36.62	7.79	6.21	3.45	1.80	0.00		The second phase is scheduled to be completed in fiscal 2021.
1.15	LABICO Berth 2 Paving and Drainage Project	33.90	0.00	0.00	0.00	3.90	30.00		The project is scheduled to be completed in fiscal 2022.
1.16	Replacement of five (5) Metering Stations	3.60	0.00	0.00	0.00	0.30	3.30		This project involves the refurbishment of the Picton, AUM, Yara and Tringen 1&2 Metering Stations.
	Sub Total	124.12	41.95	6.69	3.45	4.70	27.30		
	Beachfield Facilities								
1.17	Beachfield Condensate Stabilization Project	246.00	21.39	104.30	51.16	5.20	30.45		This project is done in phases. Phase 1 is scheduled to be completed in fiscal 2022 and phases 2 and 3 are expected to be completed in fiscal 2024. The estimated cost was revised from \$650.00 million to \$246.00 million.
1.18	Beachfield Firewater Project	105.00	5.46	13.27	22.78	15.50	24.00		This project involves new facilities for additional firewater protection, 4" & 6" condensate pipelines and other infrastructure.
1.19	24" to 56" Interconnect Project (formerly known as Domestic Interconnect to Beachfield)	5.00	0.00	0.00	0.00	3.60	1.60		The estimated cost was revised from \$27.50 million to \$5.00 million. The project is scheduled to be completed in fiscal 2022.
	Sub Total	356.00	26.85	117.57	73.94	24.30	56.05		
	Other Projects								
1.20	New Signature Corporate Complex (formerly known as Corporate Building)	75.00	0.00	0.00	0.00	0.00	0.00		The project is on hold.
1.21	Refurbishment of Warehouse Facility	15.00	13.90	3.03	4.65	1.80	0.00		The project is scheduled to be completed in fiscal 2021.
1.22	Carbon Dioxide Pipeline Project	0.80	0.00	0.00	0.00	0.00	0.00		The project is on hold.
1.23	Implementation of Pipeline Simulation Software	6.20	2.48	0.00	0.29	0.00	0.00		The project is completed.
1.24	UIE Control and Safety System Upgrade	2.50	0.00	0.59	0.25	1.66	0.00		The project is scheduled to be completed in fiscal 2021.
1.25	Implementation of EFM for Custody Transfer	4.76	1.56	0.79	0.41	0.90	1.10		This project is being executed in 4 phases. The project is scheduled to be completed by December 2022.

SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME Tt\$Mn	ACTUAL EXPENDITURE Tt\$Mn				PROJECTED EXPENDITURE Tt\$Mn		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
								EXPENDITURE Tt\$Mn	
1.26	Corporate Upgrade	36.00	0.00	0.00	0.00	9.30	9.70	This project involves the upgrade of office spaces at NGC's Orinoco House (Head Office) and Pacific House (Warehouse Complex).	
1.27	Cove Control System Replacement	3.00	0.00	0.00	0.00	0.00	3.00	This project's objective is to develop and issue the tender in 2021 and execute work onsite in 2022	
	Sub Total	143.26	17.94	4.41	5.60	13.66	13.80		
	Retained Earnings	4,800.64	276.16	181.31	115.30	103.72	172.24		
	Total - NGC	4,800.64	276.16	181.31	115.30	103.72	172.24		
NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (National Energy)									
Funded by Retained Earnings									
2.01	Upgrade of Savonetta Pier (1,2,3 and 4)	79.25	25.22	3.69	5.15	3.84	41.35	This project involves the upgrade to equipment and infrastructure at SP1, SP2, SP3 & SP4.	
2.02	Refurbishment of vessels	97.66	58.78	13.99	7.40	2.00	15.49	This project involves the overhaul of engines and transmission to maintain asset integrity and National Energy Lloyd's classification.	
2.03	Union Industrial Estate Water Reticulation and Firewater System	11.20	0.00	6.61	0.89	0.50	3.20	This project is scheduled to be completed in fiscal 2022.	
2.04	Acquisition of Azimuth Stem Drive (ASD) Tugboat	55.47	0.00	0.00	0.00	0.00	55.47	This project involves the acquisition of a 65 Ton ASD tugboat to compliment the existing fleet of vessels. The project is expected to commence in fiscal 2022.	
	Retained Earnings	243.58	84.00	24.29	13.44	6.34	115.51		
	Total - NEC	243.58	84.00	24.29	13.44	6.34	115.51		
LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)									
Funded by Retained Earnings									
3.01	Upgrade of the Drain Corridor	6.07	3.78	0.00	0.00	0.00	2.29	This work is necessary to facilitate proper water run off on LABIDCO Estate.	
3.02	Well Re-abandonment	10.00	0.00	0.00	0.00	0.00	10.00	This project involves the capping of hydrocarbon wells on the LABIDCO Estate. The project is expected to commence in fiscal 2022.	
3.03	Upgrade of the New Port & Security Building	5.00	0.00	0.00	0.34	0.00	4.66	This project involves the upgrade of accommodation to house Customs, Immigration and Security at port entrance inclusive of CCTV system.	
3.04	Upgrade of Secondary Access Roads	11.00	4.20	0.00	0.00	0.00	6.80	This project involves the maintenance of the road infrastructure on the LABIDCO Estate.	
3.05	Installation of Fire Water System at Port of Brighton	1.50	0.00	0.00	0.00	0.00	1.50	This project involves the procurement and installation of a fire water system at Berth 2, La Brea. This is a requirement to facilitate discharging operations by users of the facility.	
	Retained Earnings	33.57	7.98	0.00	0.34	0.00	25.25		
	Total - LABIDCO	33.57	7.98	0.00	0.34	0.00	25.25		

RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC



SEIP - 2022							DETAILS OF PROGRAMMES FOR 2022	
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME Tt\$Mn	ACTUAL EXPENDITURE Tt\$Mn			PROJECTED EXPENDITURE Tt\$Mn		
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021		OCT 2021 TO SEPT 2022
HERITAGE PETROLEUM COMPANY LIMITED (HPCL)								
Funded by Retained Earnings								
Offshore								
4.01	Installation of Subsea Electrical Cables	2.00	0.00	0.00	0.00	2.00	0.00	The estimated cost was revised from \$5.00 million to \$2.00 million. The project is scheduled to be completed in fiscal 2021.
4.02	Southwest Pipelines and Infrastructural Works (formerly Infrastructural Works)	256.83	18.20	9.60	0.55	46.10	161.00	This project involves the installation of pipelines and a small riser platform for the Southwest work programme.
4.03	Repair of Offshore Slops Systems	90.00	0.00	0.00	0.00	0.00	0.00	This project has been deferred due to resource constraints.
4.04	Strengthening, Modification and Repair to Platforms	186.00	0.00	0.00	0.00	24.62	42.00	This project involves the installation of jacket sleeves and braces to extend the life of structures to 15 years. The estimated cost was revised from \$122.85 million to \$186.00 million. The project is ongoing.
4.05	Project Reporting System	15.00	0.00	0.00	0.00	1.50	12.00	This project involves the replacement of the current well information system and includes software solution and implementation cost. The estimated cost was revised from \$4.00 million to \$15.00 million.
4.06	2020-2021 Workovers (CAPEX)	11.80	0.00	0.00	0.00	11.80	0.00	The workover campaign commenced in February 2021 and is scheduled to be completed in June 2021. The estimated cost was revised from \$25.08 million to \$11.80 million.
4.07	Drilling East Field	72.15	0.00	0.00	0.83	18.32	53.00	This project involves the acquisition of long lead items to support drilling for Cluster and Well build within Soldado East Field. The project is scheduled to be completed in fiscal 2022.
4.08	Replacement of Boat Landings on PL 21 and BS 209	6.26	0.00	0.00	0.00	6.26	0.00	This project involves the fabrication and installations of new landings. The estimated cost was revised from \$10.26 million to \$6.26 million. The project is scheduled to be completed in fiscal 2021.
4.09	Pile & Structure Restoration for Remote Locations (CL#12 and RP#3)	8.26	0.00	0.00	0.00	8.26	0.00	This project involves the repair and replacement of severely corroded pipe sections and structural members. The estimated cost was revised from \$50.26 million to \$8.26 million. The project is scheduled to be completed in fiscal 2021.
4.10	Oil Spill and other HSSE Equipment 2021	1.00	0.00	0.00	0.00	1.00	0.00	The estimated cost was revised from \$2.00 million to \$1.00 million. The project is scheduled to be completed in fiscal 2021.
4.11	Oil Spill / Emergency Response Equipment	3.00	0.00	0.00	0.00	3.00	0.00	This project involves the acquisition of an oil spill boom. The project is scheduled to be completed in fiscal 2021.
4.12	Generators Purchase	4.99	0.00	0.99	0.00	4.00	0.00	This project involves the procurement of 13 generator units.

No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL EXPENDITURE TT\$m				PROJECTED EXPENDITURE TT\$m		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
4.13	Bulk Water Tank Replacement	0.30	0.00	0.00	0.30	0.00	0.00	0.00	This project involved the removal of 3 obsolete and corroded steel water tanks and tank stands on the Marine Base. The project was completed in fiscal 2021.
4.14	Purchase of Cargo boxes and Tools and Equipment	1.62	0.00	0.00	0.13	1.49	0.00	0.00	This project involves the acquisition of 3 certified cargo boxes. The project is scheduled to be completed in fiscal 2021.
4.15	Refurbishment of Remote Deck 1	3.30	0.00	0.00	0.00	3.30	0.00	0.00	This project involves the upgrade of the Remote Deck 1 to function as the main power generating facility and the main hub for personnel operating in South West Soldado. The estimated cost was revised from \$3.41 million to \$3.30 million. The project is scheduled to be completed in fiscal 2021.
4.16	Platform 14 Boat Landing	9.52	0.00	0.00	0.00	3.52	6.00	6.00	The project is required to satisfy insurer's requirements as the platform exhibits moderate lateral movements during marine vessel approach and mooring as well as during rough sea conditions. The project is scheduled to be completed in fiscal 2022.
4.17	Bulk Oil Trunk Line from SWS to Riser Platform 1	253.00	0.00	0.00	0.00	0.00	15.00	15.00	This project involves the Front-End Engineering and Design for the bulk oil trunk line from SWS to Riser Platform 1, including the installation of pipeline and risers. The project is expected to commence in fiscal 2022.
4.18	Marine Base Improvement 1	0.50	0.00	0.00	0.00	0.00	0.50	0.50	This project is for furniture acquisition and major upgrade activities at the Marine Base. This project is being done on a phase basis and phase 1 is scheduled to be completed in fiscal 2022.
4.19	Cathodic Protection Retrofit/Upgrades and Inspection Tools Acquisition	1.20	0.00	0.00	0.00	0.00	1.20	1.20	This project involves the purchase of inspection tools. The project is scheduled to be completed in fiscal 2022.
4.20	Installation of Minimal Landings - Ten (10)	6.00	0.00	0.00	0.00	0.00	1.20	1.20	This project involves the design, fabrication and installation of landings on various platforms.
4.21	Electrical and Instrumentation (measurements) Upgrades and Acquisitions	40.00	0.00	0.00	0.00	0.00	8.00	8.00	This project is for measurement system upgrade and is expected to commence in fiscal 2022.
4.22	Terminal Operating System Software and Radar System	1.50	0.00	0.00	0.00	0.00	1.00	1.00	This project involves the purchase and installation of a Terminal Operating System Software within a two-year period and is expected to commence in fiscal 2022.
4.23	Scrubber/Slug Catcher Installation and New Technologies	8.00	0.00	0.00	0.00	0.00	2.00	2.00	This project involves the acquisition and installation of 4 scrubber/slug catcher on Compressor Platform 4, Block Station 16, Riser Platform 13 and Well S-719 and is expected to commence in fiscal 2022.
4.24	Integrity Portfolio Plan	609.00	0.00	0.00	0.00	0.00	0.80	0.80	This project involves the execution of significant asset integrity upgrades on facilities containing compressors / processing equipment throughout the Soldado Fields and is expected to commence in fiscal 2022.

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SEIP - 2022										
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn				PROJECTED EXPENDITURE TT\$Mn			DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
			0.00	0.00	0.00	0.00	0.00	10.00		This project is to facilitate SCADA system and architecture upgrade, implementation of a service desk solution, drone technology implementation, upgrade of the network architecture infrastructure and artificial intelligence and automation on platforms and is expected to commence in fiscal 2022.
	Sub Total	1,667.22	18.20	10.59	1.81	135.16	313.70			
4.26	Land Development Drilling Land - Fiscal Year 2022	122.50	0.00	0.00	0.00	17.50	105.00			This project involves the drilling primary wells, 2 will commence in fiscal 2021 and an additional 8 wells will be drilled in fiscal 2022.
4.27	Enhanced Oil Recovery (EOR) Pilot Projects - Land - FY 2020	12.06	0.00	1.06	0.00	7.95	3.05			This project involves pilot testing of reservoirs for improved oil recovery implementation. The estimated cost was revised from \$16.36 million to \$12.06 million. The project will be carried forward in fiscal 2022.
4.28	Production Optimization - Land - FY 2020	19.46	0.00	6.93	4.19	6.11	2.23			This project involves field revitalization. The estimated cost was revised from \$16.90 million to \$19.46 million. This project is scheduled to be completed in fiscal 2022.
4.29	Heavy Workovers - New Reserve Type (NRT) - Land - FY 2021	14.40	0.00	0.00	0.00	14.40	0.00			The project was completed.
4.30	Operations Technology - Capital Equipment	6.47	0.00	0.62	1.40	1.85	2.60			This project involves procurement of specialised testing equipment for 2 departments namely HPC/Lab and Drilling and Workover. The estimated cost was revised from \$5.50 million to \$6.47 million. The project is scheduled to be completed in fiscal 2022.
4.31	Capital Equipment - Contingency	9.02	0.00	0.62	0.00	4.40	4.00			This project involves the procurement of critical capital equipment. The estimated cost was revised from \$7.00 million to \$9.02 million. The project is ongoing.
4.32	Incident Command Post - HSSE	0.00	0.00	0.00	0.00	0.00	0.00			This project involves the procurement of equipment and software required for the HPC/L Incident Command Centre. The project was moved to Corporate and merged with HSSE project.
4.33	East & West Bridge Maintenance Upgrade Programme	2.83	0.00	0.00	0.00	0.00	0.00			The project was re-classified as a non-capital project.
4.34	Land Metering System	2.50	0.00	0.00	0.00	0.50	2.00			This project involves the installation of meters at key transfer points to 7 Tank Farms. The project was revised from \$4.00 million to \$2.50 million. The project is scheduled to be completed in fiscal 2022.
4.35	Operations & Maintenance Equipment	6.50	0.00	0.00	0.00	5.50	1.00			This project involves the procurement of long lead/high cost electrical and instrument equipment required for critical assets. The project is scheduled to be completed in fiscal 2022.

No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$m	ACTUAL EXPENDITURE TT\$m				PROJECTED EXPENDITURE TT\$m		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
							0.00	0.00	
4.36	Electrical Upgrade - HPCL Lab	1.80	0.00	0.00	0.00	0.00	1.20	0.60	This project involves the electrical rewiring of the HPCL Lab Buildings and installation of an upgraded UPS System. The estimated cost was revised from \$1.20 million to \$1.80 million. The project is scheduled to be completed in fiscal 2022.
4.37	Operations & Maintenance - Field Rationalisation Study	2.00	0.00	0.00	0.00	0.00	0.00	2.00	This project involves gas capture, reduction of stations and rationalization of the fields. The project is scheduled to be completed in fiscal 2022.
4.38	Operations & Maintenance - New Technology Project	2.00	0.00	0.00	0.00	0.00	0.00	2.00	This project involves the procurement and implementation of proven technologies for HPCL. The project is scheduled to be completed in fiscal 2022.
4.39	Instrumentation Upgrade Project	1.50	0.00	0.00	0.00	0.00	0.00	1.50	This project involves the HPCL SCADA upgrade and the implementation of end devices to monitor the field (Surveillance and Control Systems). The project is scheduled to be completed in fiscal 2022.
4.40	Major Roadworks and Bridge Upgrade Project	6.00	0.00	0.00	0.00	0.00	0.00	6.00	This project involves infrastructure upgrade and improving major thoroughfare areas for rig movements. The project is scheduled to be completed in fiscal 2022.
4.41	Asset Integrity Upgrade Project	13.50	0.00	0.00	0.00	0.00	0.00	13.50	This project involves transfer lines, flowlines, pressure vessels, tanks, pumps, relief valves, quality (fluid composition) and electrical upgrades. The project is scheduled to be completed in fiscal 2022.
4.42	IOR Project - Fiscal Year 2022	40.40	0.00	0.00	0.00	0.00	0.00	40.40	This project is scheduled to be completed in fiscal 2022.
4.43	CAPEX Reactivations/Recompletions - Fiscal Year 2022	6.74	0.00	0.00	0.00	0.00	0.00	6.74	This project involves 8 reactivations. The project is scheduled to be completed in fiscal 2022.
	Mid-Stream Sub Total	269.68	0.00	9.23	5.59	59.41	192.62		
4.44	New Tank Farm and Terminal Hub	1.50	0.00	0.00	0.75	0.75	0.75	0.00	This project involves the upgrade of tanks, piping, pumps, water treatment and terminal facilities at the Point Fortin Adventure Tank Farm and Terminal. The estimated cost was revised from \$75.00 million to \$1.50 million. The project is on hold.
4.45	Automation (previously Upgrade of Metering Systems)	60.00	0.00	0.33	0.00	2.00	2.00	8.86	This project involves the roll out of metering including tank level monitoring systems and consists of phases with the testing phase to be completed in fiscal 2021. The project is expected to be completed in fiscal 2024.
4.46	Tankage, Pipeline and Distribution Network Assessment	198.49	0.00	8.85	0.51	12.15	40.16		This project involves the implementation of Tankage Integrity Management Plan, Pipeline Integrity Management Plan and coating upgrades on service lines with associated maintenance contracts. The estimated cost was revised from \$66.20 million to \$198.49 million. The project is expected to be completed in fiscal 2026.

RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC



SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn				PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
4.47	MS - Greenhouse Gas Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	This project involves a consultancy to determine the gas inventory and the development of plans to monitor and control values. The project was moved to Corporate and merged with HSSE Equipment project.
4.48	License to Operate (previously Emergency Response/Safety Equipment)	85.33	0.00	0.00	1.08	2.12	20.22		This project involves the implementation of safety and environmental upgrades on tank farms. The project is expected to be completed in fiscal 2026.
4.49	Civil Assets	67.87	0.00	0.00	0.00	0.00	15.75		This project involves civil type works in tank farms. The project is expected to be completed in fiscal 2026.
4.50	Decommissioning	26.96	0.00	0.00	0.00	0.00	6.74		This project involves the safe decommissioning of out of service tanks in Adventure and Los Bajos Tank Farms. The project is expected to be completed in fiscal 2026.
	Sub Total	440.15	0.00	9.18	2.34	17.01	91.74		
Joint Ventures									
4.51	Teak, Samaan and Pou (TSP) Joint Venture	161.37	25.60	26.19	12.00	45.35	52.23		This is a joint venture agreement between HPCI, Perenco Trinidad & Tobago Limited and NGC. Main projects -TSP Prospect Power & Electric Submersible Pumps (ESP) Phase 2 - Power Generation Platform and Heavy Workovers. The estimated cost of the project was revised from \$146.38 million to \$161.37 million.
4.52	Central Block Joint Venture	43.57	6.50	8.30	2.13	9.78	16.85		This is a joint venture between HPCI and Shell Trinidad Central Block Limited. The estimated expenditure is based on operations and facilities upgrade and asset reliability maintenance. The estimated cost of the project was revised from \$19.76 million to \$43.57 million.
4.53	North Coast Marine Acreage (NCMA) Joint Venture, Block 9	22.46	4.13	4.70	9.69	3.95	0.00		This is a joint venture between HPCI and Shell Trinidad and Tobago Limited. The estimated cost was revised from \$39.04 million to \$22.46 million.
4.54	Galeola Joint Venture	7.70	2.96	1.95	0.28	2.50	0.00		This is a joint venture between HPCI and Trinity Exploration and Production (Galeola) Limited. This expenditure is for license obligations. The estimated cost was revised from \$10.74 million to \$7.70 million.
4.55	Block 22	132.53	5.39	62.41	29.17	35.55	0.00		This is a joint venture between HPCI and BG International Limited. The estimated cost was revised from \$135.35 million to \$132.53 million.
4.56	NCMA 4	183.76	10.60	65.57	56.44	51.15	0.00		This is a joint venture between HPCI and BG International Limited. The estimated cost was revised from \$186.48 million to \$183.76 million.
4.57	Rio Claro Block (RCE)	1.97	0.49	0.48	0.00	1.00	0.00		This is a joint venture between HPCI and Lease Operators Limited. The estimated cost of the project was revised from \$10.50 million to \$1.97 million.
4.58	Southeast Coast Consortium (SECC) Joint Venture	111.38	3.23	78.60	24.13	2.72	2.70		This is a joint venture between HPCI, EOG Resources Trinidad Limited and NGC. Main work programme for fiscal 2022 involves maintenance capex. The estimated cost was revised from \$105.84 million to \$111.38 million.

No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME Tt\$Mn	ACTUAL EXPENDITURE Tt\$Mn				PROJECTED EXPENDITURE Tt\$Mn		DETAILS OF PROGRAMMES FOR 2022	
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022	PROJECTED EXPENDITURE Tt\$Mn		
								APRIL 2021 TO SEPT 2021		OCT 2021 TO SEPT 2022
4.59	Block 3A	304.90	43.87	155.99	105.04	0.00	0.00	0.00	This is a joint venture between HPCL, BHP Billiton (Trinidad 3-A) Limited, Chaoyang Petroleum (Trinidad) Block 3A Limited and NCC E&P Netherlands Cooperatief U.A. The estimated cost was revised from \$154.49 million to \$304.90 million.	
4.60	St Mary's	0.00	0.00	0.00	0.00	0.00	0.00	0.00	This is a joint venture between HPCL and Range Resources. No production expected for fiscal 2022.	
4.61	Pt. Liguere, Guapo Bay, Brighton Marine (PGB)	1.98	0.00	0.08	0.01	1.02	0.87	0.87	This is a joint venture between HPCL and Oilbelt Services.	
4.62	Ortoire	39.10	0.00	0.00	0.00	8.77	30.33	30.33	This is a joint venture with Pimera Oil & Gas. Works to be continued in fiscal 2022 for piping (file-in) and service facilities. The estimated cost was revised from \$24.42 million to \$39.10 million.	
4.63	Moruga West Joint Venture	4.95	0.00	0.00	0.00	0.23	4.72	4.72	This is a joint venture between HPCL and Trinidad Energy Limited.	
	Corporate	1,015.67	102.78	404.27	238.88	162.03	107.70	107.70		
4.64	IT Software	182.52	0.00	14.75	21.98	42.27	78.72	78.72	This project involves deployment of various IT Applications and software. The estimated cost was revised from \$90.32 million to \$182.52 million. The project is expected to be completed in fiscal 2024.	
4.65	IT Assets & Infrastructure	11.44	0.00	9.33	-0.38	1.68	5.50	5.50	This project involves the continuous purchase and upgrade of laptops and servers as well as specialised equipment for Geoscientists and other specialists. The estimated cost was revised from \$16.90 million to \$11.44 million.	
4.66	Security Infrastructure	7.82	0.00	3.39	0.28	3.55	4.04	4.04	This project involves access control for all buildings. The estimated cost was revised from \$5.86 million to \$7.82 million. The project is scheduled to be completed in fiscal 2022.	
4.67	Upgrade of Facilities and Fittings	36.94	0.00	0.41	0.01	8.38	28.14	28.14	This project involves the upgrade to Heritage facilities, furniture and fittings. The estimated cost was revised from \$2.74 million to \$36.94 million. The project is scheduled to be completed in fiscal 2022.	
4.68	Technical Services - Land & Offshore - FY 2020	146.26	0.00	0.00	0.00	18.20	63.36	63.36	This project involves the upgrade of data handling capabilities within the Land & Offshore Divisions including log and well file digitization; upgraded data storage facility and new software acquisition. The estimated cost was revised from \$35.10 million to \$146.26 million. The project is expected to be completed in fiscal 2026.	
4.69	HSSE Project	53.20	0.00	0.00	0.00	1.52	17.96	17.96	This project involves the purchase of 3 Fire Tenders and 3 ambulances; fire extinguishers for operational facilities and buildings; two Swellpro drones; oil spill response equipment and Greenhouse Gas inventory. The project is expected to be completed in fiscal 2026.	

RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC



SEIP - 2022										
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn			PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022		
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
4.70	Branding	34.48	0.00	0.00	0.00	0.00	0.00	21.00		This project involves the enhancement of HPCCL brand. The project is expected to be completed in fiscal year 2024.
	Sub Total	472.66	0.00	27.87	21.89	75.59	449.20	218.73		
	Retained Earnings	3,865.39	120.98	461.15	270.51	449.20	449.20	924.48		
	Total HPCCL	3,865.39	120.98	461.15	270.51	449.20	449.20	924.48		
PARIA FUEL TRADING COMPANY LIMITED (Paria)										
Funded by Retained Earnings										
5.01	Tankage	20.00	0.00	0.00	0.00	0.00	0.00	20.00		This project involves Gas and Oil Tank Storage capability with increasing storage capacity in Tank 68 and BSS and commencing works on Tank 74 Bund and the restoration of another out-of-service crude tank.
5.02	Fire Protection	7.13	0.00	0.00	0.00	0.00	0.00	7.13		This project involves ensuring adequate and functional Fire Protection Suppression Systems including foam capability and automation, primarily at the Bond facilities.
5.03	Electrical Upgrades	12.20	0.00	0.00	0.00	0.00	0.00	12.20		This project involves the upgrade of the site's obsolete electrical equipment to improve reliability. The project is scheduled to be completed in fiscal 2022.
5.04	Environmental Upgrades/Protection	11.40	0.00	0.00	0.00	0.00	0.00	11.40		This project involves satisfying the water pollution rules for the site's effluent and works on the upgrade of the waste water treatment system will commence.
5.05	ICT	3.26	0.00	0.00	0.00	0.00	0.00	3.26		This project involves the improvement of efficiency with upgrade of SAP to S/4 Hana and upgrading LIMS and replacing COMMIS.
5.06	Terminal Operational Upgrades	15.95	0.00	0.00	0.00	0.00	0.00	15.95		This projects involves the infrastructural works to support Paria's product slips to allow loading at the berths.
5.07	Laboratory Upgrade	0.75	0.00	0.00	0.00	0.00	0.00	0.75		This project involves the alignment with the laboratory's accreditation status, and purchase of necessary equipment to replace aging and redundant equipment.
	Retained Earnings	70.69	0.00	0.00	0.00	0.00	0.00	70.69		
	Total - Paria	70.69	0.00	0.00	0.00	0.00	0.00	70.69		

SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME Tt\$Mn	ACTUAL EXPENDITURE Tt\$Mn				PROJECTED EXPENDITURE Tt\$Mn		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
								17.66	
TRINIDAD & TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NPMC)									
<i>Funded by Retained Earnings</i>									
6.01	Service Station Upgrades	39.58	17.66	3.84	2.08	0.00	0.00	0.00	This project involves the full upgrade of three sites - NPMC O'Meara, NPMC Cross Crossing, Wade Mitchell, Maraval. NPMC O'Meara was completed in fiscal 2020. NP Cross Crossing project is currently suspended and Wade Mitchell, Maraval is on hold. The estimated cost of the project was revised from \$40.08 million to \$39.58 million.
6.02	Construction of New to Industry (NTI) Service Stations	97.44	7.80	8.89	25.41	6.87	6.87	6.87	This project involves NPMC Sangre Grande, NPMC Mayaro (East), NP Preysal Couva (NP/NGC-CNG) and preliminary work at NPMC Grand Bazaar. NP Preysal was completed and commissioned on September 22, 2021. The estimated cost of the project was revised from \$97.18 million to \$97.44 million.
6.03	Upgrade of the Fire Water Pumps and Fire Suppression System	13.42	7.61	0.00	0.06	1.55	1.55	1.55	This project involves the Foam Chambers and Piping to storage tanks, 1 New Salt Water Fire Pump, 1 Fire Water Pump and 1 Fire Suppression System. The estimated cost of the project was revised from \$10.87 million to \$13.42 million.
6.04	Acquisition of LPG Cylinders and Valves	12.00	99.29	12.63	11.61	6.00	6.00	6.00	Annual Additions/Replacements for rejected cylinders. The estimated cost was revised from \$19.00 million to \$12.00 million.
6.05	Upgrade of the Retail Sales Company and Dealer Operated Networks	49.76	37.69	2.64	5.91	1.76	1.76	1.76	This project involves the outfitting and rebranding of service stations. The estimated cost was revised from \$47.45 million to \$49.76 million.
6.06	Upgrade of Tobago's Terminal	8.00	1.30	0.00	0.00	1.10	1.10	1.10	This project involves infrastructural changes to the LPG Filling Plant, Administration Building, perimeter lighting and other facilities.
6.07	Refurbishment & Expansion of Delivery Sub-Sea Line in Tobago	12.18	1.00	2.58	0.00	4.30	4.30	4.30	This project involves the redesign of the line used to discharge product from vessels into terminal storage in Tobago. The estimated cost was revised from \$10.00 million to \$12.18 million. The project is ongoing.
6.08	Fuel Upgrades at Dealer Sites	17.59	1.71	1.04	1.88	2.70	2.70	2.70	This project involves the upgrade of fuel storage and equipment at Larry Moonan, Rio Claro, Ramballack, Penal and Mambode, Guico. Works at Princes Town was completed, Larry Moonan, Rio Claro and Ramballack, Penal are in the initial stage. The estimated cost of the project was revised from \$11.25 million to \$17.59 million.
6.09	Upgrade of the Emergency Notification System	1.50	0.06	0.03	0.00	0.19	0.19	0.19	This project involves the upgrade of the alarm systems at outstations.
6.10	Refurbishing of Tobago Terminal Perimeter fence	2.00	0.66	0.00	0.39	0.35	0.35	0.35	This project involves the construction of the southern and western portions of the fence which was completed in fiscal 2021.
6.11	Sufferance Wharf	13.19	0.00	0.01	0.00	1.00	1.00	1.00	This project involves the construction of a covered loading area to facilitate the export and import of containers and Government customs inspection. The estimated cost of the project was revised from \$1.58 million to \$3.24 million.
6.12	Export Loading Bay	3.24	0.04	0.00	0.77	1.21	1.21	1.21	

RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC



SEIP - 2022										
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn				PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022	
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
6.13	Purchase of One (1) Hydrant Dispenser (formerly purchase of two (2) hydrant dispensers)	3.00	0.00	1.14	0.00	0.00	0.75	0.75	The contract has been terminated and will be re-tendered.	
6.14	Construction of Bunkering Facilities	30.12	0.00	0.00	0.00	0.00	2.87	2.87	This project involves the construction of Bunkering Facilities at the Labidco, Galeota and Port of Spain ports. The estimated cost was revised from \$15.90 million to \$30.12 million.	
6.15	Sea Lobe Road Paving	3.40	0.00	0.00	1.69	0.00	0.00	0.00	This project involves the upgrade of the driveway and compound. The eastern and western areas of the Car Park have been completed.	
6.16	Grease Plant Upgrade	12.50	0.00	0.00	0.00	0.00	0.00	0.00	This project involves the upgrade of the Grease Plant to ensure a steady supply of product to the market. Tendering process is completed, works to commence in fiscal 2022.	
6.17	Point of Sales Equipment /Fuel Controllers (formerly Point of Sales Equipment (EMV) units)	12.39	0.67	3.34	7.06	0.66	0.66	0.66	This project involves the upgrade of the current Pay at the Pump System to read the new chip card system. The estimated cost was revised from \$9.85 million to \$12.39 million.	
6.18	Refurbishing of White-Oil & LPG Tanks in Tobago	2.87	0.00	0.66	0.62	0.80	0.80	0.80	This project involves the refurbishment of 9 white oil and 12 LPG bullets. The estimated cost was revised from \$1.50 million to \$2.87 million. The project is scheduled to be completed in fiscal 2022.	
6.19	Procurement of One (1) Refueller	3.00	0.00	0.00	0.00	0.00	0.75	0.75	This project involves the procurement of a Refueller at Plarco, to ensure 100% reliability for refuelling of aircraft.	
6.20	Automatic Case Packer Rotary Line	1.80	0.00	0.00	0.00	0.00	0.45	0.45	This project involves the procurement of an Automatic Case Packer.	
	Retained Earnings	338.98	175.49	36.80	57.47	33.32	33.32	33.32		
	Total - NPMC	338.98	175.49	36.80	57.47	33.32	33.32	33.32		
	LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)									
	Funded by Company Debt									
7.01	Construction of a Cold Mill TLA Plant	60.00	0.00	0.00	0.00	0.00	0.00	60.00		This project involves the construction of a new plant.
	Funded by Retained Earnings									
7.02	Acquisition of Computers and IT Equipment (formerly Acquisition of Software and Computers)	7.26	5.90	0.53	0.00	0.00	0.50	0.33		This project involves the acquisition of software and computer equipment, inclusive of a security camera system.
7.03	Upgrade to Existing Facilities									
7.04	Construction of a Cold Mill TLA Plant	66.14	20.81	3.72	2.00	1.00	1.00	38.61		This project involves upgrade of existing facilities including a Boiler, Emulsion Plant, Container Storage Yard and Expanded Warehouse Facilities.
7.05	Acquisition of Laboratory Testing Equipment	9.20	4.50	0.00	0.00	0.00	0.00	4.70		This project involves the construction of a new plant.
7.06	Development of onsite Bitumen storage facilities	20.00	0.00	0.00	0.00	0.00	0.00	10.00		This project involves the acquisition of laboratory testing equipment.
7.07	Bitumen Refinery Plant	34.00	0.00	0.00	0.00	0.00	0.00	60.00		This project involves adequate storage of Bitumen.
	Company Debt	60.00	0.00	0.00	0.00	0.00	0.00	60.00		This project involves establishing a Bitumen Refinery Plant.
	Retained Earnings	164.60	31.21	4.25	2.00	1.50	1.50	53.64		
	Total - LATT	224.60	31.21	4.25	2.00	1.50	1.50	113.64		
	Total - Business & Trade Expansion Energy Sector	9,577.44	695.83	707.79	459.06	594.08	1,455.13			

2022 STATE ENTERPRISES INVESTMENT PROGRAMME

SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME Tt\$Mn	ACTUAL EXPENDITURE Tt\$Mn			PROJECTED EXPENDITURE Tt\$Mn		DETAILS OF PROGRAMMES FOR 2022	
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
Agriculture									
NATIONAL AGRICULTURAL MARKETING AND DEVELOPMENT CORPORATION (NAMDEVCO)									
Funded by Retained Earnings									
8.01	Southern Wholesale Market - Fish and Meat Block	2.50	0.00	0.00	0.00	0.00	0.00	0.00	The project is deferred.
	Retained Earnings	2.50	0.00	0.00	0.00	0.00	0.00	0.00	
	Total - NAMDEVCO	2.50	0.00	0.00	0.00	0.00	0.00	0.00	
	Total - Agriculture	2.50	0.00	0.00	0.00	0.00	0.00	0.00	
Business Facilitation									
EVOLVING TECHNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY LIMITED (eTeck)									
Funded by GoRTT Serviced Loan									
9.01	Development works of a New World Class Industrial Park at Phoenix Park, California	709.00	0.10	196.20	72.23	185.96	254.51		This project involves the designs and construction of an industrial park at Phoenix Park. The project is 43% complete.
9.02	Construction of the Alutech Research and Development Facility	85.87	24.39	61.18	0.00	0.00	0.00		This project involves construction works which were completed in December 2020. The estimated cost of the project was revised from \$98.03 million to \$85.57 million.
Funded by Retained Earnings									
9.03	Refurbishment of Hilton Trinidad & Conference Centre	3.90	0.44	0.12	0.00	0.00	3.34		This project involves major remodelling works. The estimated cost was revised from \$3.71 million to \$3.90 million.
9.04	Refurbishment of Magdalena Grand Beach Resort (MGBR) (formerly known as Repairs to the Vanguard	50.00	66.22	8.13	10.45	0.00	0.00		This project was completed at a cost of \$94.80 million.
9.05	Acquisition and Implementation of Information Communication and Technology	4.01	0.63	0.22	0.18	2.47	0.51		This project involves the upgrade of eTeck's ICT infrastructure and the implementation of electronic surveillance of TAMANA Intech Park. The estimated cost was revised from \$2.84 million to \$4.01 million.
9.06	Rehabilitation of Flagship Building and Infrastructure Works - (formerly Preventative Maintenance and ongoing repairs to Flagship Building)	4.38	1.33	0.99	0.14	0.01	1.91		This project involves preventative maintenance of building, HVAC servicing, and reinstatement of lift station. The estimated cost was revised from \$6.32 million to \$4.38 million.
9.07	Capital Works and Upgrade of Existing Industrial Parks to Industrial Parks (formerly Upgrade of Existing Industrial Parks and Preventative Maintenance and ongoing repairs to Industrial Parks)	2.34	0.00	0.00	0.00	0.01	2.33		This project involves preventative maintenance of the factory shells on the Industrial Parks, as well as other infrastructural works. The estimated cost was revised from \$0.90 million to \$2.34 million.
	GORTT Serviced Loan	794.87	24.49	257.38	72.23	185.96	254.51		
	Retained Earnings	64.63	68.62	9.46	10.77	2.49	8.09		
	Total - eTeck	859.50	93.11	266.84	83.00	188.45	262.60		
	Total - Business Facilitation	859.50	93.11	266.84	83.00	188.45	262.60		

RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC



SEIP - 2022										
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn			PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022		
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
Electricity										
TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&TEC)										
Funded by Retained Earnings										
10.01	Rehabilitation/Upgrade of existing substations	153.73	16.99	9.27	12.98	25.64	78.78			This programme involves the installation of new larger transformers to meet the increased demand of electricity at the respective load centres. The estimated cost was revised from \$184.57 million to \$153.73 million.
10.02	Construction of Overhead Lines and Underground Cable Circuits	59.59	4.33	17.22	24.70	32.92	42.47			This programme involves the construction of overhead lines, underground circuits to supply electricity to new developments. The estimated cost was revised from \$44.02 million to \$59.59 million.
10.03	Rehabilitation and Upgrade of existing Overhead Lines and Underground Cables	68.16	13.23	4.26	9.91	20.38	26.92			This programme involves the re-conducting of existing overhead lines and the replacement of existing underground cables. The estimated cost was revised from \$75.98 million to \$68.16 million.
10.04	Upgrade of IT, Communication, Metering, Protection and Security Infrastructure	10.81	1.20	0.38	0.28	1.92	2.76			This project involves the purchase of new supporting equipment to identify electric faults on the High Voltage Network, voltage stabilization and to improve the communication and responsiveness by the crews. The estimated cost was revised from \$30.53 million to \$10.81 million.
10.05	Upgrade of Office Buildings, Equipment and Facilities	126.10	0.34	1.08	18.86	29.15	59.69			This project involves upgrade of office buildings, procurement of equipment to support administrative, operations and project activities. The estimated cost was revised from \$191.60 million to \$126.10 million.
10.06	Other Projects	23.05	1.03	0.25	0.40	5.99	8.85			This project involves the acquisition of the Fyzabad/Olahelie Right of Way, replacement of LV switchboard and ATS Linking to HO Generator supply and Carlton Plaza RMU replacement. The estimated cost was revised from \$37.76 million to \$23.05 million.
	Retained Earnings	441.44	37.12	15.24	67.13	116.00	219.47			
	Total - T&TEC	441.44	37.12	15.24	67.13	116.00	219.47			
	Total - Electricity	441.44	37.12	15.24	67.13	116.00	219.47			
Transport & Communication										
NATIONAL HELICOPTER SERVICES LIMITED (NHSL)										
Funded by Retained Earnings										
11.01	Expansion of Existing Facilities and Related Infrastructure	3.00	0.00	0.00	0.00	0.60	0.00			This project involves the expansion of ramp & runway hard surface for helicopter take off. The estimated cost was revised from \$5.94 million to \$3.00 million.
11.02	Acquisition and Refurbishment of the adjacent NGC Hanger and Facilities at Camden, Couva	0.25	0.00	0.00	0.00	0.00	0.25			This project is ongoing. The estimated cost was revised from \$7.00 million to \$0.25 million.
	Retained Earnings	3.25	0.00	0.00	0.00	0.60	0.25			
	Total - NHSL	3.25	0.00	0.00	0.00	0.60	0.25			
PORT AUTHORITY OF TRINIDAD AND TOBAGO (PATT)										
Funded By Retained Earnings										
12.01	HRIS	12.00	0.00	0.00	0.00	0.00	6.00			This project involves the implementation of an HRIS system. The project is expected to commence in fiscal 2022.
12.02	Resheeting of Shed No.4 Roof	1.40	0.00	0.00	0.00	0.00	1.40			This project involves the support of the breakbulk operations at PPOS due to increased demand. The project is expected to commence in fiscal 2022.
	Retained Earnings	13.40	0.00	0.00	0.00	0.00	7.40			
	Total - PATT	13.40	0.00	0.00	0.00	0.00	7.40			

SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME Tt\$Mn	ACTUAL EXPENDITURE Tt\$Mn				PROJECTED EXPENDITURE Tt\$Mn		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)									
Funded by Company Debt									
13.01	Upgrade of RTG Bays (Rehabilitation of Berth 5)	72.50	0.00	0.00	2.30	1.80	72.00	This project involves the rehabilitation of Berth 5, the uncladding surfaces of the RTG Bays and the extension of the Export Bay. The estimated costs was revised from \$69.50 million to \$72.50 million. The project is re-scheduled for fiscal 2022.	
13.02	Construction of Warehousing (Phase 1)	40.00	0.00	0.00	0.00	0.00	0.00	The project has been deferred.	
13.03	Gate Automation	9.50	0.00	0.00	0.00	0.00	9.50	This project involves a combination of OCR and RFID technology to replace human interaction at the In-and-Out Gates at the Port. The project is scheduled to be completed in fiscal 2022.	
Funded by Retained Earnings									
13.04	Acquisition of Equipment on a Phased Replacement Programme:								
13.05	One (1) Empty Container Handler	2.50	0.00	0.00	0.00	2.50	0.00	This project involves the purchase of a new Empty Container Handler that will serve as a replacement for the decommissioned unit and additional support for older units.	
13.06	One (1) Manlift	3.20	0.00	0.00	0.00	0.00	3.20	This project involves the purchase of a new 185' Manlift to provide substantial support to maintenance activities on the cranes and other pieces of equipment and infrastructure at height.	
	Company Debt	122.00	0.00	0.00	2.30	1.80	81.50		
	Retained Earnings	5.70	0.00	0.00	0.00	2.50	3.20		
	Total - PLIPDECO	127.70	0.00	0.00	2.30	4.30	84.70		
TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TSTT)									
Funded by Retained Earnings									
14.01	Wireless Line of Business	1,753.30	1,326.69	193.67	123.92	50.22	58.80	This project involves the upgrade of all wireless services and includes Mobile, Fixed Wireless Access, Broadband, Entertainment and voice services. The estimated cost was revised from \$2,365.67 million to \$1,753.29 million.	
14.02	Enterprise Line of Business	486.74	465.51	13.10	1.07	3.10	3.96	This programme includes the expansion of its Data Center Capacity and deployment of its Public Cloud Network offering a number of attractive Hosted Solutions such as Private, Public Cloud, IP PBX and data storage for business continuity applications in the business sector. The estimated cost was revised from \$514.62 million to \$486.74 million	
14.03	Shared Services	1,050.45	933.69	21.62	39.32	23.31	32.51	This project involves the efficient deployment of new technology and network wide services, such as Network Core and Access Network upgrades, Wet side Internet Capacity as well as, maintaining the existing IT infrastructure and network elements. The estimated cost was revised from \$1,189.46 million to \$1,050.45 million.	
14.04	Traditional Services	159.25	149.61	2.24	1.37	3.03	3.00	This project allows for the migration of customers from aged legacy copper plant to Fixed Wireless Access (FWA) network infrastructure. The estimated cost was revised from \$587.80 million to \$159.25 million.	
14.05	Amplia Communications	291.11	210.52	18.44	18.34	25.50	18.31	This project involves of expansion of Fiber Network Footprint and connecting new fiber customers. The estimated cost was revised from \$378.79 million to \$291.11 million.	
	Retained Earnings	3,740.85	3,086.02	249.07	184.02	105.16	116.58		
	Total - TSTT	3,740.85	3,086.02	249.07	184.02	105.16	116.58		
	Total - Transport & Communication	3,885.20	3,086.02	249.07	186.32	110.06	208.93		



SEIP - 2022							DETAILS OF PROGRAMMES FOR 2022	
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn			PROJECTED EXPENDITURE TT\$Mn		
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022	
SOCIAL INFRASTRUCTURE								
Education & Training								
EXPORT CENTRES COMPANY LIMITED (ECCL)								
Funded by GoRTT Serviced Loan								
15.01	Craft Store	2.00	0.00	0.00	0.00	0.00	2.00	This project involves Design/Build Services for Craft Store - estimated 5000 square feet, 2 storey building. The project is expected to commence and complete in fiscal 2022.
	GoRTT Serviced Loan	2.00	0.00	0.00	0.00	0.00	2.00	
	Total ECCL	2.00	0.00	0.00	0.00	0.00	2.00	
NATIONAL MAINTENANCE TRAINING AND SECURITY COMPANY LIMITED (MTS)								
Funded by GoRTT Serviced Loan								
16.01	St. Augustine Girls High School	51.73	2.19	17.11	17.84	14.59	0.00	This project is 99% complete.
16.02	San Juan Boy & Girls GPS	45.88	11.91	10.01	11.42	12.54	0.00	This project is complete.
16.03	Chatham GPS	26.78	10.53	7.07	1.29	7.89	0.00	This project is complete.
16.04	Santa Flora GPS	44.37	15.98	5.06	5.26	5.72	12.36	The estimated cost was revised from \$36.73 million to \$44.37 million. This project is 70% complete.
16.05	Sparta Union Presbyterian Primary School	43.40	8.84	13.17	4.50	5.29	11.59	This project is 98% complete.
16.06	Holy Cross College	44.46	4.31	15.26	13.32	4.08	7.49	The estimated cost was revised from \$37.11 million to \$44.46 million. This project is 93% complete.
16.07	Marabella Anglican Primary School	39.18	8.65	8.85	5.89	5.04	10.74	This project is 86% complete.
16.08	Malabar GPS	38.57	6.69	16.58	8.24	1.76	5.29	This project is 99% complete.
16.09	Fanny Village GPS	48.90	9.43	3.93	5.28	11.01	19.25	This project is 32% complete. The project is ongoing.
16.10	Egypt Oasis ECCE	7.64	0.30	0.04	5.74	1.56	0.00	This project is 99% complete.
16.11	Arma Central Secondary School	30.26	2.20	0.24	0.00	0.00	27.82	Works to commence in fiscal 2022.
16.12	Belle Vue ECCE	10.02	0.07	1.12	1.41	7.42	0.00	The project is complete.
16.13	La Horquetta North ECCE	6.79	0.00	0.29	0.00	0.00	6.50	The estimated cost was revised from \$5.97 million to \$6.79 million. Works to commence in fiscal 2022.
16.14	Barataria North Secondary School	173.88	7.63	0.79	0.00	0.00	165.26	Works to commence in fiscal 2022.

SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn				PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
16.15	Lower Morvant GFS	52.12	2.19	0.00	0.00	0.00	0.00	50.79	The estimated cost was revised from \$50.15 million to \$52.12 million. Works to commence in fiscal 2022.
16.16	St. Joseph Secondary	146.60	0.00	6.33	0.00	0.00	0.00	140.26	Works to commence in fiscal 2022.
16.17	Holy Name Convent	26.67	0.00	1.33	0.98	0.00	0.00	24.36	Works to commence in fiscal 2022.
16.18	Pleasantly GFS	40.88	0.00	1.82	0.00	0.00	0.00	39.06	Works to commence in fiscal 2022.
16.19	Ramati Trace SDMS Primary School	39.70	2.03	0.20	0.00	0.00	0.00	37.48	The estimated cost was revised from \$37.43 million to \$39.70 million. Works to commence in fiscal 2022.
16.20	Mt Hope Secondary School	258.17	6.83	5.88	0.00	0.00	0.00	245.46	Works to commence in fiscal 2022.
	GORTT Serviced Loan	1,175.80	99.78	115.08	81.17	76.90	803.71	803.71	
	Total - MTS	1,175.80	99.78	115.08	81.17	76.90	803.71	803.71	
	Total - Education & Training	1,177.80	99.78	115.08	81.17	76.90	805.71	805.71	
	Community								
	URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)								
	Funded by GORTT Serviced Loan								
17.01	Diego Martin Sporting Complex Phase 11	13.25	0.00	0.00	0.00	0.00	0.00	0.00	The cost of the project is for mobilisation and construction works.
	GORTT Serviced Loan	13.25	0.00	0.00	0.00	0.00	0.00	0.00	
	Total - UDeCOTT	13.25	0.00	0.00	0.00	0.00	0.00	0.00	
	RURAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (RDC)								
	Funded by GORTT Serviced Loan								
18.01	Construction of Bridges	36.42	0.00	7.37	1.80	12.25	15.00	15.00	This programme involves the construction of bridges. The estimated cost was revised from \$21.42 million to \$36.42 million.
18.02	Road and Drainage Works	116.84	0.00	21.02	13.72	32.10	50.00	50.00	This programme involves Road Rehabilitation and Drainage Upgrade Works. The estimated cost was revised from \$67.08 million to \$116.84 million.
18.03	Construction of Retaining Wall	57.96	0.00	6.16	2.50	24.30	25.00	25.00	This programme involves the construction of Retaining Walls. The estimated cost was revised from \$32.96 million to \$57.96 million.
18.04	Refurbishment Works at Recreation Grounds, Basketball Courts and Multi-purpose Complex	35.56	0.00	6.36	4.53	14.67	10.00	10.00	This programme involves the construction of Pavilions and Refurbishment Works of Recreation Grounds and Sporting Arenas. The estimated cost was revised from \$25.56 million to \$35.56 million.
	GORTT Serviced Loan	246.78	0.00	40.91	22.55	83.32	100.00	100.00	
	Total - RDC	246.78	0.00	40.91	22.55	83.32	100.00	100.00	



No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn				PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022	
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORT)										
Funded by GORTT Serviced Loan										
19.01	Development and upgrade of grounds, parks and spaces	495.94	413.63	12.31	1.76	26.82	39.95	39.95	3 grounds were completed and works are ongoing on the National Facilities.	
	GORTT Serviced Loan	495.94	413.63	12.31	1.76	26.82	39.95	39.95		
	Total - SPORT	495.94	413.63	12.31	1.76	26.82	39.95	39.95		
	Total - Community	755.97	413.63	53.22	24.31	110.14	139.95	139.95		
Health										
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)										
Funded by GORTT Serviced Loan										
20.01	Multi Storey Car Park in San Fernando	139.00	0.00	11.84	7.87	12.28	90.80	90.80	This project involves works for elevator shafts, signage, finishes and other external works. The estimated cost was revised from \$118.40 million to \$139.00 million. The project is scheduled to be completed by September 2022.	
20.02	Construction of the Arima Hospital	1,601.28	968.75	205.21	19.86	83.87	0.00	0.00	The facility is operationalised. Defects liability period commenced.	
20.03	Construction of the Point Fortin Hospital	1,369.09	419.69	44.63	8.53	0.92	0.00	0.00	The facility is operationalised. The project was revised from \$1,262.35 million to \$1,369.09 million.	
20.04	Port of Spain General Hospital	1,269.49	64.57	118.29	56.65	141.96	807.09	807.09	This project is being executed in 4 phases. Phase 2 is expected to be completed in fiscal 2023.	
20.05	Diego Martin Health Centre	55.20	14.56	34.39	0.66	1.43	0.00	0.00	Construction work is completed. The facility is operationalised. Defects liability period commenced.	
20.06	Sangre Grande Hospital	1,059.88	85.77	61.31	1.58	380.10	154.99	154.99	Design and construction work is scheduled to be completed by October 2022.	
	GORTT Serviced Loan	5,493.94	1,553.34	475.67	95.15	620.56	1,052.88	1,052.88		
	Total - UDeCOTT	5,493.94	1,553.34	475.67	95.15	620.56	1,052.88	1,052.88		
	Total - Health	5,493.94	1,553.34	475.67	95.15	620.56	1,052.88	1,052.88		

SEIP - 2022									
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn			PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022	
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022		
ADMINISTRATION									
Public Order & Safety									
AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)									
Funded by Retained Earnings									
21.01	Upgrade of Building Management System (BMS)	12.00	10.30	0.10	0.50	0.00	0.00	1.10	The project is expected to be completed in fiscal 2021.
21.02	Replacement and Upgrade of Security Screening Equipment-Carry on/Walk Thru Metal Detectors	20.00	5.20	5.30	0.00	0.00	0.00	9.50	This project involves the replacement of the X Ray and full body scanners at both PIA and ANRRIA.
21.03	Replacement of one 500 ton magnetic bearing Chiller #1 at North Terminal, Pierco	3.80	3.30	0.50	0.00	0.00	0.00	0.00	The project is completed.
21.04	The Upgrade of Oracle E-Business Suite Application	6.10	2.90	1.40	0.00	0.00	1.50	0.30	This project involves the upgrade of the existing Oracle E-Business software and hardware system. The project is scheduled to be completed in fiscal 2021.
Retained Earnings		41.90	21.70	7.30	0.50	1.50	1.50	10.90	
Total - AATT		41.90	21.70	7.30	0.50	1.50	1.50	10.90	
Total - Public Order & Safety		41.90	21.70	7.30	0.50	1.50	1.50	10.90	



SEIP - 2022										
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn			PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022		
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
			Public Administration							
URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)										
Funded by GORTT Serviced Loan										
22.01	Parliamentary Complex (Retrofit of Cabildo Chambers for the Office of the Parliament)	104.12	45.99	70.78	8.50	0.00	0.00	0.00	The project was completed at a cost of \$146.91 million.	
22.02	President's House	100.00	65.84	43.88	0.00	0.00	2.63	The project was completed at a cost of \$116.04 million.		
22.03	Heritage Library Phase 11	14.95	0.00	7.70	1.00	0.68	2.28	The project is 98% complete. The estimated cost was revised from \$15.75 million to \$14.95 million.		
22.04	Repairs to Assembly Hall at the Queen's Royal College	4.50	0.00	3.20	0.00	0.00	0.40	The project was completed at a cost of \$4.12 million.		
22.05	Ministry of Health Headquarters	280.65	0.00	0.20	0.00	94.32	158.41	The project is 15% complete.		
22.06	Judiciary- Relocation of the Civil High Court and Civil Division of the Court of Appeal from the Hall of Justice to Tower D at International Waterfront Centre Project	103.46	0.00	24.22	14.54	11.40	41.70	The estimated cost of the project, with the inclusion of Phase II, was revised from \$54.27 million to \$103.46 million.		
22.07	Penal/ Debe Regional Corporation- Administration Building	36.78	0.02	0.00	0.00	0.00	0.00	The project is on hold.		
	GORTT Serviced Loan	644.46	111.85	149.98	24.04	106.40	205.42			
	Total - UDeCOTT	644.46	111.85	149.98	24.04	106.40	205.42			
NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)										
Funded by GORTT Serviced Loan										
23.01	Construction of the San Fernando to Point Fortin Highway	7,500.00	6,216.56	448.61	227.25	5.03	0.00	This project involves the highway network improvements to the South and West of San Fernando and to improve the road accessibility to Debe, Penal, Fyzabad, La Brea, Point Fortin and Siparia.		
23.02	ANR Robinson International Airport	1,277.00	7.41	206.33	110.23	249.84	913.44	This project involves the upgrade of the existing terminal facilities and design and construction of a new terminal building.		
23.03	Acquisition of two (2) Fast Ferries	1,007.00	535.32	463.58	150.61	0.00	0.00	This project involves the acquisition of 2 fast ferries for the interisland Sea-Bridge. The project is completed.		
23.04	Construction of San Fernando Magistrates Court	75.00	0.00	7.99	16.09	12.00	109.00	This project involved the construction of a 7-storey building including furnishings and fixtures to house the new San Fernando Magistrates Court. The estimated cost is \$75.00 million		
	GORTT Serviced Loan	9,859.00	6,759.29	1,126.51	504.18	266.87	1,022.44			
	Total - NIDCO	9,859.00	6,759.29	1,126.51	504.18	266.87	1,022.44			

SEIP - 2022										
No.	PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$Mn	ACTUAL EXPENDITURE TT\$Mn			PROJECTED EXPENDITURE TT\$Mn		DETAILS OF PROGRAMMES FOR 2022		
			FROM START OF PROG. TO SEPT 2019	OCT. 2019 TO SEPT. 2020	OCT 2020 TO MARCH 2021	APRIL 2021 TO SEPT 2021	OCT 2021 TO SEPT 2022			
WATER AND SEWERAGE AUTHORITY (WASA)										
Funded by GORTT Serviced Loan										
24.01	National Social Development Programme (Water Component)	304.00	230.40	0.26	0.04	1.90	20.98			
24.02	12 Month Water Development Programme (formerly named Water and Wastewater Construction/ Refurbishment Programme)	1,335.90	930.77	11.93	4.43	7.42	14.94			This programme involves the implementation of 513 projects of which 502 were completed, 8 are on hold and 3 are no longer required because of system reconfiguration. This programme involves the implementation of 99 projects of which 70 were completed, 25 have been deferred, one was suspended, one is being funded under PSPJ-IPF whilst two are being funded under the IDB programme. The programme is 81% complete. This programme comprises of 2 components - the construction of the San Fernando and Malabar Wastewater Treatment Plant and the Institutional Strengthening for WASA. The San Fernando programme is 84.6% complete and the Malabar programme is completed and operable. The Institutional Strengthening programme is 95% complete. The estimated cost was revised from \$1,577.60 million to \$1,651.50 million.
24.03	Multi-Phase Wastewater Rehabilitation Programme	1,651.50	1,012.08	230.06	37.10	77.10	98.30			
24.04	Modernisation and Wastewater Infrastructure Rehabilitation Programme	335.00	175.71	66.40	25.03	16.50	6.46			This programme involves improvements works in the areas of environmental conditions within the country, personnel/staff efficiency and waste water management operations and maintenance performance. The programme is 67% complete. The estimated cost was revised from \$320.00 million to \$335.00 million.
	GORTT Serviced Loan	3,626.40	2,348.96	308.65	66.60	102.92	140.68			
	Total - WASA	3,626.40	2,348.96	308.65	66.60	102.92	140.68			
	Total - Public Administration	14,129.86	9,220.10	1,585.14	594.82	476.19	1,368.54			
	TOTAL - GORTT SERVICED LOAN	22,352.44	11,311.34	2,486.49	867.68	1,469.75	3,621.59			
	TOTAL - RETAINED EARNINGS	13,831.11	3,909.29	988.86	721.48	822.33	1,761.02			
	TOTAL - COMPANY DEBT SERVICED	182.00	0.00	0.00	2.30	1.80	141.50			
	TOTAL SEIP	36,365.55	15,220.63	3,475.36	1,591.46	2,293.88	5,524.11			



Appendix III

Summary of Details of Expenditure in Bar/Pie Charts

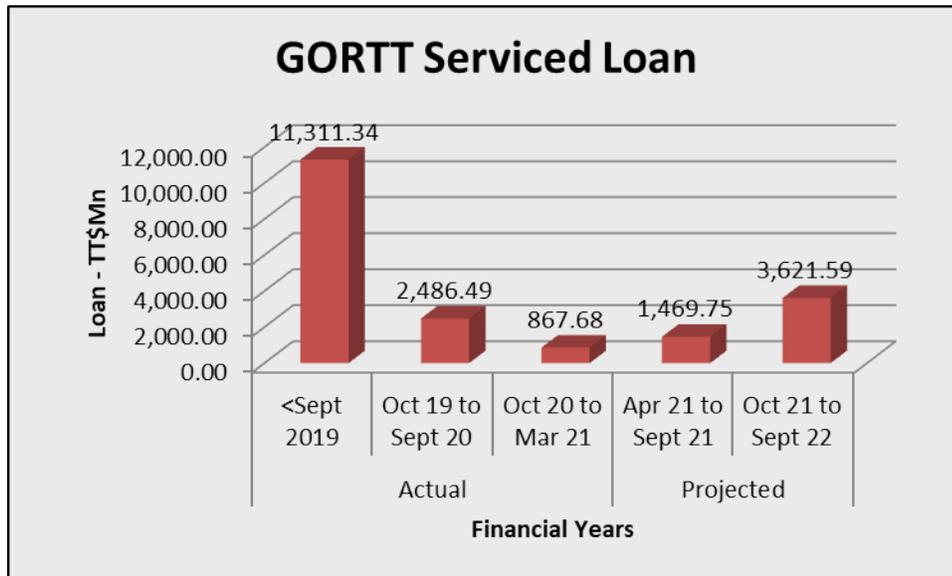


Figure 2 GORTT Serviced Loan

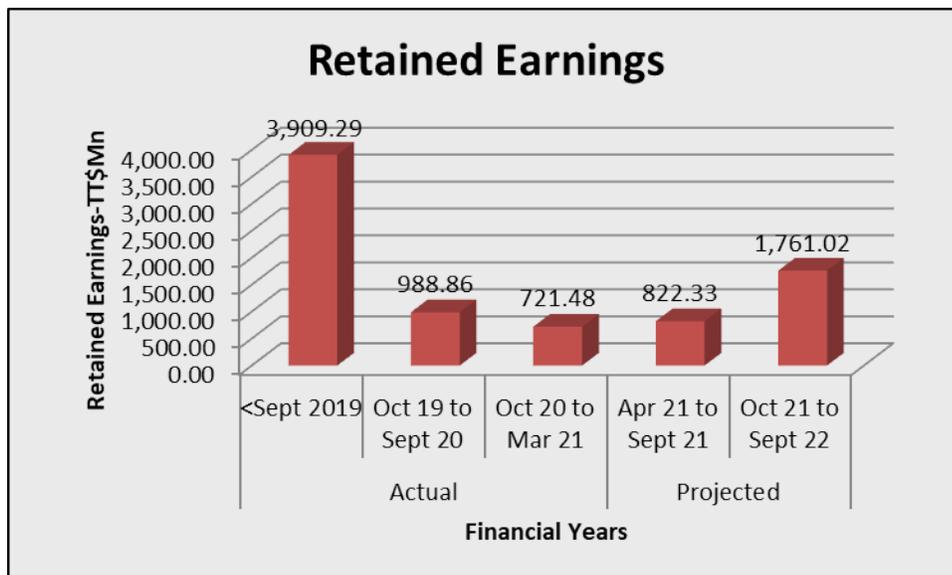


Figure 3 Retained Earnings

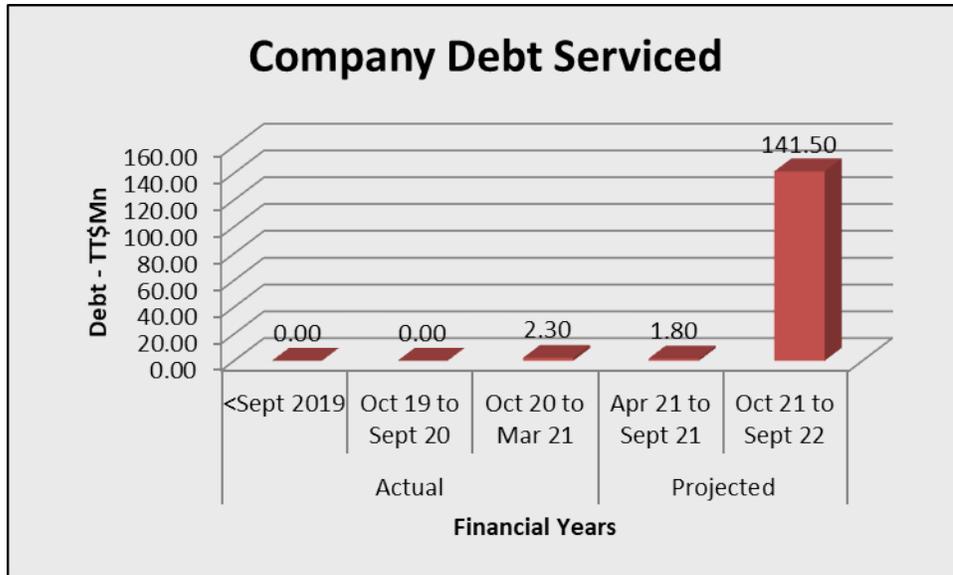


Figure 4 Company Debt Serviced

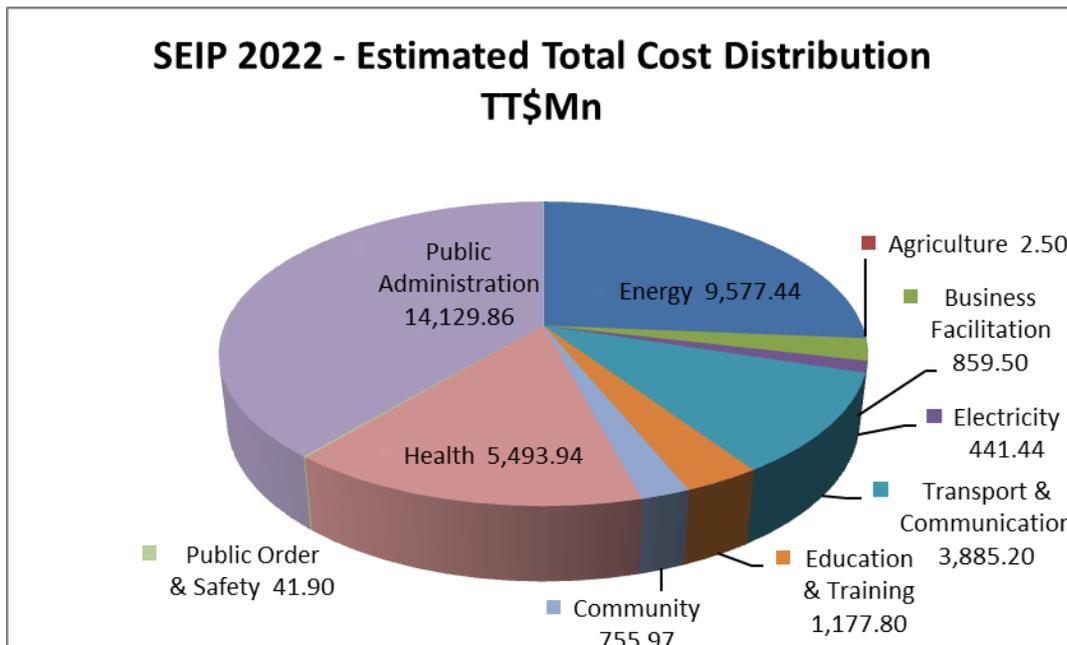


Figure 5 Total Cost Distribution

Figure 5 Total Cost Distribution



GLOSSARY

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

EI	Electrical Instrumentation
EIA	Environmental Impact Assessment
EMBD	Estate Management and Business Development Company Limited
EOR	Enhanced Oil Recovery
EVDO	Evolution-Data Optimised
EPOS	East Post of Spain Development Company Limited
eTecK	Evolving TecKnologies and Enterprise Development Company Limited
ETWs	Expense Type Workovers
EXIMBANK	Export-Import Bank of Trinidad and Tobago Limited
EZ	Economic Zones
FashionTT	Trinidad and Tobago Fashion Company Limited
FCBL	First Citizens Bank Limited
FCHL	First Citizens Holdings Limited
FDD	Frequency Division Duplexing
FEC	Field Electrical Cabinet
FilmTT	Trinidad & Tobago Film Company Limited
FO	Farmout
FTTx	Fiber To The X
GHRSL	Government Human Resources Services Company Limited
GIS	Geographic Information System
GISL	Government Information Services Limited
GLG	Government Loan Guarantee Programme
GORTT	Government of the Republic of Trinidad and Tobago
GSM	Global System for Mobile Communications
HCDFCL	Human Capital Development Facilitation Company Limited
HDC	Trinidad and Tobago Housing Development Corporation
HMB	Home Mortgage Bank
HPCL	Heritage Petroleum Company Limited
HSSE	Health, Safety, Security and Environment
HVAC	Heating, Ventilation and Air Conditioning
IBC	Initial Business Cases
IDF	Infrastructure Development Fund
ICAO	International Civil Aviation Organisation
ICT	Information Communication and Technology



igovTT	National Information and Communication Technology Company Limited
IMF	International Monetary Fund
IPTV	Internet Protocol Television
IT	Information Technology
IFC	International Financial Centre
IPSC	Incremental Production Services Contract
ISPS	International Ship and Port Facility Security Codes
JCC	Joint Coordinating Committee
KDR	Knock Down and Rebuild
Km	Kilometre
kV	Kilovolt
LABIDCO	La Brea Industrial Development Company Limited
LATT	Lake Asphalt of Trinidad and Tobago (1978) Limited
LED	Light-Emitting Diode
LIC	Light Industrial Customers
LNG	Liquefied Natural Gas
LO	Lease Operatorship
LPG	Liquid Petroleum Gas
LOBP	Lube Oil Blending Plant
M	Metre
Mbpcd	Thousand barrels per calendar day
mcf	million cubic feet
MG	Mega watt
Mscfd	Thousand Standard Cubic feet per day
Mmscfd	Million Standard Cubic feet per day
MEEI	Ministry of Energy and Energy Industries
MEP	Mechanical, Electrical and Plumbing
MIC	MIC Institute of Technology Limited
MLTS	Mobile Long Term Strategy
MSCD	Ministry of Sports and Community Development
MTS	National Maintenance, Training and Security Company Limited
MusicTT	Trinidad and Tobago Music Company Limited
NCSH	National Commission for Self-Help Limited
NCMA	North Coast Marine Acreage

National Energy	National Energy Corporation of Trinidad and Tobago Limited
NEDCO	National Entrepreneurship Development Company Limited
NEL	National Enterprises Limited
NFM	National Flour Mills Limited
NFPA	National Fire Protection
NFV	Network Functional Virtualization
NHSL	National Helicopters Services Limited
NHSCL	National Health Services Company Limited
NIF	National Investment Fund Holding Company Limited
NGC	The National Gas Company of Trinidad and Tobago Limited
NGL	Natural Gas Liquids
NGPL CIP	NGC Pipeline Company Limited Cross Island Pipeline
NHSL	National Helicopter Services Limited
NIBTT	National Insurance Board of Trinidad and Tobago
NIDCO	National Infrastructure Development Company Limited
NIPDEC	National Insurance Property Development Company Limited
NLCB	National Lotteries Control Board
NMMS	National Marine and Maintenance Services Company Limited
NPMC	Trinidad and Tobago National Petroleum Marketing Company Limited
NQCL	National Quarries Company Limited
NRT	New Reserve Type
NSDC	National School Dietary Services Limited
NTA	National Training Agency
NTI	New to Industry
OEM	Original Equipment Manufactured
OTT	Over The Top
PATT	Port Authority of Trinidad and Tobago
PCML	Portfolio Credit Management Limited
PCP	Progressive Cavity Pump
Petrotrin	Petroleum Company of Trinidad and Tobago Limited
PIA	Piarco International Airport
PLIPDECO	Point Lisas Industrial Port Development Corporation Limited
POSSCL	Port of Spain Shopping Complex Limited
PPOS	Port of Port of Spain
PowerGen	The Power Generation Company Of Trinidad And Tobago Limited



PPP	Public-private Partnership
PPGPL	Phoenix Park Gas Processors Company Limited
PPVS	Phoenix Park Valve Station
PSAEL	Palo Seco Agricultural Enterprises Limited
PSC	Production Sharing Contracts
PSIP	Public Sector Investment Programme
PTSC	Public Transport Service Corporation
RCB	Rio Claro Block
RMU	Ring Main Unit
ROCE	Return on Capital Employed
ROW	Rights of Way
RTW	Road Tank Wagon
RDC	Rural Development Company of Trinidad and Tobago Limited
SIDCL	Seafood Industry Development Company Limited
SCADA	Supervisory Control and Data Acquisition
SHHEPF	Sir Solomon Hochoy Highway – from San Fernando to Point Fortin
SDN	Software Defined Networking
SECC	Southeast Coast Consortium
SEIP	State Enterprises Investment Programme
SO	Subsidy Offset
SPORTT	The Sports Company of Trinidad and Tobago Limited
SWMCOL	The Trinidad and Tobago Solid Waste Management Company Limited
Taurus	Taurus Services Limited
TDC	Tourism Development Company Limited
TDD	Time Division Duplex
TPD	Tonnes Per Day
TRINGEN	Trinidad Nitrogen Company Limited
TTI	Trinidad and Tobago Inter-Island
TTMF	Trinidad and Tobago Mortgage Finance Company Limited
TTSE	Trinidad and Tobago Stock Exchange
TTIFCMCL	Trinidad and Tobago International Financial Centre Management Company Limited
T&TEC	Trinidad and Tobago Electricity Commission
TF	Transformers
TTFZ	Trinidad and Tobago Free Zones Company Limited

TTTBDL	Trinidad and Tobago Tourism Business Development Limited
TGU	Trinidad Generation Unlimited
THA	Tobago House of Assembly
TPHL	Trinidad Petroleum Holdings Limited
TSP	Teak, Samaan & Poui
TSTT	Telecommunication Services of Trinidad and Tobago Limited
TTPost	Trinidad and Tobago Postal Corporation
TV	Television
UEEGCL	Union Estate Electricity Generation Company Limited
UEGRF	Union Estate Gas Receiving Facility
UDeCOTT	Urban Development Corporation of Trinidad and Tobago Limited
UTC	Trinidad and Tobago Unit Trust Corporation
UTT	University of Trinidad and Tobago
VDU	Vacuum Distillation Unit
VMCOTT	The Vehicle Management Company of Trinidad and Tobago
VOIP	Voice Over Internet Protocol
WASA	Water and Sewerage Authority
WTTx	Wireless Broadband Network
YTEPP	Youth Training and Employment Partnership Programme Limited

