



MINISTER OF FINANCE

## **CALL CIRCULAR**

**No. 01 Dated: April 4, 2025**

DRAFT ESTIMATES OF REVENUE AND  
EXPENDITURE OF MINISTRIES AND DEPARTMENTS  
INCLUDING THE  
INCOME AND EXPENDITURE  
OF STATUTORY BOARDS  
AND SIMILAR BODIES  
AND OF  
THE TOBAGO HOUSE OF ASSEMBLY  
FOR THE FINANCIAL YEAR  
2026

MINISTER OF FINANCE

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The Minister of Finance has issued this Circular to comply with his responsibility under section 113(1) of The Constitution of Trinidad and Tobago, Chapter 1:01, which states that: -

“113. (1) The Minister responsible for finance shall cause to be prepared and laid before the House of Representatives before or not later than thirty days after the commencement of each financial year estimates of the revenues and expenditure of Trinidad and Tobago for that year.”

Officers responsible for the preparation of the draft estimates should also familiarise themselves with the following:

- i. Parts III and IV of the Financial Regulations 1965, made under The Exchequer and Audit Act Chapter: 69:01; and
- ii. Part II of the Financial Instructions 1965.

**F: Bud: 1/1/3**

**Minister of Finance Circular No. 01 dated April 04, 2025**

**FROM:** MINISTER OF FINANCE

**TO:** ALL MINISTERS, PERMANENT SECRETARIES,  
HEADS OF DEPARTMENTS AND THE CHIEF  
ADMINISTRATOR, TOBAGO HOUSE OF ASSEMBLY

**SUBJECT:**

**DRAFT ESTIMATES OF REVENUE AND EXPENDITURE OF  
MINISTRIES AND DEPARTMENTS, INCLUDING THE INCOME AND  
EXPENDITURE OF STATUTORY BOARDS AND SIMILAR BODIES  
AND OF THE TOBAGO HOUSE OF ASSEMBLY FOR FINANCIAL  
YEAR 2026**

1. This Circular sets out the instructions that must be followed in the preparation of your draft Estimates for the financial year 2026. The preparation of these estimates should take into consideration the Government's National Development Strategy 2016-2030 which outlines its perspective and intent on the socio-economic transformation for the country over the medium-term period. Every effort must be made to ensure that requests for resources, for programmes and projects are consistent with the following five developmental themes:

- Putting People First: Nurturing Our Greatest Asset;
- Delivering Good Governance and Service Excellence;
- Improving Productivity through Quality Infrastructure and Transportation;
- Building Globally Competitive Businesses; and
- Placing the Environment at the Centre of Social and Economic Development.

2. The focus on these developmental themes is aimed at encouraging greater collaboration and the establishment of cross functional relationships among Ministries, Departments and Agencies (MDAs) in an attempt to achieve synergies in implementing Government's strategic intent over the medium to long term period.

3. In addition, MDAs are to pay particular attention to the National Spatial Development Strategy (NSDS) and the seven (7) strategic sectors targeted for the diversification thrust. The NSDS is the overarching framework that spatially represents the socio-cultural, economic and

environmental development priorities for Trinidad and Tobago. Consideration must also be given wherever possible, to the employment of the National Climate Change Policy (NCCP), which provides for action to be taken on reducing or avoiding greenhouse gas emissions (mitigation), as well as, addressing and coping with the adverse impacts of climate change (adaptation). These strategies and policies articulate Government's vision of sustainable development and aim to describe in broad terms, the nature and location of future development in the country.

4. It is critical that hydrocarbon and other sources of revenues continue to be (re) directed into transforming the economic base, by stimulating new growth engines and re-organising existing traditional sectors to produce high value-added products and services for the global market. To this end, seven (7) strategic sectors have been identified:

- Agriculture and Agro-Processing;
- Fish and Fish Processing;
- Maritime Services;
- Aviation Services;
- Tourism and Creative Industries;
- Financial Services; and
- Information and Communication Technology (ICT) Products and Services.

These strategies will continue to emphasize the United Nations 2030 Agenda for Sustainable Development, inclusive of the Sustainable Development Goals (SDGs), through collaboration among MDAs, in an attempt to achieve greater coherence and effectiveness in implementing Government's development objectives.

5. The Roadmap for Trinidad and Tobago Post Covid-19 Pandemic has also identified certain priorities for development on the way forward for recovery inclusive of:

- Social Protection;
- National Digitization;
- Housing;
- Construction; and
- Creative and Cultural Industries.

Nine (9) Priority areas for investment over the medium term 2021-2025 have also been identified by the Ministry of Planning and Development taking into consideration the Roadmap to Recovery's priorities, the Community Recovery Report and Vision 2030 including the Sustainable Development Goals (SDGs). These priority areas of investment will also continue to guide funding under the Public Sector Investment Programme. They are as follows:

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

6. The Ministry of Finance continues to have overall responsibility for the preparation and administration of the Budget, however, the Ministry of Planning and Development has responsibility for the preparation, monitoring and evaluation of the Capital Budget and for the articulation of the policy framework for sustainable development.

7. MDAs are required to submit their draft Estimates of Revenue and draft Estimates of Recurrent Expenditure for the financial year 2026 to the Ministry of Finance by April 30, 2025. However, the draft Estimates of Development Programme Expenditure should be submitted to the Ministry of Planning and Development and also copied to the Ministry of Finance by April 30, 2025.

8. Instructions to the companies which Government owns entirely or in which it has a major shareholding, were issued via a letter signed by the Permanent Secretary in the Ministry of Finance. These instructions will address the submission of their draft Estimates to the Ministry of Finance.

9. The three [3] year format for the Public Sector Investment Programme (PSIP) will be continued in 2026. Every effort must be made to ensure that programmes and projects which are submitted are aligned and relevant to the overarching five (5) development themes of the Government.



10. Submissions should take cognizance of the medium-term fiscal outlook of the government and any pre-spending limits that may be introduced for individual MDAs.

11. For fiscal year 2026 Ministries are required to submit their draft Estimates of Revenue and draft Estimates of Expenditure in the normal line item format using the current Chart of Accounts, pending the finalization of the new Chart of Accounts (See Appendix A – Page 12, paragraph 4 Public Finance Management Reform).

12. Submissions should continue to take cognizance of the revenue impact of prevailing oil, gas and petrochemical prices.

13. The 2026 Budget must be circumscribed by the following documents:

- a) Vision 2030;
- b) The National Monitoring and Evaluation Policy of Trinidad and Tobago;
- c) The National Performance Framework;
- d) National Digital Transformation Strategy 2024-2027;
- e) Roadmap for Trinidad and Tobago (National Economic Recovery Plan);
- f) Report of the Community Recovery Committee July 2020 to April 2021;
- g) Corporate and Business Plans;
- h) A Service Improvement Implementation Plan; and
- i) Sector Plans where available.

14. Additionally, the Ministry of Finance has collaborated with the Procurement Regulator and introduced an **Indicative Annual Schedule of Planned Procurement Activities (IASPPA)**, to strengthen the rigour of the Budget planning process.

15. While section 27(1)(a) Public Procurement and Disposal of Public Property Act, 2015 requires the publication of an **Annual Schedule of Planned Procurement Activities (ASPPA)** six weeks after the approval of the National Budget, all too often MDAs submit draft Estimates of Expenditure to the Ministries of Finance and Planning and Development without adequately accounting for the time needed to navigate through the procurement process.

16. Failure to do so, even where the allocated sum is less than originally requested, has caused significant portions of budgetary allocations to remain unspent or transferred to other budget lines, signaling ill-preparedness to spend. To improve efficiency in Budget Planning, it is essential that draft Estimates of Expenditure on goods and services be informed by an indicative procurement plan. This approach will enable MDAs to conduct a more thorough scrutiny of their requests, prior to submission. Moreover, this will allow the Ministries of Finance and Planning and Development to better assess the practicality of the requests received. Once the National Budget is approved by Parliament, MDAs will be required to publish an ASPPA pursuant to section 27(1)(a) of Act No. 1 of 2015 (as amended).

17. The following appendices provide more detailed instructions for the preparation of the draft estimates:

- Appendix A - Strategic Plans and Objectives**
- Appendix B - Revenue (Including Capital Receipts)**
- Appendix C - Recurrent Expenditure – Ministries and Departments**
- Appendix D - Recurrent Expenditure - Statutory Boards and Similar Bodies and of the Tobago House of Assembly**
- Appendix E - Capital Expenditure Programme**
- Appendix F - Indicative Annual Schedule of Planned Procurement Activities (IASPPA)**
- Appendix G - Directory of Services – (Expenditure)**

18. For those MDAs, which are engaged in joint sectoral initiatives, the overall action plans for those initiatives should be submitted by the lead Ministry/ Department, with an indication of the area of responsibility for each collaborating Ministry/Department. Collaborating MDAs should also submit their individual action plans for their areas of responsibility, in the context of the broader sectoral initiative.

19. Your attention is also drawn to **Financial Regulation 34**, made under the Exchequer and Audit Act, Chapter: 69:01 which states:

***“Accounting officers shall carefully scrutinise all items of expenditure to ensure-***

- (a) that services which are no longer essential are eliminated;***
- (b) that all necessary services are provided at the lowest cost possible; and***
- (c) that public funds are spent to the best advantage.”***

**20. Under no circumstances should provision be made in the draft Estimates for unforeseen expenditure or contingencies, nor for revenue which is unsubstantiated.**

21. The first claims upon the 2026 Estimates are the commitments of previous years. However, every effort should be made to liquidate these commitments from the current year’s allocation.

22. Draft Estimates of Expenditure for goods and services must provide for the payment of Value Added Tax (VAT), Customs Duty and other taxes where applicable.

23. Where receipts or payments are denominated in foreign currency the following information must be provided:

- (a) type of foreign currency; and
- (b) rate of exchange used, i.e. the rate at the time of preparation of the draft Estimates.

24. Where there are Divisions under a Head of Expenditure, it is essential to provide, at the time of the submission of the draft estimates, appropriate comments and recommendations from General Administration/Head Office as to the levels of allocations requested.

25. Permanent Secretaries/Heads of Departments/The Chief Administrator should indicate in their covering memoranda, that the draft Estimates of all Divisions and Agencies under their control, have been fully examined at the most senior level and that the recommendations reaching the Ministry of Finance and the Ministry of Planning and Development have their full concurrence. Permanent Secretaries/Heads of Departments/The Chief Administrator are also encouraged to identify an officer who will serve as the point of contact within the organization, for all enquiries concerning the draft Estimates 2026.

26. The opportunity is again taken to emphasize the great importance that must be attached to the preparation of these draft Estimates. Permanent Secretaries/Heads of Departments/ The Chief Administrator must pay particular attention to any amendments made to the instructions including reporting formats that appear in the Call Circular. Strict adherence to the instructions contained in this Circular is required. Should the need for any divergence from the instructions contained in this Circular arise, then requests for same must first be submitted in writing to the Ministry of Finance and the Ministry of Planning and Development for approval prior to the submission of the draft Estimates.



**Minister of Finance**

## STRATEGIC PLANS AND OBJECTIVES

1. Permanent Secretaries, Heads of Departments, Administrators and Senior Managers are advised to use the policy documents outlined at page four (4), paragraph 14, as well as their Sectoral Plans and Strategic Plans to give their budgetary activities greater focus and rationale.

2. In 2014 the Organisation for Economic Co-operation and Development (OECD) updated the term e-government to **‘digital government’**, indicating that it **“refers to the use of digital technologies, as an integrated part of governments’ modernisation strategies, to create public value”**. In keeping with the Digital Government mandate, the vision per the 2019 Public Service Philosophy is **“the Public Service of Trinidad and Tobago is a dynamic, performance-driven, innovative, connected and people focused institution that models good governance and serves as a catalyst for sustainable national development.”** The integration of information and communication technologies into Public Service delivery design and implementation provides the platform for significant transformation in the access to, and delivery of goods and services. It provides an avenue to strengthen institutional capacity and enable an integrated government. The progression towards integrating Information and Communication Technology (ICT) into public services will enable (a) more efficient processing within and across Ministerial boundaries, (b) services to be delivered via several options (physically and virtually), and (c) enable increased access to public services by users.

3. MDAs are therefore required to incorporate Digital Transformation into their Strategic Plans and ensure alignment with the following: -

- Public Service Philosophy;
- Service Delivery Policy Framework;
- Public Sector Performance Management System;
- Human Resource Management Framework; and
- Training/Learning Policy for the Public Service.

Moreover, MDAs are to submit their ICT Strategic Plans to the Ministry of Digital Transformation for review to ensure that it agrees with the national ICT objectives.

Additionally, initiatives should cover: -

- a) **People** - the Development of Human Resource Plans must be aligned to the strategic direction of MDAs. Plans should consider the competencies required for digital transformation i.e. service delivery excellence on the modernized vision. MDAs are therefore encouraged to:
  - i. ensure their Human Resource Plans are in alignment with all relevant Human Resource policies, including the tenets of the Succession Planning Framework/ Model for the Public Service.
  - ii. review their permanent establishment in order to:
    - identify all vacant positions which are necessary for the effective and efficient functioning of their organisations and submit appropriate recommendations to the Public Service Commission for permanent filling;
    - ascertain those permanent positions which are obsolete or nearing obsolescence, irrelevant, or where the functions are to be outsourced or have been outsourced, for example, the security and janitorial functions. MDAs must liaise with the Public Management Consulting Division (PMCD) before submitting relevant reports in order to obtain guidance on the PMCD's procedures and requirements in advance;
    - determine, in consultation with PMCD, the further need for temporary positions which were created by Cabinet for a specific purpose and for a fixed duration. Acting arrangements or temporary appointments should not be made against these positions pending the finalisation of the consultation; and
    - consult with PMCD and the Director of Personnel Administration to ensure that appropriate action is taken with respect to those positions which Cabinet have approved for abolition when vacant;
  - iii. ensure the alignment of their strategies, priorities and programmes with their staffing plans and develop proposals for new and relevant permanent positions and/or career streams in consultations with PMCD (Cabinet Minute No. 163 dated January 19, 2012 refers); and

- iv. clearly identify their learning and development needs (inclusive of mentoring and coaching), considering their strategic objectives. Copies of the approved Learning and Development Plans are required to support all requests (Cabinet Minute No. 1679 dated September 14, 2017 refers).

It should be noted that the Public Sector Performance Management System (PSPMS) is related to the people aspect, which allows MDAs to engage staff, while increasing motivation levels and create working environments that enable continuous growth and improvement. The Learning and Growth perspective of the PSPMS is focused on developing capacity at all levels to increase productivity and maintain motivation to consistently meet service standards.

- b) **Process - Continuous Improvement/Re-engineering** – The PSPMS is also related to the process aspect which allows MDAs to engage with their clients to measure satisfaction levels and gain insights into their experiences. These insights will be used to improve existing organisational offerings by improving processes and / or developing new/revised service offerings and products to meet the changing needs of their clientele. The emphasis is on helping MDAs adopt a client-centered (personalised service) approach to service delivery.

MDAs are encouraged to make provisions for continuous improvement in their estimates, to ensure that there is alignment of their service delivery objectives, as determined by their involvement in the Service Delivery Excellence Framework. This programme is: (i) based on achieving excellence in service delivery; (ii) central to the development of a user-centric Public Service; and (iii) expected to have an impact on Trinidad and Tobago's positioning on global indices e.g. the "ease of doing business". MDAs are therefore encouraged to participate in this programme.

Where an MDA has a site or is co-located in the same building as another MDA, such MDA is encouraged to explore utilising "shared services" for relevant support functions, such as corporate services, finance and accounts, legal, ICT, research etc. Where 'shared services' are agreed upon, provisions should then be reflected in the estimates accordingly. MDAs can refer to the Modernization and Service Improvement Division for support.

- c) **Place** - A major aspect of continuous improvement/re-engineering is the challenge of accommodation. Public Service delivery infrastructure and spaces (both physical and virtual) shall be designed with the users' needs in mind and be modern, comfortable, ICT-enabled, aesthetically pleasing, accessible to the differently-abled and secure. MDAs are thus also encouraged, in alignment to their service delivery objectives, to make provisions for relevant outfitting in their estimates. Outfitting must be undertaken in collaboration with the Property and Real Estate Services Division of the Ministry of Public Administration, in accordance with the Cabinet approved GoRTT Office Outfitting Policy 2012.
- d) **Digital Transformation/Digital Government/ICT** - The Ministry of Digital Transformation (MDT) is responsible for oversight of ICT in the Public Service. As a result, all MDAs are asked to track and submit estimates and up-to-date actual expenditure as an addendum to their approval requests for ICT and Digitalisation Projects and Programmes in both PSIP and Recurrent Expenditure. This includes *inter alia*; the purchases of computers, servers or other hardware equipment and all software.

MDAs are asked to pursue e-services and digitization of records as a matter of urgent priority. The integration of information and communication technologies into public service delivery, design and implementation shall provide the platform for significant transformation in the access to, and delivery of goods and services. It will provide an avenue to strengthen institutional capacity and enable an integrated Government.

MDAs shall consult with the Ministry of Digital Transformation regarding all ICT/Digital initiatives. Initiatives that align to the Digital Nation Agenda and target government-to-citizen (G2C) services are priority. Formal approval is granted only on compliance with these criteria and others articulated in the Call Circular.

The Ministry of Public Administration holds the remit for shaping the Human Resource Management (HRM) Architecture for the Public Service, and therefore has responsibility for the management of an optimized Electronic Human Capital Management System (eHCM) for all MDAs.



This System is intended to transition the GoRTT to a more strategic, automated and digital environment driven by data. MDAs are encouraged to inform and collaborate with the Ministry of Public Administration on the digitization and electronic warehousing of their HR records and fully contribute in the transformation programme (eg: change management, training, process and policy upgrades etc.) to realise the goal.

- e) **Open Data** – By Cabinet Minute No. 2084 of November 14, 2024, the Ministry of Public Administration (MPA) has direct oversight for Open Government Initiatives, including the Open Data Portal at [data.gov.tt](http://data.gov.tt). All MDAs are asked to collaborate with the MPA for sharing of relevant datasets to this Portal. This is aimed at enhancing transparency, public engagement, innovation and economic growth.
- f) **Business Continuity Management (BCM)** – In accordance with the BCM Policy and Strategy for the Public Service as approved by Cabinet Minute 2224 of August 27, 2015, MDAs are asked to include the following inputs in preparation for the implementation of the BCM:
  - i. BCM Counterpart Team comprising, where practical, resources from the key Corporate/Administrative Services, HR, Facilities Management, ICT, Finance and Accounts, Programme/Project Management, Management, Monitoring and Evaluation;
  - ii. Project Charter for implementing and sustaining BCM in the organisation;
  - iii. Facilities Risk and Vulnerability Assessment (FRVA);
  - iv. Business Continuity and Disaster Recovery Risk Assessment and Impact Analysis Report (BIA);
  - v. Business Continuity and Disaster Recovery Test and Exercise Report;
  - vi. Business Continuity and Disaster Recovery Strategy Report;
  - vii. Business Continuity Plan;
  - viii. Disaster Recovery Plan and funding for recovery systems where such systems provide critical services; and

- ix. Remedial Plan showing how corrective action will be pursued after periodic testing of the Business Continuity and Disaster Recovery Plans.

g) MDAs are encouraged to make allocations for:

Observance of United Nations Public Service Day to be commemorated on June 23rd to highlight the contributions of the Public Service in the development process. Cabinet by Minute No. 1404 of June 02, 2011 agreed, *inter alia*, that all MDAs identify annual activities for its observance and reflect same in their annual budget.

## **PUBLIC FINANCE MANAGEMENT REFORM**

### **4. Implementation of the Integrated Financial Management Information System (IFMIS)**

- The Expenditure Module of the IFMIS solution was successfully launched at the Ministry of Finance (Head 18 - Accounting Unit 12) on February 11, 2025. Since then, ongoing observations and assessments of the system's performance have been conducted in preparation for its phased rollout to MDAs. The initial phase will prioritize MDAs with less complex financial structures to ensure a smooth transition and effective implementation.

### **5. Cash Basis International Public Sector Accounting Standards (IPSAS): -**

- The International Public Sector Accounting Standards Board (IPSASB), develops accounting standards for public sector entities, referred to as International Public Sector Accounting Standards (IPSAS). The Treasury Division is looking to adopt the IPSAS cash basis of accounting for financial reporting purposes, and eventually transition to the modified accrual basis of accounting. Cash-based accounting recognizes transactions and events only when cash is received or paid.
- To be fully compliant with the Standards for Cash Basis IPSAS, mandatory financial statements must be presented, including:

- (i) Statement of Cash Receipts and Payments;
- (ii) Comparative Statement of Budget and Actual Amounts; and
- (iii) Notes and Accounting Policies.

- To improve the financial statements and make them more useful for decision-making and accountability purposes, additional accounting policies and disclosures can be adopted. Since 2019, the Treasury Division has been presenting the "Cash Basis Consolidated Statement of Assets and Liabilities" using the concepts and accounting standards of the IPSAS cash basis of accounting.
- MDAs have been preparing and submitting monthly and annual Cash Basis IPSAS compliant Statement of Receipts and Payments for consolidation by the Treasury Division. The key challenge is the timely submission of Cash Basis financial reports from the Ministries and Departments due mainly to the manual environment in which we operate.
- MDAs are required to submit monthly and annual IPSAS statements to the Treasury for compilation and consolidation.

#### **6. Electronic Funds Transfer (EFT): -**

- Following the amendment to the Exchequer and Audit Act, Chapter 69:01 in June 2014 to facilitate EFT, the related EFT Regulations were made by the Minister of Finance in 2015. Subsequently, in 2020 the Minister of Finance approved Instructions to allow for the collection of public moneys by both LINX Debit Card and Online Credit Card to give effect to these Regulations and in 2022 the Financial Instructions for the collections of public moneys via Payment Service Providers Retail Payments Network (PSPRPN) were approved. **Notably, in 2024 the PSPRPN Instructions were amended to provide for the collection of public money via the commercial banks Bill Payment Internet Banking System.**

- Additionally, in 2023 Trinidad and Tobago International Financial Centre (TTIFC) undertook to develop an e-cashbook in compliance with the approved Instructions. This e-cashbook will report on all revenue received by MDAs from a spectrum of payment channels, including over-the-counter, online, PSPRPN vouchers and, once implemented, self-service kiosks.
- During fiscal 2024 the implementation of EFT initiatives in some MDAs continued and it is projected that further EFT projects will be implemented in fiscal 2025.
- Further, the Treasury Division continues to pursue the payment of Government employees' salaries via the Automated Clearing House (ACH) system. Following the successful implementation of the payment of salaries, steps will be taken toward payment to local providers and vendors via ACH.
- The Ministry of Finance has engaged CAF Development Bank of Latin America for technical consultancy support to the Ministry of Finance "Towards an Online Payment Ecosystem for the Collection of Taxes in Trinidad and Tobago (T&T) through digital innovation of the State." The Inland Revenue Division and Customs and Excise Division are major stakeholders.

6. Ministries and Departments which are involved in activities related to HIV and AIDS prevention, control, treatment and care should liaise with the Technical Director of the National AIDS Coordinating Committee (NACC) Secretariat and personnel charged with such responsibilities in the Ministry of Health in developing and planning these activities. Copies of all proposed budgets (Recurrent and Development Programme) and work plans including commitments to fund Civil Society Organisations through subventions and grants should also be copied to the NACC Secretariat.

7. **All MDAs are asked to submit a list of their strategic objective and action plans with the result framework.** An implementation strategy or plan must also be submitted to support all budgetary requests for new initiatives, programmes and projects.

**Appendix B****REVENUE (INCLUDING CAPITAL RECEIPTS)**

1. The Ministry of Finance wishes to emphasise that it is important for Permanent Secretaries and Heads of Departments to pay close attention to the preparation and submission of the draft Estimates of Revenue. Accordingly, the instructions outlined in the following paragraphs must be strictly adhered to.

2. The responsibility for preparing the draft Estimates of Revenue with respect to those areas that fall under the Sixth Schedule to the Tobago House of Assembly Act, Chapter 25:03 and not covered by section 41(1) of the said Act, rests with the Permanent Secretaries and Heads of Departments under whose control they fall.

3. Each Head of Revenue should be shown on a separate sheet in the form specified at **Appendix I**. The description of the Head, Sub-head, Receiver, Item and Sub-item (where applicable) should be identical with those appearing in the Estimates for 2025, modified by such amendments as may have taken place during the course of the year. **Receivers of Revenue must have reconciled the Actual Revenue figures as at 30 September 2024 with the records of the Treasury Division.**

4. Estimates should be stated to the nearest dollar; be as realistic as possible; and based on the latest current information of actual collections, likely trends and policy/legislative decisions.

5. The **assumptions** on which the Revised Estimates for 2025 and the draft Estimates for 2026 are based, must be clearly stated and supported by statistical data and other relevant information to facilitate analysis in the form specified at **Appendix II**. Where necessary, additional supporting documents must be provided. Full explanations must be given for these assumptions.

6. The following must be forwarded to Cabinet by **April 15, 2025** and copied to the Ministry of Finance under confidential cover: -

- (a) proposals for increasing revenue from existing sources and for exploring new sources of revenue; and

- (b) recommendations derived from an examination of **ineffective or inefficient revenue items** with a view to either abolishing or increasing their rates to economic levels, always bearing in mind any legal or statutory requirements or obligations which may apply. The financial implications of both options (i.e. abolition or rate increase) should be dealt within the submission.
- (c) The Cabinet approved proposals/legislative authority must be submitted to the Ministry of Finance for inclusion in the draft Estimates.

7. It must be emphasised that the collection of arrears impacts on government's revenue. Therefore, in accordance with his/her letter of appointment, Receivers of Revenue must ensure that more intensive efforts be applied to reduce the accumulation of **arrears of revenue**. Your draft Estimates for 2026 must include a provision for such arrears that are likely to be collected during the course of the current financial year. In this regard, a statement in the format specified at **Appendix III** is required.

8. Attention is drawn to the instructions that are contained in letters of **Appointment of Receivers of Revenue**. Receivers are reminded of their duty to collect **all** revenues for which they are responsible. Additionally, Receivers of Revenue should be mindful of section 51 of the Financial Regulations made under the Exchequer and Audit Act, Chapter 69:01 which states that "A Receiver of Revenue shall supervise and ensure –

- (a) the punctual collection of revenue in accordance with the laws or regulations relating thereto; and
- (b) that revenue collections are properly brought to account."

Therefore, measures must be taken to correct any deficiencies that may exist at the revenue collection agencies with a view to achieving the targets set out in the Revenue Estimates.

9. Three (3) copies of the draft Estimates of Revenue are to be submitted to the Ministry of Finance.

10. **The Assistant Director of Budgets (Ag), Revenue Section, Budget Division, Ministry of Finance** is responsible for the compilation of the Estimates of Revenue. All enquiries should be addressed to Mrs. Rachael Armstrong (Telephone No: 612 - 9700, Ext. 4013).

**RECURRENT EXPENDITURE – MINISTRIES AND DEPARTMENTS**

1. Permanent Secretaries and Heads of Departments would be aware of the ongoing volatility in the prices of oil, gas and petrochemicals in the international market and its consequential impact on the revenue stream. As a result, the draft Estimates of Recurrent Expenditure must be constrained by utilising the most cost-effective means to ensure that Government's overall fiscal targets are achieved in the short-term. It is proposed that Ministries and Departments will be provided with **indicative ceilings** that will assist in the preparation of their draft Estimates for 2026.

2. Accordingly, the following instructions are issued for the preparation of the draft Recurrent Expenditure Estimates for Ministries, Departments, Statutory Boards and Similar Bodies and the Tobago House of Assembly.

**Cabinet Approvals**

3. The approval of Cabinet must be sought for all expenditure on new initiatives and additional staff. **No increase in allocation would be entertained without reference to the appropriate Cabinet Minute.**

4. The approval of the Cabinet must be sought for proposed new contract positions as well as for the continued employment of persons whose contracts would expire during the course of the 2026 financial year and whose services would be retained.

5. It is the responsibility of MDAs to ensure that inclusions/exclusions based on Cabinet decisions are reflected in their draft Estimates. Where decisions are taken after the submission of the draft Estimates, MDAs should immediately notify the Budget Division and include appropriate recommendations for the re-organization of their priorities.

### **Provisions for Completed Capital Works**

6. In the preparation of the draft Estimates of Recurrent Expenditure, provision must be made under the appropriate votes to meet all **recurrent expenditure expected to arise from Development Programme projects** to be completed and made operational in 2025 and 2026. Where projects have been completed, but MDAs would not be ready to operationalize these projects in the 2026 Financial Year, recurrent funding should not be requested. For each project a separate submission should be made showing the estimated recurrent expenditure for 2026. In order to ensure that appropriate provision is made to meet such expenditure, **it is extremely important that the officer/officers responsible for compilation of the estimates liaise with his/her counterpart in the Ministry's Project Unit to ensure that this takes place.**

### **Preparation of Summary of Expenditure Items**

7. Where there is more than one Item under a Sub-head, the draft Estimates must be summarized at the Sub-item level as indicated at **Appendix IV**.

### **Explanations for Variances**

8. An explanation should be provided for any change proposed under a sub-item of expenditure. It should not be confined merely to the statement – “actual requirement” - but should provide adequate justification, setting out the principal reasons for any proposed variation from the provision for 2025.

## **PERSONNEL EXPENDITURE**

### **Monthly Paid Staff**

9. A Return of Personnel must be submitted as indicated at **Appendix VII** and summarized as at **Appendix VI**.

### **Daily-Rated Employees**

10. Return of Personnel of Daily-Rated Employees must be submitted as indicated at **Appendix IX** and summarized as at **Appendix VIII** showing the total permanent establishment as determined in accordance with Article 1.4.1 of the subsisting Collective Agreement. This return should also indicate the annual wage payable to the employees in each category.

11. Where other employment agreements for Daily-Rated Employees are in force, the forms should be amended to reflect the effect of such agreements on the number of workers and levels of employment offered.



12. Adequate provision must be made for the payment of allowances and other benefits due under the respective Collective Agreements and these must be shown separately under the **Sub-item 30 Allowances – Daily-Rated Workers.**

13. A comprehensive statement, reflecting details of Daily-Rated Employees to be separated in 2025 and those expected to retire in 2026 and 2027, must be provided.

14. The employment of daily-rated employees must not exceed the Cabinet approved numbers for this category of staff.

### **Overtime**

15. No provision should be made for overtime except where the Ministries, Departments, Boards or Agencies are required to function outside the normal working hours.

16. Provisions for overtime expenditure for Monthly Paid Staff and Daily-Rated Workers must be shown **separately under Sub-item 03 – Overtime – Monthly Paid Officers, and Sub-item 29 – Overtime – Daily-Rated Workers, respectively.**

17. Provision should not be made to meet overtime payment for maintenance and other works undertaken by the Ministry of Works and Transport's personnel on behalf of other Ministries. Such payment would be effected by the Ministry of Works and Transport only. Wherever MDAs anticipate that the staff of the Ministry of Works and Transport will be utilised to undertake overtime work during the 2026 fiscal year, the estimated cost should be submitted to the Ministry of Works and Transport for inclusion in its Estimates of Expenditure.

### **Employer's Contribution to N.I.S.**

18. Provision must be made for the appropriate contribution rates in accordance with the amendment to the National Insurance Act, Chapter 32:01.

### **Allowances for officers under the purview of the Salaries Review Commission (SRC)**

19. Provision for allowances, such as Transportation allowance, Personal/Chauffeur/Service allowance, Housing allowance, Telephone allowance, Duty allowance and Special Duty allowance payable to office holders under the purview of the Salaries Review Commission (SRC), should be paid under either Sub-Item 04: Allowances – Monthly Paid Officers or under Sub-Item 24: Allowances – Direct Charges, where applicable.

## GOODS AND SERVICES

20. Full details in support of the estimates for each Sub-item must be submitted in accordance with the format at **Appendices V and X**.

Example:

Sub-item 08 – Rent/Lease – Office Accommodation and Storage – Location of Premises, Landlord, Square Footage, Rate per Month, Car Park Rental;

Sub-item 23 – Fees – Type of Fees: Legal, Audit, Brokerage, Licences and Agreements;

Sub-item 61 – Insurance – Type of Insurance – Building, Fixtures, Vehicles or Equipment, Premium Payable, Due Date.

In the case of Sub-Item 17-Training, training should be aligned to the Ministry's Training Plan developed in accordance with the Personnel Department Training Policy Guidelines 1998 and supported by the requisite approvals. Additionally, MDAs are advised that funding under this sub-item does **not** cover expenses related to the hiring of entertainment services or the purchase of alcoholic beverages.

21. Where more than one type of activity is being funded from a Sub-item, these activities should be clearly identified and the estimated cost apportioned accordingly:

Example

*Sub-item 05 Telephones, should be itemized under the following: -*

- User charges for Direct Lines, Facsimile and PBX Systems
- Official Mobile Services
- Internet Charges
- Rental of WAN lines

*Sub-item 28 Other Contracted Services, should be itemized as follows: -*

- Scavenging
- Repairs to Roads and Bridges
- Management Contracts etc.
- Cable Television Services
- Laundering of Uniforms
- Servicing of Ceremonial Wear

Reference should therefore be made to the Classification of Expenditure Sub-items, Sub-Head: 02- Goods and Services as laid out in the Details of Estimates of Recurrent Expenditure Book for guidance on the type of expenditure to be accommodated.

22. Additionally, no individual employed on contract, by any Ministry, Department, Statutory Board or Similar Body must be paid under sub-item 28 – Other Contracted Services.

### **Allocations for Utilities and House Rates/Property Taxes**

23. Adequate provision must be made for water and sewerage rates and house rates/property taxes in respect of premises owned by the State and occupied by any of its Agencies. Provision must also be made to meet arrears and current payments for electricity and telephone services.

### **MINOR EQUIPMENT PURCHASES**

24. Requests for purchases of minor equipment should be supported by the provision of the following information:

- a) the cost of the equipment inclusive of duty and tax liabilities;
- b) the purpose for which they are required;
- c) the estimated life span of the equipment;
- d) the period of training necessary for stated numbers of personnel in their use and maintenance; and
- e) the cost of any alternative method used in the absence of the equipment.

With regard to motor vehicles, where additional vehicles are being requested, there should be a supporting Cabinet approval for the creation of the post of driver/chauffeur on the Ministry's Establishment. Where a replacement vehicle is being requested, the Board of Survey or Accident Report should be submitted and should include the vehicle number.

25. Each Division/Section must submit its requirements in order of priority as shown at **Appendix XII**. The Ministry/Department must then supply a statement showing the overall priority emanating from submissions of its Divisions/Sections.

26. Requests for Information and Communication Technology equipment must be supported by the recommendation of the Ministry of Digital Transformation. (MDT).

## CURRENT TRANSFERS AND SUBSIDIES

27. Ministries and Departments are requested to examine their expenditure under the Sub-head - Current Transfers and Subsidies - with a view to reducing and/or, in some instances, eliminating such transfer payments.

28. Requests for allocations to Non-Profit Institutions must be accompanied by audited accounts for 2024, Revised Projections for 2025 and justification for the allocation requested in respect of 2026. In the absence of audited financial accounts, unaudited financial accounts must be submitted with an explanation.

29. Where new/increased allocations are being recommended for Organizations and Institutions, the appropriate Cabinet approval must be stated. **No increase in subventions would be entertained without reference to the appropriate Cabinet Minute.** For existing allocations, you are also required to specify the types of contributions that are to be made to the Organizations and Institutions, e.g., contribution to the regular budget, yearly subscription, arrears and whether payments are made quarterly, semi-annually, or annually.

30. Debt servicing payments that are due to be paid in the fiscal year 2026 by any Ministry, Department, Statutory Board or Similar Bodies **must** be reconciled with the Debt Management Division, Ministry of Finance, **prior** to submission of the draft Estimates of Recurrent Expenditure.

## DIRECT CHARGES

31. In order to ensure compliance with the requirements of sub-section 113(2) of the Constitution, Chapter 1:01, Permanent Secretaries and Heads of Departments are requested to identify in their draft Estimates any sums of expenditure charged upon the Consolidated Fund by way of the Constitution or any Act so that they may be excluded from the 2026 Appropriation Bill. One such example would be a request for the payment of pensions to former members of the Defence Force in keeping with the provision of section 243 of the Defence Act, Chap. 14:01

## REVOTES

32. Special care must be taken to ensure that provisions are made in the draft estimates for any necessary re-votes of expenditure of a non-recurring nature. However, if provision was made in 2025 or a previous year, for machinery, equipment, etc. and a delivery date beyond September 30, 2025 has been given; only a token provision should be included. Where funds were provided in the 2025 Estimates to facilitate such expenditure, every effort must be made to expend the funds allocated to avoid a repeat request in 2026.

**GENERAL**

33. The draft Estimates of Expenditure for 2026, together with projections for 2027 and 2028, should be prepared in accordance with the format and classification as detailed at **Appendices IV –XII. Three (3) printed copies with the information must be provided.**

34. In addition, Ministries and Departments are required to prepare a provisional 12 months projection of all Items/Sub-Items of expenditure based on the ceilings that will be provided. Projections should be stated to the nearest dollar and are to be submitted in accordance with the format provided at **Appendix XVI.**

**Appendix D****RECURRENT EXPENDITURE - STATUTORY BOARDS AND SIMILAR BODIES  
AND OF THE TOBAGO HOUSE OF ASSEMBLY**

1. The draft Estimates of Income and Recurrent Expenditure for the financial year 2026, together with projections for 2027 and 2028, should be prepared in accordance with the format and classification as detailed at **Appendices IV - XV** and submitted to the Ministries with responsibility for the respective Boards/Agencies. **The appropriate Ministry should examine the draft Estimates of each Board/Agency and forward them to the Budget Division, Ministry of Finance, with the comments of the Accounting Officer.** The draft Estimates should be prepared and submitted in sufficient time to permit the Ministries to forward same to the Ministry of Finance **not later than April 30, 2025.**

**EXPENDITURE**

2. The instructions as at **Appendix C** must be followed in the preparation of the Recurrent Expenditure Estimates.
3. The draft estimates of each Statutory Board/Agency must be accompanied by a statement to the effect that the Board of Management has approved the draft Estimates submitted.
4. A copy of the audited financial statement for the **financial year ended** within the period January 01, 2024 to December 31, 2024 must accompany the draft Estimates. In the absence of audited financial accounts, unaudited financial accounts must be submitted together with an explanation for the non-submission of audited financial accounts.
5. Each Statutory Board/Agency must also submit a certified statement of its bank balances as at the end of the above-mentioned financial year together with a supporting reconciliation statement thereof.
6. **Failure to provide the information required at paragraph (4) and (5) above would result in the budgetary allocation to the Statutory Authority being contained at the 2025 level or lower.**

## **INCOME**

7. Income from different sources should be itemized to allow for a proper description of such sources and should be stated to the nearest dollar.
8. Estimates should be based on the current information, actual collections and projected trends.
9. Income for 2026 should include arrears of income likely to be collected. **The collection of arrears of income must be diligently pursued. Failure to do so may result in increased deficits, which the Ministry of Finance will not fund.**
10. Statutory Boards/Agencies should also urgently explore every possibility for increasing their income and should submit proposals under confidential cover by April 01, 2025 to their line Ministry. These Ministries would therefore be obligated to submit these proposals, if desirable, to Cabinet by April 15, 2025.
11. **Three (3) printed copies of the draft Estimates with the supporting information must be submitted to the Ministry of Finance via the line Ministries as indicated at paragraph (1) above.**

## **GENERAL**

### **Cash Basis System of Accounting**

12. Government Accounting and Reporting System is on a cash basis. Therefore, Statutory Boards and Similar Bodies are required to report on this basis and not on an accrual accounting system.

**CAPITAL EXPENDITURE PROGRAMME****General**

1. The Ministry of Planning and Development (MPD) will be responsible for the review of all project related proposals before making a submission to Cabinet, regarding the size and composition of the 2026 Public Sector Investment Programme (PSIP). The decision of Cabinet on this submission will be the basis upon which the 2026 Development Programme is finalised for approval by Parliament. Therefore, MDAs will **no longer** need to seek Cabinet's approval for their individual projects to be included in the PSIP as the Ministry of Planning and Development will be the entity that reviews and makes recommendations as to the inclusion of those projects for the PSIP.
  
2. The MPD has developed a Project Screening Brief (PSB) in an effort to update and simplify the framework for planning, financing and the implementation of capital projects, and in particular, the procedure for screening project proposals. This brief which is based on a set of standardized criteria, is aimed at providing a guide for the review and screening of all projects being proposed and submitted for funding. MDAs will therefore be required to submit the relevant information as required in the PSB, to enable the successful screening of proposed projects. A specimen of the PSB can be accessed at [http://www.planning.gov.tt/sites/default/files/PSB\\_REVISED\\_ver\\_2.pdf](http://www.planning.gov.tt/sites/default/files/PSB_REVISED_ver_2.pdf) or on the website of the Ministry of Planning and Development.
  
3. MDAs, including Statutory Boards and Similar Bodies must submit one (1) hard copy and one (1) soft copy (USB media) of the detailed proposals for capital works to be executed in 2026, to the Project Planning and Reconstruction Division (PPRD), Ministry of Planning and Development and copied to the Budget Division, Ministry of Finance not later than April 30, 2025.
  
4. It should be emphasised that the timely submission of estimates, the adequacy of supporting documentation and the acquisition of all requisite approvals, will ensure that requests are properly analysed and appropriate levels of funding provided. Compliance with these requirements will impact the recommendations submitted to Cabinet on the selection of projects and programmes, which will comprise the 2026 Public Sector Investment Programme. MDAs must provide the name and contact particulars for a person who is the liaison for the PSIP within the organisation.



5. Submissions should be constrained by the implementation capacity of MDAs. In this regard, **a report on manpower and other constraints**, that affect the ability of your MDA to properly formulate and implement projects, must be included.

6. While the focus of this Circular is the submission of draft Estimates for 2026, MDAs are encouraged to collaborate with the PPRD on a regular basis, with respect to Pre-Investment proposals, ongoing and new projects. In this regard, MDAs can submit proposals throughout the year resulting in the continuing development of project proposals.

7. MDAs are again advised to seek prior consultation with the **Ministry of Digital Transformation** for all ICT projects before submission to the **Ministry of Planning and Development** in order to ensure alignment with the National ICT Plan.

### **Three [3] Year PSIP**

8. The Three (3) Year PSIP will outline a comprehensive Development Programme with a medium-term perspective and with careful regard to the likely availability of financial resources and implementation capability. It will enforce the overall focus of the Government's approach to development on the basis of shared priorities and cross-cutting interventions.

9. MDAs are to submit proposals for capital expenditure projected for the next 3 years to be incorporated into the Three Year PSIP 2026-2028. These proposals must be aligned to the Government's Vision 2030 five (5) development themes but also give effect to recommendations outlined in the Roadmap for Recovery Reports (RRRs) and Community Recovery Report (CRR) for the immediate, short and medium term. Careful consideration should be given to the overall indicative resource requirements for the 3-year period, as this would be a guide to resource allocation. MDAs **must** pay close attention to the format for presenting the Development Programme Estimates and Cash Flow schedules for the period 2026-2028. Proposals not submitted in the prescribed format, or submitted without sufficient information will not be considered for inclusion in the PSIP for fiscal year 2026.

### **Infrastructure Development Fund (IDF)**

10. Requests for funding for projects and programmes under the Infrastructure Development Fund (IDF) must also be included in the submissions. These submissions should be made to the **Project Planning and Reconstruction Division, Ministry of Planning and Development** and one (1) hard copy to the **Budget Division, Ministry of Finance**.

11. For inclusion in the IDF Budget, projects must be programmed for execution by a Special Purpose State Enterprise (SPSE). Projects already under execution by SPSEs will continue to be financed under the Fund. Operational guidelines for the IDF are contained in Comptroller of Accounts Circular No.12 dated November 9, 2005.

12. The information required for the analysis of the investment proposals is set out in the following paragraphs. It is extremely important that Ministries/Departments provide this information in the required format, as this will assist the Ministry of Planning and Development in finalising its recommendations.

### **Allocation of Funds**

13. With respect to the appropriation of funds for projects to be executed in 2026, the following order of priority will apply:

- (a) commitments arising from activities completed prior to fiscal year 2026;
- (b) projects and programmes under execution for which contractual obligations exist;
- (c) projects for which Loan or Grant funding or Technical Assistance is available from international lending agencies and/or countries (including counterpart funding requirements);
- (d) projects funded entirely by the Government of Trinidad and Tobago for which tenders have been invited or received;
- (e) projects with activities that facilitate compliance with international standards;
- (f) continuing projects in which all the preliminary activities have been completed prior to start up;

- (i) in the case of physical construction – Feasibility Studies, User Briefs, Pre-Engineering and Engineering Designs, Public Consultations, Architectural Designs, Acquisition of Sites, Statutory Approvals etc.; and
  - (ii) in the case of consultancies – Terms of Reference, Expressions of Interest, Shortlisting of Tenderers, Evaluation of Bids, Negotiations with Preferred Bidder etc.
  - (g) pre-investment activities in respect of new projects – Demand Analysis, Financial and Economic Analysis, Social Impact Studies, Environmental Impact Assessment etc.
14. A list that ranks projects and programmes in order of priority for the MDAs must be included in the submission of estimates.
15. Additionally, in reviewing submissions for the inclusion of **new projects**, the Ministry of Planning and Development, will accord highest priority to those proposals that facilitate the upgrading of the national infrastructure, to provide a platform for sustainable growth, individual and community development and the enhancement of social services consistent with Government's development objectives. Other important criteria include:
- (a) Capital formation in the economy, for example: construction projects;
  - (b) Enhancement of competitiveness of the economy – proposals/projects that would have a cogent development impact (employment, production and diversification, export potential, environmental and income distribution); and
  - (c) Sustainability – capital projects that have the ability to generate funds internally, while incurring low maintenance cost/low impact on the recurrent budget, with the ultimate goal contributing to a net reduction in recurrent expenditure.
16. The Ministry of Planning and Development will continue to review and refine the PSIP in order to return it to its developmental focus and to align projects and programmes to national development objectives. This process involves the application of the following evaluation criteria to projects and programmes to determine their suitability for inclusion in the PSIP.

### ***Criteria for Exclusion of Projects/Programmes for the PSIP***

*Annual/Legacy (long-standing) projects:* Multi-year programmes and projects for which there are no discernible end-dates and which are deemed to be ‘annual’:

- *Recurrent activities:* Recurrent costs such as maintenance, salaries and operational costs, should be transferred to the Recurrent Budget;
- *Duplication of projects within and among Ministries and Departments:* Requests for funding for similar activities should be made under the appropriate Budget and not both the PSIP and the Recurrent Budget. Further, for those Ministries and Departments that have similar projects with funding, the most logical agency that should request and receive funding would be determined. This approach would serve to institutionalise the concept of shared priorities and cross-cutting interventions among Ministries and Departments. While this would encourage inter-ministerial collaboration, a single agency will be identified to be responsible for project execution and receipt of funding;
- *Lack of readiness for implementation:* Projects and programmes which lack critical elements necessary for their start-up and/or continuation of implementation would not be considered for funding in the PSIP. Such elements may include the lack of a comprehensive project proposal, Feasibility Study or Statutory Approvals (Certificate of Environmental Clearance (CEC), Town and Country Planning Division (TCPD) approval, etc. Such projects must first satisfy these major requirements and may then be resubmitted for consideration for funding in the future;
- *Institutions with revenue-earning potential:* Institutions which are able to finance their own projects (either through their own revenue streams or through privately secured loans/grants), would not be funded under the PSIP; and
- *Inadequacy of project documentation (Adherence to the Call Circular):* Proper project documentation as well as regular progress reports as requested in the Call Circular, are required to make a reasonable assessment of the Ministries’/Departments’ progress and their requests for funding. Requests which are not supported by proper documentation will not be considered for funding in the PSIP.

### ***Criteria for Inclusion of Projects/Programmes in the PSIP***

- *Projects which fall under the seven strategic sectors targeted for diversification:*
  - Agriculture and Agro-processing;
  - Fish and Fish Processing;
  - Maritime Services;
  - Aviation Services;
  - Tourism and Creative Industries Services;
  - Financial Services; and
  - Information and Communication Technology (ICT) Products and Services.
  
- *Projects which fall under the areas identified as priority for development post Covid-19 recovery: These are the nine priority areas of investment as follows:*

<b>Priority Area</b>	<b>Sub Areas of Focus</b>
<b>1:</b> Fostering Citizen Safety and Security	Crime reduction; Reform of the Legal and Regulatory System; Managing the migrant population; Disaster risk management; Building smart and quality infrastructure
<b>2:</b> Protecting the Vulnerable	Social Protection; Reducing Dependency on Social Services; Reducing gender-based violence; Reducing and preventing child abuse and trauma in families; Promoting family stability; Provision of housing solutions
<b>3:</b> Ensuring Food Safety and Security	Agriculture; Infrastructure; Supply Chain Management; Food safety and quality
<b>4:</b> Improving Public Health	Curbing the rise of NCDs; Health services delivery; Sustainable funding of the health sector; Improving food quality and safety
<b>5:</b> Building Climate and Environmental Resilience	Renewable energy/ Energy conservation; Waste management; Biodiversity conservation; Climate adaptation; Flood mitigation, drainage infrastructure; Coastal protection
<b>6:</b> Invest in Strategic Sectors to Create Growth and Jobs	Diversification; Manpower planning; Trade/Exports; Targeted Growth Sectors (Financial Services, ICT, Maritime, Aviation, Creative and Cultural Industries, Tourism)
<b>7:</b> Creating a Digital Nation	Improving connectivity; ICT infrastructure; ICT legislation Education and digital skills development
<b>8:</b> Rationalising Public Investment for Greater Efficiency and Effectiveness	Public service delivery; Local Government reform; Digital transformation; Improving ease of doing business; Improving the public utilities system and water resource management; modern public management systems, public investment management processes, institutional structures and systems that support good governance

<b>9: Economic Recovery: Building Lives and Livelihoods</b>	Fiscal and monetary policy; Debt management; Increasing access to foreign exchange; Promoting trade and exports diversification; Improving productivity; Innovation and entrepreneurship; Research and Development; Strengthening value chains; Building the Blue Economy; Green industrial development; Promoting local content; Intellectual Property; Science and Technology; Promoting investment and financing; Youth and Child Development; Human capital development, including blended learning and curriculum reform; Promoting positive values attitudes and behaviours; Education infrastructure
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- *Projects that Make a Difference:* Projects and Programmes that have a high impact or ‘make a difference’ would be given priority consideration for funding in the PSIP. High impact projects are those that are regarded as having the greatest potential in contributing to attaining the strategic objectives. These types of projects must intrinsically have the characteristics of:
  - Visibility (where a large number of stakeholders will benefit directly from the outcome of the project)
  - Community building (projects that will improve the quality of life of the community and its environment)
- *Employment Creating Initiatives:* Projects/Programmes that lead to the creation of jobs on a sustained basis during both the implementation and operational phases would be given priority consideration for inclusion in the PSIP.
- *Revenue-Generating Initiatives:* Projects/Programmes that lead to the creation of new sources of revenue will be accorded high priority in the PSIP.

### **Submission of Documentation**

17. **One (1) printed copy** of the draft Estimates of Development Programme for 2026-2028 should be submitted to the **Project Planning and Reconstruction Division, Ministry of Planning and Development**, using the format that is shown at **Appendix XVII**, together with a **USB Flash Drive** containing the required information in a spreadsheet format. Summary information supported by detailed project documents, should be submitted in respect of all projects proposed for inclusion in the Development Programme. One (1) copy of same to also be submitted to the **Budget Division, Ministry of Finance**.

18. While **Appendix XVII** calls for summary information of all projects proposed for inclusion in the Development Programme, detailed project documents, such as Project Screening

Brief (PSB), are required. Further, other supporting information including relevant contracts, contract sums and remaining balances should also be included to assist in the appraisal of the funding request.

### **Continuing Projects**

19. Requests for funding for each ongoing project should be presented using section 2 to 6 of the Project Screening Brief at **Appendix XXI**. It should include the format as at **Appendix XVII** and must include a schedule of payments due in 2026 for activities completed prior to or scheduled for completion in 2026. Additionally, proposed implementation plans and cash flow projections must also be provided and updated on a quarterly basis for projects/programmes that are proposed to be implemented from 2026-2028 as outlined at **Appendices XVIII and XIX**. In addition to these Appendices, Ministries, Departments and Executing Agencies are also encouraged to submit Gantt Charts outlining the proposed implementation plan.

20. In cases where continuing projects have experienced **delays in completion**, an explanation for the delays must be provided with the submissions, along with proposals for either rectifying problems encountered or terminating the project where deemed necessary.

### **New Projects**

21. Based on project ideas emanating from various sources, Ministries/Departments are required to:

- (i) screen project ideas and select the most suitable ones for more detailed development;
- (ii) prepare project documents for those projects proposed for funding;  
and
- (iii) submit the project documents to the **Ministry of Planning and Development** at any time during the year.

22. In order to facilitate an assessment of new project proposals by the Project Planning and Reconstruction Division of the Ministry of Planning and Development, **one (1) printed copy** together with **a USB Flash Drive** of the Project Screening Brief should be submitted in accordance with the project documentation as outlined at **Appendix XXI**. In so doing, care must be exercised to specifically address the following issues:

- (a) goals, purposes and objectives;
- (b) problems or opportunities which the project addresses;
- (c) description of the scope of the project;

- (d) relevant alternative solutions identified and explored;
- (e) justification of the technical solution being proposed;
- (f) output of the project in terms of goods and services;
- (g) manpower requirements for the project and any foreseeable constraints;
- (h) description of the environmental impact (if any) together with details of mitigating measures being proposed;
- (i) full and reliable capital and recurrent cost estimates (with explanations of their derivation);
- (j) expected benefits and outcomes (quantified as far as possible), including measures to evaluate the performance of the project such as targets, indicators and collection of data;
- (k) proposed implementation arrangements and timeframes for project/programme completion; and
- (l) status of project preparation.

23. In addition to the format at **Appendix XXI**, new projects should also be presented in a carefully considered Logical Framework (Log Frame). The logical framework would assist Ministries in the process of identifying strategic elements (inputs, outputs, outcomes, goals). Further, as we foster a paradigm shift towards a culture of performance management to promote good governance in the public sector together with the establishment of a National Monitoring and Evaluation System for Trinidad and Tobago, Ministries should use the Results Chain Theory (RCT) to assist them in presenting strategic elements of their new projects as well as indicators (for measuring purpose) together with the risks and assumptions associated. The definitions of the principle elements are same as those of the reporting template for the National Performance Framework.

### **Pre-Investment (Pipeline) Projects**

24. Formal feasibility studies are **mandatory** for project proposals with an estimated capital cost which **exceeds Twenty-Five Million Dollars (\$25Mn)**. Should consultants be required for the preparation of the studies, the Ministry of Planning and Development is prepared to explore with individual Ministries/Departments, possible sources of financing for these activities. Terms of Reference should be included with the draft Estimates.



25. The Ministry of Planning and Development will work closely with Ministries/Departments in screening proposals and developing the necessary pre-investment documentation for funding of acceptable projects.

### **Additional Information - All Projects**

26. The following are **important considerations** to guide the submissions of estimates for both new and ongoing Projects/Programmes:

- (a) Where architectural, engineering or other consultants have been engaged to provide services required for the development and execution of projects, such consultants should be instructed to supply the required **cost estimates and implementation schedules**;
- (b) In cases where multilateral financing arrangements are involved, full details of the progress made by respective Ministries/Executing Agencies in satisfying applicable **conditions precedent to first disbursement** should be provided. Action plans for fulfilling such conditions with relevant costs should also be presented;
- (c) Where **services are provided by the Ministry of Works and Transport or any other Government Agency**, such Ministry or Agency must be approached in time for the relevant information to be included in the draft Estimates. Ministries and Departments are also advised to seek an assurance in writing from the Ministry of Works and Transport or relevant implementing agency that it has sufficient capacity to implement the works in a timely and cost effective manner; and
- (d) In cases where the successful implementation of a project proposal is **dependent on the completion and/or execution of another project proposal in a different MDA**, this must be clearly stated in the submission and include the name, cost of the project and the executing agency. The Memorandum of Understanding (MoU)/Memorandum of Agreement (MoA) between both entities must be submitted to the **Ministry of Planning and Development** in writing. However, if the MoU/MoA does not exist, provide an indication of any discussion towards collaborative efforts to achieve project execution.

27. **Ministries/Executing Agencies are asked to note that the timely submission and adequacy of the documentation presented will be major considerations in the selection of the projects/programmes, which will comprise the 2026 Public Sector Investment Programme (PSIP).** These include, but are not limited to; Feasibility Studies, Loan Agreements, Terms of

Reference, Contract Documents, the contract sums and remaining balances and approvals by Town and Country Planning Division and the Environmental Management Agency. Furthermore, the name of the person who is responsible for the PSIP within the MDA should be provided along with their relevant contact information.

28. **In this regard, a Checklist is provided at Appendix XXII to assist Ministries and Departments in their submission of the draft Estimates of the Development Programme 2026. Each Ministry's submission MUST be accompanied by the Capital Programme Checklist enclosed at Appendix XXII.**

### **Exclusion of Recurrent Items from the PSIP**

29. MDAs are reminded that the role of the PSIP is to build assets, facilitate sustainable employment, generate revenues, enhance human capital and protect the vulnerable, all aimed at improving the standard of living and quality of life of citizens of Trinidad and Tobago. Therefore, it is imperative that the limited funding under the PSIP is appropriately directed towards the implementation of projects and programmes under the capital programme, including the removal of bottlenecks that impede progress, and not towards recurrent and operational activities.

30. Efforts will continue to ensure that the limited funds available for Capital Development are not diverted to funding recurrent activities. Ministries and Departments are to ensure that in 2026, provision is made under the appropriate recurrent votes to finance the following:

- (i) all activities of a recurrent nature now funded under the Development Programme; and
- (ii) for projects that will be transitioning from the developmental to the operational phase in 2026 and thereafter.

31. Where projects scheduled for completion in 2025 and will give rise to recurrent expenditure in 2026, the necessary steps should be taken by the Ministry/Department to have provisions made for such expenditure included in the 2026 Recurrent Expenditure Estimates. **(See Appendix C Paragraph 6).**

### **REVIEW OF THE PUBLIC SECTOR INVESTMENT PROGRAMME 2025**

32. A review of the performance of the Public Sector Investment Programme (PSIP) in the 2025 fiscal year will be prepared by the Ministry of Planning and Development and included as part of the 2026 PSIP to be submitted to Parliament.

33. Permanent Secretaries and Heads of Departments/Accounting Officers are therefore asked to submit two (2) copies of an Achievement Report on their ongoing projects as at June 30, 2025 using the format as at **Appendix XX**.
34. **This report must be submitted to the Permanent Secretary, Ministry of Planning and Development by July 15, 2025.**
35. A comprehensive Achievement Report on the progress of each project as at March 31, 2025 should be submitted using the format at **Appendix XX**. Since this information will be used by the Project Planning and Reconstruction Division as inputs for the Mid Term Review, due care and attention should be paid to the finalisation of Projected Expenditure – column (f) and the explanation for variances in the Achievement Reports.
36. Additionally, Ministries and Departments are required to submit monthly status reports to the Project Planning and Reconstruction Division, Ministry of Planning and Development, using the format at **Appendix XX**. These reports should be submitted by the 15<sup>th</sup> of the following month.
37. All enquiries pertaining to the above matters should be addressed to: **Ms. Meera Ramesar, Director (Acting), Project Planning and Reconstruction Division, Ministry of Planning and Development, Level 17, Tower D – International Waterfront Complex, Wrightson Road, Port of Spain - (Telephone No. 226-4401 Exts. 4203, 4201 or 4200).**

## **INDICATIVE ANNUAL SCHEDULE OF PLANNED PROCUREMENT ACTIVITIES (IASPPA)**

1. Ministries, Departments and other State Entities requesting funding for goods and services in the 2026 Budget and subsequent fiscal years for both Recurrent and Capital Expenditure, are to ensure that their submissions are informed by an **Indicative Annual Schedule of Planned Procurement Activities (IASPPA)**. This Schedule is indicative because the draft Estimates of Expenditure it reflects, will not yet have been approved by Parliament. The objective of this requirement is to entrench the process by which Ministries, Departments and other State Entities formulate their requests for funding for goods and services to be procured, in any given fiscal year. Basically, Ministries and Departments and State Entities are to carefully evaluate the stages and duration of the procurement process to ensure they can realistically assess when spending may begin.

2. Regardless of whether the procurement falls under the Recurrent or Capital Programme, any good or service exceeding \$75,000, must be included in either Appendix XXIII or Appendix XXIV depending on the Vote classification. It should be noted that the Appendices are intentionally designed to facilitate the linking of procurement planning with budget planning.

3. To establish this linkage, the vote number/project name and the estimated cost of each procurement exceeding \$75,000 must be provided, and the details should be directly associated with the vote/project. The draft Estimate requested for that Vote should reflect the likely expenditure, once procurement activities have been completed.

4. At this stage, Ministries, Departments and other State Entities may not be in a position to include the UNSPSC Code (Level 2) in the IASPPA. However, the following information-must be included:

- a) Proposed date for issue of bidding documents;
- b) Estimated duration of procurement;
- c) Status of procurement;
- d) Expected completion date of procurement; and
- e) Proposed procurement method.

5. These Appendices must be submitted together with the draft Estimates to the named officials designated to receive copies of Recurrent and Development Programme Estimates by April 30, 2025.

6. It is important to note that the submission of an IASPPA with these Estimates does not replace the Annual Schedule of Planned Procurement Activities (ASPPA) which must be published six (6) weeks after the approval of the National Budget, pursuant to section 27 (1) (a) of Act No. 1 of 2015 (as amended).

**DIRECTORY OF SERVICES – (EXPENDITURE)****(Contact persons for submission of draft Estimates of Expenditure)****SECTION 1 – (UNIT A-D)****Mr. Wendell Bernard, Assistant Director of Budgets (Ag.) (Telephone No: 612-9700, Ext 4021)**

President

Auditor General

Judiciary

Industrial Court

Parliament

Service Commissions

Statutory Authorities Service Commission

Election and Boundaries Commission

Tax Appeal Board

Registration, Recognition and Certification Board

Public Service Appeal Board

Office of the Prime Minister

Tobago House of Assembly

Central Administrative Services –Tobago

Personnel Department

Ministry of Finance

Charges on Account of the Public Debt

Pensions and Gratuities

Ministry of National Security

Office of the Attorney General and Ministry of Legal Affairs

Ministry of Public Administration

Integrity Commission

Environmental Commission

Trinidad and Tobago Police Service

Equal Opportunity Tribunal

Ministry of Digital Transformation

## **SECTION 2 – (UNIT E)**

**Mr. Sham Mohammed, Assistant Director of Budgets (Ag.) (Telephone No: 612-9700, Ext 4914)**

Ministry of Public Utilities

Ministry of Rural Development and Local Government

Ministry of Housing and Urban Development

Ministry of Planning and Development

Ministry of Works and Transport

## **SECTION 3 - (UNIT F & G)**

**Ms. Bernice Maule, Assistant Director of Budgets (Ag.) (Telephone No: 612-9700, Ext 4915)**

Ministry of Agriculture, Land and Fisheries

Ministry of Education

Ministry of Health

Ministry of Labour

Ministry of Tourism, Culture and the Arts

Ministry of Energy and Energy Industries

Ministry of Trade and Industry

Ministry of Foreign and CARICOM Affairs

Ministry of Sport and Community Development

Ministry of Social Development and Family Services

Ministry of Youth Development and National Service

**APPENDIX I**

**DRAFT ESTIMATES OF REVENUE FOR 2026**

**MINISTRY/DEPARTMENT .....** **RECEIVER OF REVENUE .....** **DATE OF COMPLETION .....**

**HEAD OF REVENUE .....** **PREPARED BY .....**

Sub-head/Item/Sub-item	Actual Revenue 2024	2025				2026 Draft Estimates	Explanations for variances between Revised Estimates 2025 and Draft Estimates 2026
		Approved Estimates	Actual Revenue Oct. - Mar.  (a)	Projected Revenue April - Sept.  (b)	Revised Estimates  (a) + (b)		

Refer to Appendix B - Paragraph 3  
Note: To return to the Permanent Secretary, Ministry of Finance (Budget Division) not later than 30 April, 2025



APPENDIX II

DRAFT ESTIMATES OF REVENUE FOR 2026

MINISTRY/DEPARTMENT .....

RECEIVER OF REVENUE .....

DATE OF COMPLETION .....

HEAD OF REVENUE .....

PREPARED BY .....

Sub-head/Receiver/Item/Sub-item	2025 Revised Estimates	Assumption for Revised Estimates	2026 Draft Estimates	Assumption for Draft Estimates
<b><u>FOR EXAMPLE</u></b>	\$		\$	
(i) 01/AL1/006 Laboratory Fees				(i) No. of Laboratories (ii) Fees charged per laboratory and/or per service (iii) Any other charges under the item (iv) Total
(ii) 01/WT2/006 Renewal of Examiner Certificate Fee				(i) No. of Examiners (ii) Renewal Fee (iii) Any other pertinent data (iv) Total
(iii) 01/NS3/003 Miscellaneous				(i) Identify types of revenue collected (ii) Give data re all types (iii) Total

Refer to Appendix B - Paragraph 5

APPENDIX III

DRAFT ESTIMATES OF REVENUE FOR 2026

MINISTRY/DEPARTMENT .....RECEIVER OF REVENUE .....DATE OF COMPLETION .....

HEAD OF REVENUE .....PREPARED BY .....

Sub-head/Receiver/Item/Sub-item	Total Arrears of Revenue as at 30/9/2024	Arrears included in Revised Estimates 2025	Arrears collected Oct. 01, 2024 to Mar. 31, 2025	Arrears estimated to be collected Apr. 01 to Sept. 30, 2025	Arrears estimated to be collected during 2026	Remarks
	\$	\$	\$	\$	\$	

Refer to Appendix B - Paragraph - 7

**APPENDIX IV**  
**(Specimen)**  
**SUMMARY- DRAFT ESTIMATES 2026**

HEAD / BOARD .....							
	1	2	3	4	5	6	7
	Actual Expenditure 2024	2025 Estimates			Projected Expenditure 2025	Draft Estimates 2026	Increase/ Decrease 6-5
		Original	Supplementaries and Transfers	Revised 2 + 3			
<b>PERSONNEL EXPENDITURE</b>							
Salaries and COLA Wages and COLA etc.....							
<b>GOODS AND SERVICES</b>							
Travelling and Subsistence Uniforms Electricity etc.....							
<b>MINOR EQUIPMENT PURCHASES</b>							
Vehicles Office Equipment etc.....							
<b>CURRENT TRANSFERS &amp; SUBSIDIES</b>							
<b>TOTAL</b>							

Refer to Appendix C - Paragraphs 7 and 33, Appendix D - Paragraph 1

**APPENDIX V  
(Specimen)**

**RECURRENT EXPENDITURE - EXPLANATION SHEET - 2026 DRAFT ESTIMATES**

**PROJECTIONS FOR 2027 AND 2028**

**HEAD/BOARD .....**

12													
Subhead/Item	Actual Expenditure 2024	2025 Estimates					Draft Estimates 2026	Increase/ (Decrease)  7 - 6	Explanations for Variances		Projections		For use by the Ministry of Finance
		Original	Virements Supplementaries and Transfers	Revised  2+3	Expenditure Including Commitments to 31/3/2025	Projected Expenditure 2025			Projected Expend. 2025/ Original Estimates 2025 (6-2)	Draft Estimates 2026/ Projected Expend. 2025 (7-6)	2027	2028	
<b>01 - PERSONNEL EXPENDITURE</b>													
001 - General Admin.													
01 - Salaries & Cola	500,000	520,000	10,000	530,000	130,000	525,000	560,000	35,000	5,000 - Vacant post filled	35,000 - To cater for posts to be filled	550,000	550,000	
Total Gen. Admin.	500,000	520,000	10,000	530,000	130,000	525,000	560,000	35,000			550,000	550,000	
<b>02 - GOODS AND SERVICES</b>													
001 - General Admin.													
13 - Maintenance of Vehicles	100,000	140,000	(25,000)	115,000	30,000	118,000	150,000	32,000	(-22,000) - Additional Vehicle was not acquired in fiscal 2023	32,000 - Maintenance cost of vehicles to be acquired See Appendix for details.	150,000	150,000	
17 - Training	40,000	50,000	-	50,000	10,000	30,000	35,000	5,000	(-20,000)	5,000 - See Appendix for details	35,000	35,000	
Total Gen. Admin.	140,000	190,000	-	165,000	40,000	148,000	185,000	37,000	-	-	185,000	185,000	

Refer to Appendix C - Paragraphs 20 and 33, Appendix D - Paragraph 1

**APPENDIX VI**  
**(Specimen)**  
**SUMMARY**

**RETURN OF PERSONNEL - 2026**

**HEAD/BOARD:**

Divisions	Establishment		Monthly Payments		Provision in Draft Estimates 2026 (Inclusive of COLA)			Remarks
	2025	2026	Salary	Cola	Post with Substantive Holder	Vacant Posts		
						With Bodies	Without Incumbents	
			\$	\$	\$	\$	\$	
FOR EXAMPLE DIVISION A	260	255	2,040,000	36,975	23,670,253	1,200,000	1,083,700	
DIVISION B	25	26	130,000	3,770	1,350,240	255,000	389,368	

Division refers to the Item in Estimates

Refer to Appendix C - Paragraphs 9 and 33, Appendix D - Paragraph 1

**APPENDIX VII**  
**(Specimen)**  
**RETURN OF PERSONNEL - 2026**

HEAD/BOARD:

Establishment		Item No.	Post	Range	Name of Substantive Holder	Incremental Date	Monthly payments		Provision in Draft Estimates 2026 ( Inclusive of COLA )			*  Remarks
							Salary	Cola	Post with Substantive Holder	Vacant Posts		
										* With Bodies	** Without Incumbents	
2025	2026											
<u>DIVISION A</u>							\$	\$	\$	\$	\$	
4	4	16	Administrative Officer II	46D	1) John Lewis 2) Vacant  3) Vacant  4) Vacant	1.1	10880/11115 10449/10665  10449/10665  0	225 0  225  0	136,080 -  -  0	- 125,388  -  0	- -  85,592  0	F: Mohammed, Administrative Assistant (Item 17) - Acting in Post  Post vacant with effect from November 2017 to be filled by February 1st 2024  Retirement of K. Solomon with effect from July 20, 2018.
1	1	17	Administrative Assistant	35F	F.Mohammed	1.1	9893	225	121,416			1st Longevity
2	3	18	Clerk II	20C	1) Russel Ragbir 2) Wahid King 3) Vacant	1.1 1.1	6420/6579 6259/6420 6097/6259	225 225	81,648 79,740	- -		1 Post created with effect from May 01,2013 Cab. Min. No. John Peters. Cl.I Ag. in post
2	1	19	Clerk I	14	1) John Peters	1.1	5400/5527	225	69,024		-	1 Post abolished with effect from October 01, 2013. Cab. Min. No.
		20	Temporary Staff 1 Clerk I	14	Sharon Bruce	1.4	5045/5157	225	63,912	-	-	Post created for an additional 3 years with effect from January 01, 2022. Cab Min No.
TOTAL									551,820	200,496	85,592	

\*Where post is vacant also include in the Remarks Column:

Date of Vacancy  
Reason/s for Vacancy eg. Retirement or promotion  
Last substantive or temporary/acting incumbent  
Item Number, Ministry/Department of Acting Incumbent

\*\*Identify critical posts which are required to be filled in 2025/2026 for the efficient operation of the Ministry/Department/Board  
Refer to Appendix C - Paragraphs 9 and 33, Appendix D - Paragraph 1

**APPENDIX VIII**  
**(Specimen)**  
**SUMMARY**  
**RETURN OF DAILY-RATED EMPLOYEES - 2026**

HEAD/BOARD:

	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Divisions	PERMANENT ESTABLISHMENT			Number of Posts Utilised  (3+4)	ADDITIONAL WORKERS				Total No. of Workers Employed  (5+6+9)	Annual Wages Cost (Wages and COLA only)
	Total Number of Approved Posts	Workers Employed			PERMANENT WORKERS	OTHER REGULAR WORKERS				
		Permanent	Regular		Fmly. Regular Workers with 10 yrs. Service as at 31/12/93	Workers employed 10 days Per Fortnight	Workers employed less than 10 days Per Fortnight	TOTAL		
DIVISION A	430	344	84	428	95	35	-	35	558	\$ 18,810,000
DIVISION B	225	225	-	225	5	-	39	39	269	9,100,000
GRAND TOTAL	655	569	84	653	100	35	39	74	827	27,910,000

Refer to Appendix C - Paragraphs 10 and 33, Appendix D - Paragraph 1

**APPENDIX IX**

(Specimen)

**DETAILED RETURN OF DAILY-RATED EMPLOYEES - 2026**

**HEAD/BOARD:**

	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Divisions	Occupation	Grade	PERMANENT ESTABLISHMENT			Number of Posts Utilised  (5+6)	ADDITIONAL WORKERS				Total No. of Workers Employed  (7+8+11)	Annual Wage Cost (Wages and COLA only)
			Total Number of Approved Posts	Workers Employed			PERMANENT WORKERS  Fmly. Regular Workers with 10 yrs. service as at 31/12/93	OTHER REGULAR WORKERS				
				Permanent	Regular			Workers employed 10 days Per Fortnight	Workers employed less than 10 days Per Fortnight	TOTAL  (9+10)		
DIVISION A	Foreman	1	6	5	1	6	1	-	-	-	7	\$  558,740
	Mechanic	4	2	-	1	1	-	-	-	-	1	62,660
	Chargehand	6	4	4	-	4	-	-	-	-	4	217,360
	Female Labourers	9	2	2	-	2	-	-	-	-	2	93,600
TOTAL		19	14	11	2	13	1	0	0	0	14	932,360

Refer to Appendix C - Paragraphs 10 and 33, Appendix D - Paragraph 1



**APPENDIX X**

**RECURRENT EXPENDITURE DRAFT ESTIMATES 2026**

**EXPLANATION SHEET**

**MINISTRY/ BOARD -**

Details of Request				AMOUNT	Remarks / Justification
<b>SUB-HEAD : 01 - PERSONNEL EXPENDITURE</b>				<b>\$</b>	
<b>SUB - ITEM : 06 - Remuneration to Board &amp; Commission Members</b>					Board appointed for 3 years w.e.f 01/10/2022
Chairman:	Remuneration	10000 x12		120,000	
	Travel allowance -	1000 x12		12,000	
Deputy Chairman	Remuneration	7500 x12		90,000	
	Travel allowance -	750 x12		9,000	
Members (5)	Remuneration	5000 x12x5		300,000	
	Travel allowance -	500 x12x5		30,000	
Draft Estimates 2026				561,000	
<b>SUB-HEAD : 02 - GOODS AND SERVICES</b>					
<b>SUB - ITEM : 01 - Travelling</b>					
No. of Travelling Posts	Filled	Vacant	To be Filled in 2026		
Director -	Commutated allowance	2750 x12		33,000	New rate approved from \$1,500 to \$2,750 from 1/01/2015
Dep. Director, Sr. Accountant-	Commutated Allowance	2750 x12x2		66,000	
Airfare to Tobago		300 x4		1,200	Director proposes to visit Tobago Sub- Office every quarter
Hotel accommodation - Tobago		1000 x4		4,000	
Draft Estimates 2026				104,200	
<u>04 - Electricity</u>	Average Monthly Payments	3000 x12		36,000	Offices in two (2) floors of Building located at # 12 Main Street
<u>05 - Telephones</u>	Monthly Charges	5000 x12		60,000	Rental and calls for PBX system and 5 Direct lines
	Monthly Internet Service	2000 x12		24,000	
	Average Monthly mobile services	1000 x12		12,000	Cellular phones assigned to 4 officers
Draft Estimates 2026				96,000	
<u>08 - Rent/Lease - Office Accommodation &amp; Storage</u>	Monthly Rate	6000 x12		72,000	Building located at # 12 Main Street
	Car park	2000 x12		24,000	Parking provided for 4 officers
Draft Estimates 2026				96,000	
<u>16 - Contract Employment -</u>	See Return of Personnel Appendix XI			483,492	Cabinet Minute #
<u>23 - Fees</u>	Legal Fees			24,000	Average amount paid to Legal Firms
	Annual Licences & Technical Support			8,000	
Draft Estimates 2026				32,000	

**APPENDIX X**

**RECURRENT EXPENDITURE DRAFT ESTIMATES 2026**

**EXPLANATION SHEET**

**MINISTRY/ BOARD -**

Details of Request			AMOUNT	Remarks / Justification
<u>28 Other Contracted Services</u>	Scavenging	5000 per day x 150 days	750,000	Cabinet Minute #
	Repairs to Roads and Bridges	16000 x 12	192,000	
	Management Contracts	2000 x 12	24,000	Contract Details
	Cable Television Services	500 x 12	6,000	
	Draft Estimates 2026		972,000	
<u>37 - Janitorial Services -</u>	Head & Sub-Offices	9000x12	108,000	Contract with MTS for 3 years from 1/10/2022
<u>43 - Security Services -</u>	Head Office - POS	5500x12	66,000	Contract with Amalgamated Security for 3 years from 1/10/2022
	Sub-Offices - San Fernando, Arima	3200x12	38,400	Contract with Amalgamated Security for 3 years from 1/01/2022
	Draft Estimates 2026		104,400	
<u>61 - Insurance</u>	Annual Insurance Premium	18,000	18,000	Insurance for equipment due 30th April
	Annual Insurance Premium	32,000	32,000	Insurance for building due 31st August
	Draft Estimates 2026		50,000	

Refer to Appendix C Paragraphs 20, 21 and 33, Appendix D - Paragraph 1

**APPENDIX XI**

**DRAFT ESTIMATES 2026**

**RETURN OF PERSONNEL**

**OFFICERS ON CONTRACT**

SUB-HEAD/ITEM/SUB-ITEM	POSITION	NAME OF HOLDER	MONTHLY PAYMENTS					TOTAL FOR YEAR	*CONTRACT GRATUITY PAYABLE IN 2026	REMARKS
			SALARY	TRAVELLING	HOUSING	NIS	OTHER			
			\$	\$	\$	\$	\$	\$	\$	
02 Goods & Services 001 General Administration 16 Contract Employment	Director	Richard John	15,000	1,500	1,000	197		212,364	108,000	On contract for 3 years w.e.f. 1/10/2022 - 30/09/2025 Gratuity- 20% of gross salary Cabinet Minute No. dated
	Project Implementation Officer	Vacant	12,000	1,200	0	197		160,764	Nil	Post created by Cabinet Minute No. Dated (Post advertised, interviews to be held shortly).
	Human Resource Manager	Teddy Singh	8,000	1,000	0	197		110,364	0	On contract for 3 years w.e.f. 1/10/2022 - 30/09/2025 Gratuity- 20% of gross earnings Cabinet Minute No. dated
<b>TOTAL</b>								483,492	108,000	

\$  
483,492

DRAFT ESTIMATES: CONTRACT EMPLOYMENT

\*DRAFT ESTIMATES: CONTRACT GRATUITY -

108,000

\* Contract Gratuity to be funded under Current Transfers and Subsidies vote of the particular Ministry /Board /Body

**Refer to Appendix C - Paragraph 33, Appendix D - Paragraph 1**

**APPENDIX XII**

**MINOR EQUIPMENT PURCHASES - DRAFT ESTIMATES 2026**

**MINISTRY/DEPARTMENT/BOARD:**

**DIVISION:**

ITEM AND SUB ITEM	REQUIREMENT (IN ORDER OF PRIORITY)	NO. REQ'D	UNIT COST	TOTAL COST	REMARKS	FOR USE BY THE MINISTRY OF FINANCE
<u>001 - GENERAL ADMIN.</u>						
01 - Vehicles	Four Wheel Drive Pick-up	1	295,000	295,000	To transport workmen and materials to Worksite. [ Indicate whether Board of Survey has been completed.]	
02 - Office Equipment	1) Computers	4	10,000	40,000		
	2) Photocopier	1	100,000	100,000		
03 - Furniture and Furnishings	1) Stenographer/Typist Chairs	5	900	4,500	Replacement of defective chairs	
04 - Other Minor Equipment	Air-conditioning Unit	2	12,000	24,000	To replace non-functional Units	
<b>SUB-TOTAL</b>				<b>463,500</b>		
<b>PLUS VAT</b>				<b>69,525</b>		
<b>GRAND TOTAL</b>				<b>533,025</b>		

Refer to Appendix C - Paragraphs 25 and 33, Appendix D - Paragraph 1

### APPENDIX XIII

#### ESTIMATES OF INCOME (INCLUDING GOVERNMENT SUBVENTION) - STATUTORY BOARDS AND SIMILAR BODIES - 2026

	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Sub-head/ Item/ Sub-Item	Description	2024 Actual	2025 Estimate	2025 Revised Estimate	2026 Estimated Income	Increase/ (Decrease) (6-5)	Explanations	Projections	
								2027	2028
		\$	\$	\$	\$	\$		\$	\$
01	Government Subvention								
04	Other Income Item/ Sub-Item								

Refer to Appendix D - Paragraph 1

APPENDIX XIV

STATUTORY BOARDS AND SIMILAR BODIES

COMPARATIVE INCOME STATEMENT  
(Excluding Government Subvention)

ORIGINAL/REVISED ESTIMATES 2025

BOARD \_\_\_\_\_

	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
SUB-HEAD/ITEM	2025 ORIGINAL ESTIMATES			2025 REVISED ESTIMATES			VARIANCE	REASONS FOR VARIANCE
	CURRENT	PREVIOUS	TOTAL	CURRENT	PREVIOUS	TOTAL		
	YEAR	YEAR(S) ARREARS	(2+3)	YEAR	YEAR(S) ARREARS	(5+6)		
	\$	\$	\$	\$	\$	\$	\$	

Refer to Appendix D - Paragraph 1

APPENDIX XV

STATUTORY BOARDS AND SIMILAR BODIES - 2026

ESTIMATED INCOME FOR 2026  
(Excluding Government Subvention)

BOARD \_\_\_\_\_

	(1)	(2)	(3)	(4)	(5)	(6)
SUBHEAD/ITEM	TOTAL ARREARS OF INCOME AS AT 30/9/2024	ARREARS AT COLUMN (1) EXPECTED TO BE COLLECTED IN 2025	ARREARS AS AT COL.1 ESTIMATED TO BE COLLECTED DURING 2026	ESTIMATED INCOME (EXCLUDING ARREARS) FOR 2026	TOTAL ESTIMATED INCOME FOR 2026 (INCLUDING ARREARS TO BE COLLECTED) (3+4)	REMARKS

Refer to Appendix D - Paragraph 1

**APPENDIX XVI**

**DRAFT ESTIMATES 2026**

**PROVISIONAL RECURRENT EXPENDITURE PROJECTIONS**

MINISTRY/DEPARTMENT .....

ACCOUNTING UNIT NO: .....

Sub-head/Item/Sub-item	Provision	2026													
		Oct	Nov	Dec	January	February	March	April	May	June	July	August	September	Total for Year	Balance of Provision
EXAMPLES															
<b>01-PERSONNEL EXPENDITURE</b>															
001 General Administration															
04 Allowances - Monthly Paid Officers	497,000	33,940	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	13,060	497,000	0
<b>02-GOODS AND SERVICES</b>															
001 General Administration															
10- Office Stationery and Supplies	350,000	0	0	100,000	0	50,000	0	45,000	0	55,000		40,000	60,000	350,000	
16-Contract Employment	4,000,000	310,000	315,000	330,000	330,000	330,000	330,000	330,000	345,000	345,000	345,000	345,000	345,000	4,000,000	
<b>03-MINOR EQUIPMENT PURCHASES</b>															
001 General Administration															
04-Other Minor Equipment	100,000	0	0	0	30,000	0	0	40,000	0	0	30,000	0	0	100,000	
<b>04-CURRENT TRANSFERS AND SUBSIDIES</b>															
007-Households															
40-Graturities to Contract Officers	500,000	0	0	0	200,000	0	0	100,000	0	0	0	200,000	0	500,000	

Refer to Appendix C - Paragraph 34



## APPENDIX XVII

## DEVELOPMENT PROGRAMME DRAFT ESTIMATES, 2026 (WITH PROJECTIONS FOR 2027 AND 2028)

**HEAD - MINISTRY OF.....**

**To be completed and returned to the Permanent Secretary, Ministry of Planning and Development (Project Planning and Reconstruction Division)  
not later than April 30, 2025**

Projec Name and Number	Programme/Project	2024 Actual Expenditure	2025 Approved Estimates	2025 Revised Estimates	2026 Draft Estimates (Year 1)	Explanations	Projections			
							2027 (Year II)	Explanations	2028 (Year III)	Explanations
		\$	\$	\$	\$		\$		\$	

**APPENDIX XVIII**  
**DETAILED IMPLEMENTATION PLAN AND CASH FLOW PLAN**

Head -

Project Name -

(\$000's)

ITEM	Inputs/Main Activities	Amounts Due 2025 To Be Paid 2026	Plan	10	11	12	01	02	03	04	05	06	07	08	09	Activity Cost		
																Foreign	Local	Total
A			Implementation Cashflow															
B			Implementation Cashflow															
C			Implementation Cashflow															
D			Implementation Cashflow															
E			Implementation Cashflow															
F			Implementation Cashflow															
G			Implementation Cashflow															
H			Implementation Cashflow															
I			Implementation Cashflow															
J			Implementation Cashflow															
K			Implementation Cashflow															
L			Implementation Cashflow															
M			Implementation Cashflow															
AGGREGATE COST																		
- FOREIGN																		
- LOCAL																		

Refer to Appendix E - Paragraph 19

**APPENDIX XIX**  
**IMPLEMENTATION PLAN AND PROJECTED CASH FLOW (2026-2028)**

**Project No.:**

**Project Name:**

Item	Main Activities/Inputs	Plan	2026					2027					2028					Grand Total
			Q1	Q2	Q3	Q4	Sub-Total	Q1	Q2	Q3	Q4	Sub-Total	Q1	Q2	Q3	Q4	Sub-Total	
A		Implementation																
		Cash Flow																
B		Implementation																
		Cash Flow																
C		Implementation																
		Cash Flow																
D		Implementation																
		Cash Flow																
E		Implementation																
		Cash Flow																
F		Implementation																
		Cash Flow																
G		Implementation																
		Cash Flow																
H		Implementation																
		Cash Flow																
I		Implementation																
		Cash Flow																
J		Implementation																
		Cash Flow																
K		Implementation																
		Cash Flow																
L		Implementation																
		Cash Flow																
M		Implementation																
		Cash Flow																

Implementation Plan - period of implementation to be indicated by shading the relevant Quarters.

Cash Flow Plan - proposed expenditure to be shown by inserting the amounts in the relevant Quarters.

**Refer to Appendix E Paragraph 19**

**APPENDIX XX**

**ACHIEVEMENT REPORT OF PROGRAMME/PROJECT AS AT MARCH 31st /JUNE 30th, 2025**

**Head - Ministry/Agency**

Project Name and Number	Financial						Physical				
	Allocation 2025	Releases 2025	Planned Expenditure and Commitment 2025	Actual Expenditure and Commitment 2025	Variance between Actual and Planned Expenditure	Projected Expenditure to end of Fiscal 2025	Detailed Project Activities in 2025 with time-frames	Planned (%)	Actual (%)	Employment Generation	Achievements/ Constraints/ Remarks/ Explanation of Variances
	(a)	(b)	( c)	(d)	( c) - (d)						
Total											

Refer to Appendix E - Paragraphs 32, 34 and 35

**APPENDIX XXI****DEVELOPMENT PROGRAMME DRAFT ESTIMATES – 2026****Project Screening Template**

**Note:** Proposals for new projects would be evaluated year-round by the PSB committee.

Upon successful evaluation, Ministries are required to formally submit these projects by April 30<sup>th</sup> 2025 for inclusion in the Draft Estimates for the upcoming financial year or into the Project Bank.

ITEMS	
<b>1. PROJECT FEASIBILITY</b>  <i>This is an assessment of the practicality of a project/programme that has been proposed. It weighs all the pros against the cons, and then recommends whether or not to go ahead.</i>	
<b>NEED</b>	
<b>POSSIBLE SOLUTIONS/ALTERNATIVES</b>	
<b>EVALUATE EACH SOLUTION/ALTERNATIVE</b>	<i>Stakeholder Analysis</i>
	<i>Social Impact</i>
	<i>Environmental Impact</i>
	<i>Employment Generation</i>
	<i>Operational Analysis</i>
	<i>Financial Analysis</i>
	<i>Economic Analysis</i>
<b>SELECT MOST FEASIBLE SOLUTION</b>  (Independent Feasibility Study is required for projects valued over \$25.0 million)	

**APPENDIX XXI****DEVELOPMENT PROGRAMME DRAFT ESTIMATES – 2026****Project Screening Template**

<b>ITEMS</b>	
<b>CONCLUSION- GO AHEAD WITH PROJECT: YES/NO</b>	
<b>2. PROJECT OVERVIEW</b>	
• Title	
• Background and History	
• Project Objectives and Goals	
• Outputs/Targets	
• Monitoring and Evaluation	
• Benefit of Project	
• Project Duration	
• Project Location	
<b>3. PROJECT ASSUMPTION</b>	
<b>4. PROJECT CONSTRAINTS</b>	
<b>5. PROJECT SCOPE</b>	
<b>6. RESOURCE REQUIREMENTS</b>	
<b>1. Personnel</b>	
<b>2. Equipment</b>	
<b>3. Utilities/Energy Sources</b>	

**APPENDIX XXI****DEVELOPMENT PROGRAMME DRAFT ESTIMATES – 2026****Project Screening Brief Template**

ITEMS	
<b>4. Raw Materials</b>	
<b>7. PROJECT BUDGET BREAKDOWN- (<i>Activity Based Costing</i>)</b>	
<b>8. DETAILED IMPLEMENTATION SCHEDULE &amp; PROJECT MILESTONES</b>	
<b>9. PROCUREMENT PLAN</b>	
<b>10. QUALITY PLAN</b>	
<b>11. COMMUNICATION PLAN</b>	
<b>12. RISK MANAGEMENT PLAN</b>	
<b>13. PROJECT READINESS- (<i>Refer to Call Circular</i>)</b>	

**APPENDIX XXII****CHECKLIST FOR SUBMISSION OF DRAFT ESTIMATES OF DEVELOPMENT PROGRAMME 2026**

Ref. Page	Item	✓
27, 29 & 33	One (1) hard copy and one (1) soft copy of Draft Estimates 2026 for PPRD and One (1) hard copy for Budget Division	
6	Covering memorandum from Permanent Secretaries/Heads of Departments/The Chief Administrator	
36	Strategic Objectives and Action Plan of the Ministry	
29 & 30	Priority Listing of PSIP Projects	
34	Report of Constraints to Implementation (e.g. Staffing, Accommodation, Procurement) and planned Corrective Measures	
35	Feasibility Studies for New Projects estimated to cost over \$25.0 Mn.	
33 - 35    34	Supporting Documents Reports of Consultancies Gantt Charts Logical Framework (Log Frame) Work Breakdown Structure Project Screening Brief (PSB)	
58-65	Appendices XVII to XXII	



## APPENDIX XXIII

## INDICATIVE ANNUAL SCHEDULE OF PLANNED PROCUREMENT ACTIVITIES (IASPPA) FOR DRAFT ESTIMATES OF RECURRENT EXPENDITURE 2026

HEAD - MINISTRY OF.....

[illegible]

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**Refer to Appendix F**

## APPENDIX XXIV

## INDICATIVE ANNUAL SCHEDULE OF PLANNED PROCUREMENT ACTIVITIES (IASPPA) FOR DRAFT ESTIMATES OF DEVELOPMENT PROGRAMME 2026

**HEAD - MINISTRY OF.....**

[illegible]