



THREE YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2014 - 2016

**Ministry of Planning and
Sustainable Development**

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ABBREVIATIONS

ACTI	Association of Caribbean Tertiary Institutions
ACTT	Accreditation Council of Trinidad and Tobago
ADR	Alternative Dispute Resolution
CARICOM	Caribbean Community
CARIRI	Caribbean Industrial Research Institute
CBBI	Community-based Business Incubators
CBO	Community Based Organisations
CCS	Carbon Capture and Storage
CCST	Caribbean Council of Science and Technology
CCTV	Closed Circuit Television
CDA	Chaguaramas Development Authority
CDF	Community Development Fund
CEC	Certificate of Environmental Clearance
CISL	Community Improvement Services Limited
CMMS	Computerised Maintenance Management System
CNG	Compressed Natural Gas
COHSOD	Council for Human and Social Development of the Caribbean Community
COMDESI	Community Centred Design & Innovation
COSTAAT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CRH	Churchill Roosevelt Highway
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSO	Central Statistical Office
CSP	Citizen Security Programme
EAP	Employee Assistance Programme
EBC	Elections and Boundaries Commission
ECCE	Early Childhood Care and Education
ECIAF	Eastern Caribbean Institute for Agriculture and Forestry
EDB	Economic Development Board
EIA	Environmental Impact Assessment
EMA	Environmental Management Agency
EMBD	Estate Management and Business Development Limited
EPA	Economic Partnership Agreement
EPOS	East Port of Spain Development Company Limited
ESA	Environmental Sensitive Area
eTeck	Evolving Technologies and Enterprise Development Limited
EU	European Union
EWMSC	Eric Williams Medical Sciences Complex
FIMS	Financial Information Management System
FPAMA	Forest and Protected Areas Management Authority
GORTT	Government of the Republic of Trinidad and Tobago
HDC	Housing Development Corporation
HIMS	Health Information Management System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
HSRP	Health Sector Reform Programme

HYPE	Helping You Prepare for Employment
IAAC	Inter-American Accreditation Cooperation
ICON	Inspiring Confidence in Our Neighbourhood”
ICT	Information Communication Technology
IDB	Inter-American Development Bank
IDF	Infrastructure Development Fund
IhRIS	Integrated Human Resource Information System
IMA	Institute of Marine Affairs
IVF	In-Vitro Fertilization
LGRP	Local Government Reform Programme
LSA	Land Settlement Agency
M&E	Monitoring and Evaluation
MDP	Municipal Development Plan
MFPLMA	Ministry of Food Production, Land and Marine Affairs
MIC	Metal Industries Limited
MIP	Municipal Investment Plan
MLG	Ministry of Local Government
MLSMED	Ministry of Labour and Small and Micro Enterprise Development
NMC	National Mail Centre
MIP	Municipal Investment Plan
MNS	Ministry of National Security
MoE	Ministry of Education
MOU	Memorandum of Understanding
MTP&SD	Ministry of the People and Social Development
NACC	National Aids Coordinating Committee
NALIS	National Library and Information System Authority
NAPA	National Academy for the Performing Arts
NCSHL	National Commission for Self Help Limited
NEC	National Energy Corporation
NES	National Employment Service
NESC	National Energy Skills Center
NGC	National Gas Company
NGO	Non-Governmental Organisation
NHP	National Highway Programme
NIB	National Insurance Board
NIHERST	National Institute of Higher Education, Research, Science and Technology
NIPDEC	National Insurance Property Development Company
NMC	National Mall Centre
NOMP	National Organisational Mentoring Programme
NPMC	National Petroleum Marketing Company Limited
NPSTA	National Public Service Transformation Agenda
NQF	National Qualifications Framework
NSDP	National Skills Development Programme
NTA	National Training Agency
NUP	Neighbourhood Upgrading Programme
NYCTT	National Youth Council of Trinidad and Tobago
OAS	Organisation of American States

OPGW	Optical Ground Wire
OSHA	Occupational Safety and Health Act
PAN	Positive Adolescent Network Yard Initiative
PATT	Port Authority of Trinidad and Tobago
PCEMP	Public Capital Expenditure Management Programme
PIU	Programme Implementation Unit
PLWHA	Persons Living With HIV/AIDS
PMAS	Performance Management and Appraisal System
PMU	Programme Management Unit
POSGH	Port-of-Spain General Hospital
PSAEL	Palo Seco Agricultural Enterprises Limited
PSI	Population Services International
PSIP	Public Sector Investment Programme
PSRIP	Public Sector Reform Initiation Programme
PTSC	Public Transport Service Corporation
PURE	Programme for Upgrading Road Efficiency
R&D	Research and Development
RBMS	Results Based Management System
RDC	Rural Development Company
RFP	Request for Proposal
RHA	Regional Health Authority
RMMS	Routine Maintenance Management System
ROP	Repeat Offenders Programme
ROSQ	Regional Organisation for Standards and Quality
RRM	Routine Road Maintenance
RSHDC	Regional Social Human Development Councils
SAUTT	Special Anti-Crime Unit of Trinidad and Tobago
SEMP	Secondary Education Modernization Programme
SEPP	Socio Economic Project Planning
SES	Seamless Education System
SEW	Single Economic Window
SFGH	San Fernando General Hospital
SIDC	Seafood and Industry Development Company
SILWC	Sugar Industry Labour Welfare Committee
SME	Small and Micro Enterprises
SPS	Sanitary Phytosanitary
SPSEs	Special Purpose State Enterprises
STAR	Service Training Attitude and Respect
STEP	Small Tourism Enterprise Projects
STP	Sewerage Treatment Plant
SWMCOL	Solid Waste Management Company
T&CPD	Town and Country Planning Division
T&T Ent	Trinidad and Tobago Entertainment Company
T&TEC	Trinidad and Tobago Electricity Commission
TCPD	Town and Country Planning Division
TDC	Tourism Development Company
THA	Tobago House of Assembly

TIC	Trade and Investment Convention
TMB	Traffic Management Branch
TOR	Terms of Reference
TQF	Tertiary Qualifications Framework
TTBS	Trinidad and Tobago Bureau of Standards
TTFC	Trinidad & Tobago Film Company
THTI	Trinidad and Tobago Hospitality and Tourism Institute
TTIC	Trinidad and Tobago Innovation Centre
TTIT	Trinidad and Tobago Institute of Technology
TTPOST	Trinidad and Tobago Postal Corporation Limited
TTPS	Trinidad and Tobago Police Service
TTTIC	Trinidad and Tobago Tourism Industry Certificate
TUCO	Trinidad Unified Calypsonian Organisation
UBH	Uriah Butler Highway
UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UNDP	United Nations Development Programme
UTT	University of the Trinidad and Tobago
UWI	University of the West Indies
VFM	Value for Money
VHL	Vanguard Hotel Limited
VMCOTT	Vehicle Maintenance Corporation of Trinidad and Tobago
WAN	Wide Area Network
WASA	Water and Sewerage Authority
WTP	Water Treatment Plant
XRF	X-Ray Fluorescent
YAPA	Youth Apprenticeship Programme in Agriculture
YFS	Youth Friendly Spaces
YouthRISE	Youth Resources for Implementing Successful Enterprises
YTEPP	Youth Training and Employment Partnership Programme

INTRODUCTION

1. The Public Sector Investment Programme (PSIP) seeks to execute the Government's national development objectives through viable programmes and projects geared towards achieving the desired national outcomes. The three-year PSIP, which was reintroduced by Government in 2013 for the period 2013-2015, outlines a three-year investment portfolio of capital projects aligned to the Medium-Term Policy Framework (MTPF) 2011-2014, and is the key mechanism for coordinating the implementation of the medium-term socio-economic policy objectives.

2. The 2014-2016 PSIP, which represents the second cycle in the rollout of the Three-Year PSIP, will continue to focus on achieving greater coherence and effectiveness in the execution of national development objectives, taking into account the likely availability of financial resources even in the context of vulnerability of revenue inflows to external shocks, as well as implementation capability.

3. Like the 2013-2015 PSIP, formulation of the 2014-2016 PSIP is based on the prioritisation of projects against key policy measures and strategies as outlined in the MTPF, which identifies the five (5) Strategic Priorities for socio-economic transformation as follows:

- Crime and Law and Order
- Agriculture and Food Security
- Health Care Services and Hospitals
- Economic Growth, Job Creation, Competitiveness and Innovation
- Poverty Reduction and Human Capital Development

4. The three (3) year PSIP will therefore seek to streamline the portfolio of projects to ensure:

- closer alignment with national priorities
- greater impact on people and communities
- a reduction of development programme expenditures that have become characterised as annual requests for disbursements, without due regard to proper project conceptualisation, feasibility analysis and planning principles
- a shift in emphasis from isolated projects to long-term integrated investment programmes formulated with reference to a public investment strategy determined by national objectives.

5. Therefore, the overarching purpose of the 2014-2016 PSIP will continue to:

- be a primary programming tool for identifying and listing specific programmes and projects as well as activities to achieve broader sectoral goals and targets specified in the MTPF
- national portfolio management tool to attract investment

- be the mechanism for allocating resources to investment programmes that are nationally identified priorities shown in the MTPF 2011-2014, as well as a tool for monitoring the progress of this alignment over time

THE MACRO-ECONOMIC FRAMEWORK

6. The annual growth rate in Trinidad and Tobago experienced significant fluctuation from 2009 to 2012 declines in 2009 and 2011. In fiscal 2013, GDP growth is estimated at 1.6 percent – a marginal increase from the 1.2 percent growth in 2012. This consecutive year of moderate growth is an encouraging indication of recovery across the economy and is expected to continue into the medium term with growth projections of between 2 – 3 per cent to 2016.

7. Sound economic management will be executed through prudent fiscal and monetary policy to maintain a stable rate of foreign exchange, continued low unemployment and manageable levels of public debt. The fiscal deficit realised in 2011/12 was 1.1 percent of GDP and was expected to increase to 2.5 percent for 2012/13 – well below the target of 4.6 per cent. A continued moderate accommodative fiscal position is expected to support economic recovery without adverse effects on inflation or unmanageable increase in public debt given current indications of slack in the economy.

8. Core inflationary pressures are expected to remain well contained and core and headline inflation are expected to remain below 4 and 10 percent respectively. The Central Bank Repo rate, maintained to date at 2.75 percent to which it was lowered in September 2012, will likely remain low in light of continuing low inflation and slow private sector credit growth estimated at just 4 percent in 2012. The issuance of a TT\$1 billion long term Government Bond in 2013 is expected to assist in absorbing excess liquidity.

9. Excess liquidity is however, a long standing issue in the economy and will require significant mobilisation of domestic savings. Continued financial and capital market reforms should have increasing impact in this area. Additionally several initiatives implemented and in train will continue to increase stability and opportunities for investment in the financial sector. Securities legislation passed at the end of 2012, which enhanced the powers of the Securities and Exchange Commission, initial public offering (IPO) of First Citizens Bank and other legislative reforms pending to modernise insurance regulation and bring credit unions under the regulatory power of the Central Bank.

10. The slight deterioration in the external account is expected to be reversed as domestic investment opportunities increase and improve. Gross official reserves fell slightly in the first quarter of 2013 but remain at a comfortable level, affording an estimated 10.3 months of import cover.

11. Output in the energy sector is estimated to have increased only marginally while the energy sector's contribution to GDP is estimated to have fallen slightly in 2013 to 39.7 per cent. Output in the energy sector is relatively inelastic in the short term but price declines over the medium term can adversely affect the fiscal balance as well as the external position with respect to both reserves and the current account surplus. Over the medium term, steady output and growth in the energy sector will be dependent on coordination of maintenance outages to prevent and minimise supply disruptions, continued progression into lucrative non-US natural gas markets and continued exploration activity (especially deep water exploration). Development of

energy services and downstream activities will ensure continued revenue from the energy sector as the economy adjusts to a natural, gradual decline in oil and gas output. Growth in the energy services sub sector has fluctuated over the last three years but remained very high at 32.4 per cent in 2012.

12. The non-energy sector experienced positive growth for a second year, estimated at 2.5 per cent for 2013. Finance, Insurance and Real Estate remain the fastest growing service sub sector and is expected to continue to achieve robust growth over the medium term as financial legislation increases stability and confidence in the sector. Other service sub sectors showing continued positive growth include construction and quarrying and electricity and water. As major construction projects including extension of the highway to Point Fortin continue, the medium term outlook for these sub sectors remains strong. Continued development of key areas identified – Food Sustainability, Maritime, Tourism, Financial Services and Culture and the Creative Industries – as well as development of geographic growth poles will advance the broadening of the economic base to create increased stability and opportunities for wealth creation.

13. Unemployment has remained below 5 per cent from the first quarter of 2013. Job creation remains an important aspect of strategies to promote growth and development. In particular, effective strategies to create employment for the country's tertiary throughput and support innovative business development will seek to address youth unemployment and underemployment.

Medium Term Outlook 2014-2016

14. Focus during the 2014-2016 period will revolve around the continuation of key initiatives already outlined in the 2013-2015 PSIP. More importantly, efforts will be underway to finalise a National Innovation Policy as well as continue research on the development of the Information and Communication Technology (ICT) Cluster.

15. The adoption of the National Spatial Development Strategy (NSDS) 2013-2033, as the successor to the 1984 National Physical Development Plan, along with institutional reforms within the Town and Country Planning process will seek to further advance the national diversification strategy. With the completion of the NSDS 2013-2033, attention will turn during 2014-2016 towards the preparation of a successor document to the Medium Term Policy Framework 2011-2014. The new national strategic development plan will have as its core principle the concept of sustainable development, incorporating economic, social and environmental issues as part of overall national development to be consistent with our international obligations in this area.

16. Dialogue with the private sector and civil society on identifying specific growth solutions commenced in 2013 under the Caribbean Growth Forum (CGF), a regional multi-stakeholder participatory initiative funded by multilateral agencies, including the Inter-American Development Bank (IDB). The CGF complements the MTPF 2011-2014 and the national diversification agenda. Already action plans have been recommended for implementation over the next eighteen months in the thematic areas of Logistics and Connectivity, Investment Climate and Skills and Productivity.

PUBLIC SECTOR INVESTMENT STRATEGY-2013-2015

17. For the 2013 fiscal year and continuing, Government reintroduced the three-year Public Sector Investment Programme (PSIP) (2013-2015) to achieve greater operational focus and improve the effectiveness of its capital expenditure activities. A key feature of the three year PSIP is the investment strategy which is critical to the achievement of the policy measures and strategies outlined in the Medium Term Policy Framework (MTPF) 2011-2014. The investment strategy will facilitate the channelling of resources into growth-enhancing activities that are income and wealth generating and contribute to the reduction of poverty levels. It will also focus on capital formation to provide the appropriate infrastructure for increased productivity and competitiveness.

18. The total public investment envisaged for the 3-year PSIP was projected to be \$23,000 million. Specifically, Government estimated its annual investment to be \$7,500 million in 2013, \$8,284 million in 2014 and \$7,199 million in 2015. Overall, in terms of the strategic priorities, Economic Growth, Job Creation, Competitiveness and Innovation was projected, at 34.1%, Poverty Reduction and Human Capital Development 34.2%, Crime, Law and Order 9.7%, Agriculture and Food Security 5.6%, and Health Care Services and Hospitals 8.8%, respectively, of the overall medium term public investment budget.

19. For the first year of the new 3-year PSIP, total public investment was projected at \$7,500 million. However, actual investment revised to \$8,268.1 million (see table below).

Strategic Priority	Allocation 2013	%	Revised 2013	%	Allocation 2014	%
Crime, Law and Order	727.8	9.7	681.1	9.6	850.8	10.5
Agriculture and Food Security	423.2	5.6	477.5	5.8	285.9	3.6
Health Care Services and Hospitals	662.2	8.8	656.1	7.9	721.8	9.0
Economic Growth, Job Creation, Competitiveness & Innovation	2,556.8	34.1	2,702.8	31.4	2,970.8	37.1
Poverty Reduction & Human Capital Development	2,561.4	34.2	3,287.9	39.8	2,578.0	32.2
Facilitative Priority Initiatives	568.6	7.6	462.7	5.6	592.7	7.4
GRAND TOTAL	7,500	100	8,268.1	100	8,000	100

20. While quantify the long term achievements of the investment strategy in terms of variables such as sustainable employment and poverty reduction cannot be immediately measured, the following represents some of the institutional type activities that were executed to support the investment strategy.

21. Several key pieces of legislation are before Parliament and are in various stages of the legislative process. These include amendments to the Exchequer and Audit Act which will facilitate electronic monetary transaction with Government and the Electronic Transactions Act

which gives legal effect to electronic documents, records, signatures and transactions. There is also new Procurement Legislation on the horizon.

22. In 2012 a new governance structure for investment policy making and facilitation was approved. Under the new arrangement, the Economic Development Board (EDB) is responsible for advising Government on new areas of business development for the non-energy sector, the investment policy and the development of new economic spaces including the five (5) Growth Poles). In terms of the Growth Poles, a cluster mapping project is currently being executed in the South Western Peninsula. On completion it is expected that the project will identify the growth drivers, the levels of industrial concentration, the skills requirements and profile of the area. The information will serve as the basis for creating a framework for public and private sector investment.

23. In terms of the mobilisation of private investment resources through Public Private Partnerships (PPP), as a first step, project execution teams have been established for health and education. It is expected that PPPs will play a key role in the delivery of key economic and social infrastructure and infrastructure-related services and will address deficiencies in critical sectors. The PPP Project is supported by a Grant from the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) and is expected to improve the technical, managerial and institutional capacity to design and manage PPPs within key Government Ministries and Agencies.

24. Reform of the public investment management system has commenced under the IDB-financed Public Capital Expenditure Management (PCEM) Loan. A Consultancy was engaged to advise on improving the preparation and management of the Public Sector Investment Programme (PSIP). The Final Report is being reviewed by the Ministry of Planning and Sustainable Development and among the recommendations were the adoption of a Medium Term Macroeconomic Framework (MTMF) and the development of a Medium Term Expenditure Framework (MTEF), in accordance with international best practice to improve the alignment between resource allocation and Government's strategic policy goals.

THREE YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2014-2016

Size of the Three-Year PSIP 2014-2016

25. A sum of \$14,017.5 million is proposed to be invested by the Government over the three-year period 2014-2016. This proposed sum is based on a request of \$60,175.3 million made by the Ministries, Local Government and the THA for the period.

Financing of the Three-Year PSIP 2014-2016

26. Funding for the period will be sourced mainly from the Consolidated Fund in the amount of \$7,921.8 million or 57 per cent of the estimated total funding required, and \$6,095.7 million or 43 percent will be provided via the Infrastructural Development Fund (IDF). Additionally, loan funding will support key projects and programmes over the period. The main contributors of loan funds will be the Inter-American Development Bank (IDB) and Exim Bank. However, Government revenue will continue to provide the majority of funding for the PSIP.

Strategic Priority Allocations

27. Table I below shows the proposed allocation over the three year period in the amount of \$14,017.5 million shared across the five (5) Strategic Priorities and the Facilitative Priority initiatives as follows:

Table I
PSIP 2013-2015 - Funding by Strategic Priorities
(TT\$Million)

Strategic Priorities	Total Allocation	Percent %
Crime and Law and Order	1,455.7	10.4
Agriculture and Food Security	500.9	3.6
Health Care Services and Hospitals	1,264.8	9.0
Economic Growth, Job Creation, Competitiveness and Innovation	5,240.4	37.4
Poverty Reduction and Human Capital Development	4,517.1	32.2
Facilitative Priority Initiatives	1,038.6	7.4
Total	14,017.5	100.0

Source: Ministry of Planning and Sustainable Development

28. Further details of the sectors and programmes implemented to utilise these funds are listed at Appendix I which indicates that focus will be placed on the priority areas such as Economic Growth, Job Creation, Competitiveness and Innovation and Poverty Reduction and Human Capital Development.

Limitations of the Three-Year PSIP 2014-2016

29. In the formulation of the Three-Year PSIP 2014-2016 similar challenges as experienced in 2013 prevailed. Specifically, Ministries and Departments failed to comply with the requirements of the Minister of Finance Call Circular No. 3 dated March 12, 2013. This Circular stated that Ministries and Departments would be required to submit indicative resource requirements for the three-year period, as this would be used as a planning tool to guide the Ministry of Planning and Sustainable Development in the determination of allocations of resources over the period. Consequently, the projected requests are significantly understated, hindering the Ministry of Planning and Sustainable Development's ability to assess the requirements of each Ministry or Department over the medium-term.

30. The understated requests for 2015 and 2016 reaffirm the role of the Ministry of Planning and Sustainable Development to conduct training and coaching for the Line Ministries to ensure compliance with these guidelines over the next fiscal year.

31. The total requests for funding for 2014, 2015 and 2016 were \$31,736.2 million, \$18,026.8 million and \$10,412.3 million, respectively. This general decline in requests for funding continues to be atypical since it has historically been trending upwards and in recent years has averaged at approximately \$30,000 million per year. This decline may be explained by the following:

- a general lack of properly developed new projects and programmes, including pipeline projects, which are actively being considered for implementation over the medium-term
- the non-compliance of some Ministries and Departments in submitting requests for funding for 2015 and 2016 even where projects are to be continued
- among those who did comply, a less than rigorous approach used in considering funding requirements for future years

32. The Ministry of Planning and Sustainable Development will continue to work with the Ministries and Departments, and the THA to address these deficiencies over the course of the 2014 fiscal year to refine their requests for funding for the 2015-2017 Estimates.

33. In this regard, the Ministry of Planning and Sustainable Development is in the process of strengthening the systems to effectively institutionalise the three-year PSIP. A recent Consultancy was undertaken and a Programme of action has been developed for implementation. In fiscal 2014, through this Programme, the Ministry of Planning and Sustainable Development will work alongside Ministries and Departments to effect greater compliance with the Call Circular requirements as well as create a more robust Three-Year PSIP, commencing in fiscal year 2015.

STRATEGIC PRIORITIES AND SECTORAL EMPHASIS

Strategic Priority	Sectors	Allocation
Crime and Law and Order	Law Enforcement	536.518
	Public Safety and Citizen Security	919.255
TOTAL		1455.773

34. Over the medium term, Government will utilise a multi-dimensional approach to contain and reduce crime, including more effective law enforcement and policing and social interventions designed to discourage a lifestyle of crime and violence.

Public Safety and Citizen Security

35. The Government will continue to focus on providing citizen security and safety in the ensuing three (3) years through the improvement of physical infrastructure and purchase of equipment for the agencies involved in combatting crime in Trinidad and Tobago.

36. The IDB-assisted Citizen Security Programme (CSP) will continue with initiatives aimed at reducing the level of homicides, robberies and woundings and increasing the perception of safety in high risk communities. The major activities to be undertaken will include:

- the expansion of the programme into fourteen (14) additional communities within East Port of Spain
- continuation of a cease-fire intervention programme targeted at high risk groups
- training of Community Action Council members in the areas of Domestic Violence Prevention, Child Abuse Prevention and Community Safety Planning
- provision of grants of up to \$10,000 to community based organisations for micro projects
- implementation of Rapid Impact Projects in the eight (8) new CSP communities
- provision of assistance to the Trinidad and Tobago Police Service (TTPS) through the provision of Specialised Training for Victim Support Unit Officers and for the outfitting of these Victim Support Units
- continuation of provision of grants up to \$50,000 to implement projects to address issues related to school safety and
- execution of public education activities to promote peace in communities through television, print and electronic media advertisements

37. The Citizen Security Programme will require the sum of \$110.6 to implement these initiatives. Cabinet approved an extension of the programme to August 2015.

38. The Trinidad and Tobago Coast Guard will continue to improve its physical infrastructure and acquire new vessels over the next three (3) years in order to provide safety and security within the nations maritime boundaries. The major activities to be implemented will include:

- supply and delivery of High Speed Inboard Diesel Interceptors for the provision of reliable surveillance
- establishment of a Coast Guard base at Charlotteville, Tobago
- construction of Bachelors Quarters and male and female Junior Rates dormitory, and upgrade All Ranks Facility at Staubles Bay
- procurement of vehicles including fuel trucks and long wheel base vehicles
- upgrade of Coast Guard Facilities
- purchase of furniture and furnishings for facilities at Staubles Bay and Galeota
- construction and installation of an antenna tower at Morne St. Catherine
- purchase of Specialised Equipment for the Coast Guard

39. The Trinidad and Tobago Coast Guard will require approximately \$293.6 million in the next three (3) years to implement these activities.

40. Funding totaling \$194 million will also be provided for the upgrade and expansion of the Trinidad and Tobago Fire Services facilities. Construction of Fire Stations will be completed at Arouca, Chaguaramas, San Fernando, Woodbrook, Mayaro, Penal and Black Rock. The upgrade of Fire Stations will also be completed at Couva and Arima.

41. Over the 2014-2016 period, the Trinidad and Tobago Air Guard will focus on:

- the purchase of vehicles including forklifts and long wheel based vehicles
- the upgrade of the Piarco Air Wing to Air Guard Base
- the development of additional land at the Air Guard Headquarters to provide parking facilities

42. An estimated sum of \$516 million will be required over the period 2014- 2016 to provide maintenance and training support for the four (4) Medium Twin Turbine Helicopters, logistic support for the helicopters and for maintenance of the six (6) Fast Patrol Crafts.

43. The Regiment of Trinidad and Tobago will continue development of infrastructure at the various camps located throughout the country. An estimated sum of \$287 million is expected to be invested for major infrastructural works for the 2014-2016 period. The Regiment proposes to undertake the following:

- construction of Quarter Master storeroom, upgrade of internal fresh water distribution lines, construction of a Medical Inspection Room and Family Clinic,

construction of Warrant Officers and Sergeants Mess and electrical upgrade at Camp Ogden

- extensive construction and upgrade works at Camp Cumuto including construction of Battalion Headquarters, construction of vehicle and equipment wash bay, construction of a health trail, electrical upgrade, upgrade to workshop facilities and upgrade of guard room and detention centre
- upgrade of facilities at Camp Omega including refurbishment of Bunker, construction of car park and retaining wall, road works and drainage, construction of an urban assault house, construction of an obstacle course and electrical upgrade
- construction and upgrade of facilities at Camp Teteron which involves the construction of an Officer's Mess, Installation of an Emergency Electrical System, construction of Support and Services Battalion, Pioneer Administrative Office/Workshop and Civilian Staff Quarters, upgrade of Salt Water Fire Fighting System, and upgrade of roadway and drainage

44. Resources totalling \$203 million, are expected to be sourced from the Infrastructure Development Fund to fund the following projects over the three year period:

- construction of Dormitory at Camp Signal Hill Tobago
- construction of Detachment Headquarters at Camp Omega Chaguaramas
- construction of Detachment Headquarters at Camp Signal Hill Tobago
- construction and Equipping of Band Room and Training Facility at Teteron Barracks
- construction of Guard Room and Detention Centre and Outfitting of Dining Hall and Kitchen Facility at the Cumuto Barracks
- construction of Regiment Laundry Facility Detention Centre at Teteron

45. The Trinidad and Tobago Prison Service, as an arm of the Criminal Justice System will continue its efforts to protect society by keeping offenders within safe, secure and humane facilities. An estimated sum of \$37 million is expected to be invested over the period 2014-2016 for the construction and upgrade of prison facilities. The planned programme of activities include:

- construction of a visit room and ration room at Golden Grove
- construction of a Senior Officers Mess at Golden Gove which will be utilised for the hosting of all gala formal functions and recreational activities of Senior Prison Officers
- construction of quarters for Senior Officers at Golden Grove
- construction of a prison facility in Hope, Tobago

Law Enforcement

46. In its efforts to further reduce the unacceptably high incidence of crime confronting Trinidad and Tobago, and towards achieving its mission of providing for safer and more secure communities, the TTPS will be undertaking projects focused on reducing the incidence of crime, the fear of crime, improving the public's trust and confidence in the Police Service and improving physical infrastructure during the 3-year period 2014-2016.

47. Over the medium term, the PSIP will fund projects and programmes in five (5) key areas:

- improvement works to police facilities
- construction of police stations and other police facilities
- purchase of new vehicles and maintenance of the existing fleet of vehicles
- development and utilisation of information technology to improve crime detection and prevention
- transformation of the Police Service

48. Funding will be provided over the 2014-2016 period for the upgrade and rehabilitation of police facilities at an estimated cost of \$41 million. These facilities will include:

- Riverside Plaza
- Police Commissioner's Residence
- Police Headquarters
- Police Administration Building
- Mounted Branch Headquarters
- Police Training Academy

49. Improvement and expansion of the police infrastructure will be a key area for investment in the upcoming years. Completing the construction of eight (8) Police Stations, will continue at Arima, Brasso, Cumuto, La Brea, Maloney, Moruga, Oropouche and Piarco. Construction of new Stations will commence at Besson Street, St. Clair, St. Joseph, Maracas St. Joseph, Manzanilla, Mathura, Matelot, Roxborough and Old Grange. The total estimated cost for the seventeen (17) police stations is \$197 million, and construction is scheduled to be completed in fiscal year 2015.

50. Infrastructural work at the Police Training Academy will advance during the three-year period 2014-2016 to achieve the Ministry of National Security's programme to recruit additional officers for the Police Service. The Police Training Academy will be expanded to include eight (8) classrooms, a 200-bed dormitory, a Simulation Centre and an indoor firing range. The estimated cost of these construction works is \$21 million.

51. The Trinidad and Tobago Police Service's fleet of vehicles will be increased by approximately 500 over the period 2014-2016 at an estimated cost of \$95 million. The vehicles will include marked and unmarked sedans, marked and unmarked sport utility vehicles,

ambulances, trucks, dog vans and a bomb disposal vehicle. They will be “fit for purpose” and custom built to facilitate the continued standardisation of the fleet and to allow for improved mobility as the vehicles meet the rigorous specifications for police use. The vehicles will facilitate patrols, implementation of the Transformation initiative, the deployment of canine services throughout the country, and the ability to respond to medical emergencies involving officers.

52. Computerisation of the Police Service will continue aimed at providing the Service with up-to-date tools for crime prevention and detection. The Information Technology Unit of the TTPS intends during the three-year period to continue to build information technology systems that will provide the TTPS with accessible, critical and reliable data capability to improve efficiency and effectiveness and revolutionise policing in Trinidad and Tobago. Activities will include:

- upgrade of server rooms
- network cabling of Police Headquarters
- network cabling of police stations
- expansion of police network
- procurement of additional desktop and laptop computers for every area of operations
- installation of network printers
- expansion of the GPS project
- upgrade of the Property Rooms Management System to modernise and restructure property rooms with technology
- implementation of a digital interview room solution

53. The overall estimated cost of the Computerisation programme is approximately \$114 million.

54. The Transformation of the Police Service will continue over the medium term 2014-2016 at an estimated cost of \$42 million. Activities will include:

- community relations which involve hosting events for the Police Youth Clubs, provision of facilities, furniture and furnishings for the schools intervention programme, and continuation of the Community Caravan initiative
- outfitting police officers’ uniforms with covert camera devices to capture their interactions while engaged in active duty
- foreign and local training to equip officers with the necessary skills and competencies to effect the improvements and changes being targeted for the service.

55. The programme *Improvement in Law Enforcement* will continue over the medium term with the implementation of the Electronic Monitoring Programme and the Offender Management Programme by the Ministry of Justice, at an estimated cost of \$26 million.

56. Through the programme *Establishment of Municipal Police Units*, equipment and supplies will be provided to the Municipal Corporations to assist in the fight against crime at a cost of \$4.6 million over the three-year period.

Social Rehabilitation Services

57. In dealing with issues of reducing the prevalence of recidivism, the Government will continue with the upgrading and construction of facilities which offer housing and rehabilitation services for ex-prisoners as a top priority. Facilities will be established to offer programmes geared towards increasing their basic skills and to provide them with the opportunity to work towards educational qualifications and industry-recognised certification in order to improve their future employment prospects.

58. The Government will continue to assist Non-Governmental Organisations (NGOs) which house and provide rehabilitative services to former social offenders and drug abusers under the following programmes at an estimated cost of \$105.6 million:

- “Vision On Mission” Development Programme
- establishment for Remand Facilities for Young Male and Female Offenders
- developmental works at the Substance Abuse and Rehabilitation Centre, Piparo
- establishment of Social Displacement Centres at Queen Street, Port of Spain and at New Horizon, Piparo
- continued modernisation of the St. Michael’s School for Boys, Diego Martin
- continuation of the programme for the Rehabilitation and Re-Integration of Street Dwellers

Strategic Priority – Agriculture and Food Security

Strategic Priority	Sector	Allocation
Agriculture and Food Security	Agriculture	500.914
	TOTAL	500.914

Agriculture

59. Government's goal of becoming a Food-Secure Nation by 2015, falls primarily within the mandate of the Ministry of Food Production. To achieve this goal efforts will be undertaken to develop a highly productive agricultural sector, that is modernised and internationally competitive, generates sustainable jobs and incomes for producers, and meets the needs of the population for locally grown food.

60. In order to build the competitiveness of the sector and to ensure its sustained contribution to economic diversification Government will address a number of challenges that have affected the Sector, specifically flooding, praedial larceny, land tenure issues and low levels of technology. Government has adopted a strategy of nine (9) key initiatives.

61. To address the challenges and to revitalise the sector over the medium term these strategies are:

- increasing agricultural production, distribution and access
- developing a water resources management strategy
- improving land management and the tenure of farmers
- expanding source markets for imports
- encouraging youth participation in the sector
- encouraging higher levels of productivity of locally produced goods
- encouraging the consumption of healthy, locally produced food
- creating the linkages between agriculture and other productive sectors
- control of food inflation

62. The Ministry of Food Production Action Plan will be used to continue to guide the work programme and activities of the Ministry. Objectives of the plan are to: increase the production of food locally; to ensure the reduction in the food import bill; further the reduction in the food inflation rate; create sustainable, long-term productive employment in the Sector; and increase the Sector's contribution to GDP from 0.4 percent to three percent by 2014.

63. Consequently, six (6) commodity groups – staples, vegetables, legumes and pulses, fruits, livestock and aquaculture have been identified as priority areas for increased production so as to

achieve the overall goal of food security, and a greater degree of self-sufficiency in the medium-term. In addition, specific focus has been placed on two (2) strategic crops that have significant revenue and export earning potential.

64. A number of new and ongoing projects in the agricultural sector require funding over the next three years if the country is to realise the benefits as outlined above. Some of the key projects include agricultural land management, water management and flood control; accessibility to farms and markets; use of new technology in farming; and development of fishing centres and the Fish Industry.

65. As the Government seeks to meet its objectives of an adequate food supply for its citizens, new farmers in new areas are encouraged to continue the work under the programme, Establishment of Agricultural Settlements in Trinidad over the period 2014 to 2016. The purpose of this project is to settle new farmers in new areas of land development through the provision of roads, drains, electricity, water and other physical infrastructure in an effort to boost agricultural production. This initiative being implemented in both Regional Administrations North and South encompasses the construction of access roads and cylinder crossings and water management (desilting works and pumping facilities). The funding required to continue the works over the next three years is \$11.3 million.

Box 1: Establishment of Agricultural Settlements 2014-2016	
Regional Administration North	Regional Administration South
<p><i>Carlsen Field Raw Water Supply Project</i></p> <ul style="list-style-type: none"> • Replacement of damaged water mains • Upgrade well and tank sites Rehabilitate wells and electrical Systems <p><i>La Compensation Irrigation Project</i></p> <ul style="list-style-type: none"> • Upgrade of pump house facility • Service Pump and Line shaft • Desilting of Pump <p><i>Depot Road Pumping station</i></p> <ul style="list-style-type: none"> • Purchase of diesel driven pump • Replacement of damaged water mains • Desilting of retention pump • Upgrade of pump house facility 	<ul style="list-style-type: none"> • Victoria (e.g. - Sookhan Trace, Barrackpore Sandstone River, Bonne Aventure) • St. Patrick East (e.g. Seukaran Trace and Ramsabad Trace, Clarke Rochard Road, Penal) • Nariva/ Mayaro (e.g. Cushe Food Crop Project, Cushe; Legendre Road, Ecclesville) • St. Patrick West (e.g. Lake Road, Fyzabad; - Thomas Street, Erin). <p>The planned scope of work will focus on:</p> <ul style="list-style-type: none"> • Construction of cylinder crossings and box culverts • Repair/construction of sluice drains • Desilting of channels

66. Under the Ministry of Food Production, one of the major programmes being implemented and which will continue over the three year period 2014 to 2016, is the Water Management and Flood Control Programme. Funds estimated in the amount of \$10 million will be provided over

the period. The objective of the Programme is to provide and make available, water for sustainable farming in the dry season through:

- Communal pond Storage and Water Harvesting Systems Reservoir storage in Caroni River Catchment
- Reservoir storage in Ortoire River Catchment
- Reservoir storage in North Oropouche River Catchment

67. Through the Accelerated Pond Construction Programme, the Ministry will continue this work over the next three years and is expected to complete the construction of 2,349 irrigation ponds in the 69 agricultural food basket areas of Trinidad, thereby increasing agricultural production particularly in times of water shortage and drought. The total cost for this Programme is estimated at \$82 million and the amount of \$6 million will be provided for on-going work in 2014.

68. Additionally, two (2) major projects are being implemented by the Ministry of Food Production which include construction of access roads under the Agricultural Access Roads Programme and the Food Basket Road Programme. These two (2) Programmes will continue to boost agricultural settlement, farm income, food production and marketing. Rehabilitating agricultural access roads including the construction of roadways and bridges is the major focus of the Agricultural Access Roads Programme while the Food Basket Programme continues to facilitate ease of access to and egress from agricultural holdings located in the sixty-nine (69) major food basket areas in Trinidad. The total estimated cost of these two (2) Programmes is \$1,327 million. The Food Basket Programme is being implemented by NIPDEC.

69. Through the Programme, Young Professionals in Agricultural Development, the Ministry of Food Production will continue their efforts to retain technical knowledge and skills sets through its linkages with stakeholders. Through this programme tertiary level graduates are mentored, and provided with emerging opportunities in the sector. The sum of \$9.9 million will be required over the period 2014-2016 for the continuation of the programme.

70. NAMDEVCO continues its thrust to provide a sustainable supply of food for the nation. Funds in the amount of \$15 million will be provided for on-going works under the programme Establishment of Small Scale Packing Houses in Agricultural Production Centres. This project will provide a secure location to pack and store produce in a controlled environment prior to distribution and marketing, ensuring that food sent to market is of high quality and meet the standards for local, regional and international markets.

71. Another initiative being implemented by NAMDEVO is the Development of Demonstrative Projects – Protected Agricultural Production. The sum of \$5.5 million will be provided over the period for the establishment of Green Houses, Irrigation Systems, and Training and Consultancy. This project will demonstrate the economic benefits and potential increase in the supply of fresh agricultural produce using improved technologies.

72. The fishing sub-sector of the Ministry of Food Production will continue to receive major attention. Over the period 2014-2016, Government will continue to provide adequate physical infrastructure to develop the fishing sector. The Project will focus on development of fishing

centres and related fish facilities. Through this initiative growth and expansion of the fisheries sub-sector, food security and income opportunities are anticipated. The project establishment of a Community based Aquaculture Programme will establish a model aquaculture farm for training, field testing and demonstration purposes at Bamboo Grove. The sum of \$3 million will be provided for this programme over the next three years.

73. A number of new projects have been identified by the Ministry of Food Production over the period 2014 to 2016.

74. Four million dollars will be provided for development and expansion of the Apiculture sub-sector. The activities to be supported includes rearing of bees, planting of flora, extraction and processing, hive technology, and packaging.

75. In the context of its diversification thrust and in light of the inability of local farmers to consistently source a supply of high quality forage for their livestock, the Ministry of Food Production will focus on some major projects to improve the supply of forage. The projects being targeted are the Livestock Improvement Programme and the Development of Forage farms at Mon Jaloux and La Gloria, this project is projected to cost \$76.8million over the 2014-2016 period. Funding in the amount of \$6 million will be provided initially.

76. The Redevelopment of the Chaguaramas Agricultural Development Project is a vital component for the realisation of the Ministry of Food Production Action Plan. The purpose of the project is to upgrade the infrastructure and facilitate production of high quality seeds and planting materials in sufficient quantities to meet production targets. Funds requested for the project over the three year period amount to \$22.4 million and \$3 million will be provided for the first year of implementation.

77. Activities under this project include: upgrading infrastructure; purchasing field equipment, processing equipment and a vehicle; purchase of irrigation system for field crops; recruitment of security officers and recruitment of labour.

78. The National Adaptation Strategy for the Sugar Industry will continue to be implemented over the period 2014-2016. Three strategic objectives have been identified for the project.

- to enhance competitiveness of a private sector-led sugar cane sector on a sustainable basis
- to promote economic diversification of sugar dependent areas
- to address broader impacts generated by the adaptation process related to social environment, community and area based issues

79. The overall goal of the project is to mitigate the adverse effects of the Sugar Reform on African Caribbean Pacific (ACP) sugar producing countries. Towards this end, the European Union (EU) offered technical and financial assistance to these sugar producing nations which were impacted by the reform initiative. In 2008, the GORTT and the EU initiated a 2007 Financing Agreement whereby annually funds from the EU would be injected into the Consolidated Fund as sector budget support for the development of adaptation and exit strategies for farmers and sugar cane workers.

80. A key performance indicator of the Agreement was the establishment of a procedural framework for regularising the status of farmers who had tenancies or who were squatting on Caroni Lands.

81. Phase I of the process involved the development of a tenancy database which has been completed. Phase I will involve the processing and delivery of standard agricultural leases to legitimate tenants. Phase II will commence in 2014 and will continue over the next three years with an investment of \$50 million in the first year.

Strategic Priority – Health Care Services and Hospitals

Strategic Priority	Sectors	Allocation
Health Care Services and Hospitals	Health/HIV AIDS	842.975
	Sport and Recreation	421.750
	Total	1,264.726

Health/HIV/AIDS

82. Work will continue on the construction of the National Oncology Centre which is expected to be completed in fiscal year 2016. The Oncology Centre is expected to serve the cancer treatment needs of the population of Trinidad and Tobago and will be located at the Eric Williams Medical Sciences Complex. It is estimated that the sum of \$900.0 million will be required to complete construction of the National Oncology Centre which will provide a comprehensive state-of-the-art system of cancer control including radiation oncology, and prevention and screening to reduce the incidence of cancer.

83. In an effort to upgrade the physical infrastructure of our public health care facilities, the Ministry of Health will commence construction of the new 150 bed Arima Hospital and continue the Physical Infrastructure Upgrade Projects by the Regional Health Authorities. The proposed Physical Infrastructure Upgrade Projects will seek to improve the physical plant infrastructure and equipment for priority areas in our hospitals and provide patient-friendly and safe physical facilities.

84. Work will continue on the construction of the Couva Children’s Hospital located at Preysal, Couva, to provide ultra-modern medical services to approximately 300,000 persons from Central and South Trinidad. The facility will comprise the following:

- School of Medicine, Nursing, and Pharmacology
- Medical Facility with an Adult Hospital and a Burns Unit, and
- Children’s Hospital.

85. The implementation of the Health Information Management System (HIMS) which is expected to cost \$250 million dollars will ensure the rapid transmission of patient information throughout our health facilities. The project is scheduled for completion in 2016.

86. The Hospital Enhancement and Development Programme facilitates the purchase of equipment for health care institutions operated by the Regional Health Authorities (RHAs). Funding totalling 175 million will be required over the three-year period to advance this upgrade programme, specifically \$40 million in 2014, \$112 million in 2015 and \$23.0 million in 2016.

87. Funding will continue to be provided for the HIV/AIDS Social Marketing project implemented by the Office of the Prime Minister for the operationalisation of the HIV/AIDS National Strategic Plan.

Sport and Recreation

88. The Ministry of Sport's Strategic Plan 2011–2015 continues to chart the direction for Sports and Recreation namely to promote sport for all and sport as an industry. Through continual review and update to keep trend with evolving needs of its stakeholders and with international standards, the implementation strategy was updated to ensure more effective and efficient achievement of goals.

89. Over the next three (3) years investment will be made in the development and upgrade of infrastructure to increase the level of participation in sport and to provide avenues for hosting international competitions.

90. The completion of the six (6) Mega structures will make a significant contribution to the stock of sporting infrastructure and provide facilities for the growth and development of sport throughout Trinidad and Tobago. These projects will be funded appropriately over the lifecycle of its construction through a loan of US\$85 million, which is to be repaid over a five (5) year period. The following structures are expected to be completed by 2016 providing the accompanying facilities:

- *National Aquatic Centre* located in Couva, with a permanent seating capacity of 700 viewing two (2) 50 metre swimming pool, a 25 metre diving pool, moveable bulkhead and a health and fitness area
- *National Cycle Centre* located in Couva with a 2,500 seating capacity, a 250m x 7m, 42° wood cycle track, public facilities including a hospitality suite, events facilities, system and equipment facilities and operation facilities
- *National Tennis Centre* located in Mt. Hope with a seating capacity of 1,500, four (4) outdoor and indoor tennis courts with two clay tennis courts and public facilities
- Three (3) Multipurpose Sport Indoor Facilities located in Aranguez, Sangre Grande and Chaguanas to provide community venues for sport and recreation and will include indoor courts, outdoor tennis courts, multipurpose courts and a football field

91. The *Development of a Master Plan for Sport Facilities* will deliver a new approach to facility planning, development and maintenance and will provide a frame work for the Ministry of Sport to design systematic processes that is research and evidence based. This programme will facilitate the evaluation of current systems, formulation and evaluation of goals and objectives, development of alternative strategies and recommendations for action among other things.

92. Designed to work along with the Master Plan, the *National Excellence in Sport Trinidad and Tobago (NESTT)* is a project envisaged to nurture potential athletes from the initial development of their motor skills through various coaching levels of their chosen sport. Over a seven-year period, the project will target the construction of forty-one (41) sporting academies to successfully achieve this objective.

93. The Ministry of Sport has established a Monitoring and Evaluation Unit which aims to improve the efficiency and effectiveness of implementing projects and facilitating evidence based decision making. This Unit will utilise a results-based Management System to greatly improve the Ministry's ability to manage progress towards achieving its goals and outcomes.

94. Through this programme of infrastructure development, the Ministry of Sport continues its thrust towards making Trinidad and Tobago a sport tourism destination and sport a prominent industry.

Strategic Priority – Economic Growth, Job Creation, Competitiveness and Innovation

Strategic Priority	Sectors	Allocation
Economic Growth, Job Creation, Competitiveness and Innovation	Administration	2.103
	Communication	64.831
	Drainage	519.873
	Economic Restructuring and Transformation	246.550
	Electricity	171.714
	Energy/Renewable Energy Alternatives	1,004.001
	Foreign Policy and Trade Relation	33.642
	Industrial Development	2.628
	Information Technology and Infrastructure	336.431
	Manufacturing	155.243
	Roads and Bridges	1,627.778
	Science, Research and Development	131.589
	Sewerage	89.186
	The Arts and Multiculturalism	111.439
	Tourism	160.150
	Transportation	338.101
Water Security	245.113	
TOTAL	5,240.371	

Science, Research and Development

95. The National Institute of Higher Education, Research, Science and Technology (NIHERST), will continue to promote research and development in the areas of Science and Technology. This initiative attempts to move the economy to the next level by promoting innovation and diversification through its projects and programmes. Some of the initiatives include:

- Sci-TechknoFest - a programme designed to create public awareness of the contributions of science and technology to the lives of the people. The Festival aims to inspire innovative thinking while it provides an understanding of the scientific achievement over the lifespan of mankind
- The Development of a National Innovation System (Young Investors Award) comprises three (3) components:
 - The Prime Minister's Award for Scientific Ingenuity
 - Vacation Camps for School Children (Young Invention and Tech Camps-Scratch, App Building, Robotics, Gamerz World.)
 - Outreach Programmes for Communities and Schools (SciEng Club, Workshops and Portable Exhibits)
- The *Research and Development Foresighting* project which will focus on a future-based study on Engineering Education and a future-based study on Natural Science and Mathematics Education. These studies along with others are used to support the work being done by several Ministries and National Entities
- *Exhibition on the Environment* comprise phases of development research work. Currently being undertaken Environmental Solutions community-based programme is the Rainwater harvesting (RWH) project, this project promotes the Government's goal of sustainable development

96. *NISTADS/NIHERST Collaboration on Science and Technology Policy Studies* will conduct a joint survey on innovation mapping in Trinidad and Tobago. NIHERST also intends to conduct a survey, in conjunction with the OAS and with inputs from NISTADS, on the level of innovation in the country. In a third study, an assessment of the level of technology transfer, adaptation and sophistication of local manufacturing sector, will be undertaken.

97. *The National Science Centre* is a milestone project and construction will be carried out over the three (3) year period 2014-2016. Full completion including outfitting of the Science City is expected by fiscal 2017. The Science City will include a visitor's facility, administrative facility, laboratories, kiddies' science 'house', a workshop building, discovery Science Park and an outdoor amphitheater. The City expects to accommodate over three hundred thousand (300,000) visitors annually and will have the benefits of engendering:

- 200 jobs during construction
- 94 full time jobs to operate the complex
- 104 downstream service jobs and
- 1,000 jobs in related industries and suppliers

Economic Restructuring and Transformation

98. Achieving economic growth is an essential for improving the quality of life of citizens. For Trinidad and Tobago, this involves restructuring and diversifying the production base as well as encouraging investments and trade for sustained growth and development. To this end,

Government will continue to invest in programmes and projects over the medium term that support industry/business development and innovation.

99. One of the strategies for transforming the economy is the development of new Growth Poles in five (5) geographic areas in Trinidad and Tobago. It is intended that each Growth Pole will focus on developing a cluster of business/industry. These Growth Poles are located in:

- Central Trinidad (light industrial development and services and creative industries)
- South Western Peninsula of Trinidad (port development, fishing industry, manufacturing, support services and agriculture)
- East Port of Spain (construction, creative industries, tourism and small business development)
- North coast, Trinidad (real estate, fishing, marina, agriculture and services)
- North-Eastern Region, Tobago (tourism including hotels, fishing, marina, agriculture and services)

100. Complementary to the Growth Pole initiative are the development of the Invaders' Bay Waterfront and the IDB-funded *Sustainable and Emerging Cities Programme*. Both initiatives are geared towards developing long-term strategies for sustainability in environmental, fiscal, and urban management.

101. Another aspect of the diversification strategy is the development of the Creative Industries, including film, fashion and music, for which an allocation of \$71.5 million is proposed over the three-year period. Through the newly created CreativeTT, financial support will be given to continue promoting Trinidad and Tobago's film industry with emphasis on feature film programmes, film familiarisation tours, provision of film incentives, hosting of film festivals and execution of the Production Assistance and Script Development Programme. Investment in this area is expected to:

- assist the growth of local and foreign direct investment in the non-energy sector by supporting the expansion of local screening and distribution opportunities
- assist in the diversification of the local economy and society by creating new employment and investment opportunities through the development of industry

102. Financial assistance will also be given to support the music industry. This support will be used for:

- promotion of the music industry at events, conferences, festivals and trade shows;
- project funding
- industry development and support activities including Apple Logic Pro 9 certification, an intellectual property seminars and capacity building of music sector associations

103. Activities designed to promote and nurture the fashion industry will be undertaken including research, stakeholder consultation and preparation of a strategic plan for development of the sector. A successful fashion industry is expected to realise the potential for revenue generation, foreign exchange earnings and employment.

104. Another area of focus for the medium term is the Food and Beverage Industry. Food safety training and participation in local, regional and international food and beverage trade shows and exhibitions are key activities to be undertaken. An investment of \$4.5 million is expected in this industry during the three-year period.

105. Government will continue to promote and strengthen the Services industry using the expertise of the Trinidad and Tobago Coalition of Services Industries (TTCSI). The Coalition will continue to undertake educational/promotional activities related to the services sector, build capacity among its membership, host trade missions, encourage the adoption of international operating standards within the services industry, and develop business for the sector with the goal of increased exports generated by the industry. An estimated \$7 million will be provided for these initiatives.

106. Another necessary aspect of the development thrust is the promotion of investment, for which an allocation of \$28 million is proposed for the 2014-2016 period. Promotional activities will be undertaken by InvesTT to internationally publicise Trinidad and Tobago's business offering as a location for investment and as a source of high quality goods and services in the non-energy sector. The objective is a consequent increase in foreign direct investment activity specifically in the non-energy sector in Trinidad and Tobago.

107. Support in the amount of \$26.5 million is expected to be provided over the next three years as part of the agreement between the Government of Trinidad and Tobago and the European Commission under the 10th EDF to enable business to become more competitive in Trinidad and Tobago. This support is expected to lead to the transition towards a modern and sustainable economy that is less dependent on the oil and gas sector.

108. Trade promotion activities will continue over the medium term with expected funding in the amount of \$13.5 million to conduct market surveys for identifying potential export markets, supporting local industries in mounting trade missions/fairs and trade shows internationally, strengthening the trade institutional infrastructure by removing technical barriers to trade, and providing a line of credit to local manufacturers exporting to the Cuban market.

109. An injection of \$7.1 million is anticipated over the 2014-2016 period for the Research and Development Facility, which is administered by ExpOrTT. ExpOrTT will continue to disburse grants to companies for the purpose of engaging in research and development activities. The grants are expected to:

- stimulate innovative potential that would transform ideas into new commercially viable products and services or add value to existing ones, leading to job creation as the products are successfully marketed
- position Trinidad and Tobago to achieve and sustain international competitiveness

- assist manufacturing and service firms in developing innovative products, processes, systems and services
- increase the number of companies performing effective R&D in Trinidad and Tobago
- increase the scale of investment in R&D in Trinidad and Tobago.

110. Under the IDF, the implementation of a Single Economic Window (SEW) has already begun to realise significant benefits to the GORTT in terms of its impact on the delivery of Government trade and business services. The Company Registration Module has reduced processing time from 7 days to 3 days, the Work Permit Module has reduced processing time from 6 weeks to 2.5 weeks and the Import/Export Permits & Licenses Module has reduced processing time from 4 weeks to 1 day.

111. Implementation of the SEW in the form of maintenance and upgrade of the modules will continue through the medium-term in furtherance of making a significant impact on the delivery of Government trade and business services as well as on the competitiveness of the Country.

Manufacturing

112. Government's agenda for development and transformation of the Trinidad and Tobago economy includes diversification in the non-energy sector of the economy. To this end, funding will be provided to continue several initiatives aimed at developing the manufacturing industry in Trinidad and Tobago. These initiatives include infrastructure design and development and development of additional lots at the Wallerfield Industrial and Technology Park, and continued promotion of the Park for tenancy.

113. Construction of the Flagship building and continued development at Wallerfield Industrial and Technology Park will be brought to completion at an estimated cost of \$70 million ETecK will continue to engage the private sector to develop additional spaces at the Park for leasing through the public-private partnership arrangement. The Tamana InTech Park consists of 1,100 acres, housing a commercially viable industrial and technological facility with academic research and development capabilities. The Park is expected to comprise six (6) zones when completed:

- An *ICT Zone*, which will engage in processing, software development, programming and business process outsourcing
- A *High Value Manufacturing Zone* with technology-based specialised manufacturing
- A *Mixed Use and Services Zone* to provide technical support, maintenance, medical consultancy and health care
- A *Knowledge Based Zone* comprising a University of Trinidad and Tobago campus and Research and Development activity
- An *Agro Tech Zone*

- A *Park and Community Service Zone* Centre, providing a recreational facility for children, nature and historical centres as well as amenity areas.

Tourism

114. The tourism sector will seek to further increase initiatives during the three year period to promote diversification of the economy. The Ministry of Tourism in collaboration with the Tourism Development Company Limited (TDC) will continue its thrust in promoting the local tourism industry. The focus will be the creation of destinations where visitors whether local or foreign feel intrigued and satisfied by the available facilities. Creating linkages with other sectors of the economy to stimulate avenues for employment and revenue generation opportunities will be a primary focus of the agencies over the period. In this regard, the Ministry of Tourism will heighten awareness of the potential of tourism and promote increased tourism awareness through various initiatives that will continue to be rolled-out over the three year period. These include:

- maintenance of sites and attractions to meet international standards
- safety and security of our tourists when visiting sites and attractions
- service delivery and industry development
- assistance to primary and secondary stakeholders with the maintenance and development of their facilities and/or improved provision of services

Industrial Development

115. In an effort to develop the non-energy sector, initiatives geared toward improving competitiveness globally in the Maritime, Yachting and Printing and Packaging industries will continue through the medium term with an estimated total allocation of \$7.5 million to undertake the following activities:

- the Maritime industry will continue to focus on the development of its four key strategic areas: transshipment, ship building and repair, marine construction and ship ownership. Marketing activities will also be undertaken to continue promoting the industry, as well as development of the institutional and regulatory environment, hosting of workshops and seminars and revision of the Merchant Maritime Industry Strategic Plan
- research and development, sector support and training, and marketing and promotion activities will continue in the Yachting industry. The goal is to create an enabling environment for yachting conducive to private sector investment and improving the efficiency and effectiveness of service providers and contractors in the yachting industry cluster.
- efforts to enhance the competitiveness of the printing and packaging industry will involve the further development of alliances for cooperation, implementation of the competitiveness programme including the launch of the Printing and Packaging

Institute (PPI) and the execution of schools' projects, and participation at local and regional events.

Energy/Renewable Energy Alternatives

116. The development of infrastructure in the form of industrial estates and port facilities will continue as the potential for growth is recognised by shifting the reliance on mostly upstream and midstream activities to more productive and efficient downstream activities in the energy sector. The National Energy Corporation (NEC) will continue its mandate of development, construction, operation and management of industrial estates, ports and marine infrastructure to diversify the economy and attract foreign direct investments to enhance value added capacity in the oil and gas sector. NEC will invest in some key projects over the medium term, which will include:

- continued development of the Galeota Port and Facilities Phases I and II over eighteen months at a cost of \$553 million
- design and expansion of Brighton Port at a cost of \$485 million
- design and commencement of modification of Savonetta Pier V berth 2 at a cost of \$136 million within three years
- completion of drainage infrastructure works at Union Industrial Estate and construction of the Administrative Facilities at a cost of \$75 million
- design and commencement of infrastructure works at Point Lisas South and East Industrial Site at a cost of \$108 million and the Point Lisas North Industrial Site at a cost of \$75 million

117. Initiatives by the Government to create a sustainable environment where energy resources are effectively conserved will continue through its Renewable Energy and Energy Efficiency Initiatives Programme. This will continue to focus on the development of green designs and technologies and build upon pilot projects utilising solar power water heating and photo voltaic exterior lighting to help develop energy security for the country in the long run. These initiatives costing \$57 million will include:

- installation of photo voltaic exterior security lighting at selected Community Centres
- teaching of the technology associated with solar power water heating and photo voltaic exterior lighting at selected secondary schools
- conducting of Outreach and Awareness Campaign about the energy sector, renewable energy and energy efficiency
- conducting of an analysis of the Waste to Energy Potential in the country
- conducting of a Needs Assessment Study for the Establishment of a Regional Renewable Energy Research Centre

Electricity

118. The programme of illumination of various public spaces and facilities including street lighting continues to have a positive impact on communities in relation to safety, crime reduction, fostering communication greater socialisation and encouraging more healthy lifestyles. The Ministry of Public Utilities in conjunction with T&TEC, Municipal Corporations and the THA is expected to carry on these programmes at a cost of approximately \$296.8 million over the next three years. These will include:

- street lighting-upgrade and new streetlights and pole erection
- lighting of parks and recreation grounds
- illumination of grounds of Police stations
- lighting of public spaces
- illumination of the grounds of Regional Health Authorities (RHAs)

119. Disaster Preparedness is an important precondition for a country to face and rebound from the effects of natural or manmade disasters. T&TEC, as one of the key first responders, in conjunction with the Ministry of Public Utilities, will continue to develop its disaster preparedness capacity over the next three years at an estimated cost of \$65 million. This will include:

- procurement and installation of backup systems
- vulnerability Assessment
- procurement of Standby generator
- acquisition of spares and emergency supplies including poles, transformers, conductors, connectors, switchgear, transmission spares, tents, power saws

120. The demand for electric power is estimated to grow from 1,400 MW to 3,000 MW and the Government is committed to meeting this demand for bulk power in order to support economic and social development. Furthermore, priority is been given to move power from the Trinidad Generating Unlimited power station to the national grid so as to utilise this excess power for residential and commercial use. The bulk power requirements will therefore continue to focus on developing the necessary transmission and sub transmission infrastructure to move power from the generating sites to the load centers. The cost is estimated to be \$989 million for the next three years and includes:

- diversion of the existing Brechin Castle-Union 220 kV Tower Line
- establishment of Gandhi Village 220/132/12 kV Substation
- laying of the Gandhi Village 220 kV Double Circuit
- expansion of Union 220 kV Substation
- establishment of the Scarborough and Studley Park Substations
- establishment of the Cove/Scarborough #1 and #2 66 kV circuits

- establish Sealots/Gateway 132kV Cable

The Arts and Multiculturalism

121. For the period 2014-2016, the Ministry of the Arts and Multiculturalism together with the Ministry of National Diversity and Social Integration will continue programmes aimed at the development of the culture sector of Trinidad and Tobago.

122. In order to protect the treasured cultural heritage and promote heritage tourism of Trinidad and Tobago, an estimated sum of \$39.3 million will be utilised for the construction and upgrade of museums and heritage sites. Among the activities planned include:

- establishment of a Sugar Museum at Sevilla House to honour and preserve the history of Trinidad and Tobago's sugar industry
- establishment of four (4) community museums in rural communities
- creation of a virtual museum
- establishment of a Purpose Built National Art Gallery
- refurbishment of the Fort San Andres Museum in the city of Port of Spain
- establishment of a national heritage site at Nelson Island

123. Cultural facilities are seen as important for the creation, production and dissemination of culture. The development of cultural facilities will continue over the period 2014-2016. The focus over the next three year will be on the following:

- establishment of a Ramleela Site at Felicity, Chaguanas
- establishment of five (5) Festival Facilities in the areas of Arouca, Bonasse Village, Laventille, Princes Town and Sangre Grande
- construction of the TUCO National Festival Centre
- upgrade of the Grand Stand at Queen's Park Savannah
- completion of Pan Trinbago Headquarters at Tacarigua
- upgrade of the facilities at the Naparima Bowl

Water Security

124. The Ministry of Environment and Water Resources, the Local Government Regional Authorities and the Tobago House of Assembly will continue over the next three years with various initiatives to support management of the water sector to fulfil its role in the economic development of the country. Critical deliverables will include projects that address the high levels of unaccounted for treated water lost through leakages, undersized and deteriorated pipe networks. It also will focus on the upgrade of its water storage and production facilities and increasing the number of persons with a pipe borne water supply as it aims also to increase the number of customers with a 24/7 service.

Sewerage

125. The Water and Sewerage Authority (WASA) will continue to focus on rehabilitation and expansion of the wastewater systems to increase the quality of wastewater services to customers and improve the effluent discharge into the environment. Implementation of the IDB-assisted Programme for Improvement of Trinidad and Tobago Wastewater Systems will continue from fiscal 2013 with its main focus of rehabilitation and expansion of private Wastewater Treatment Plants in Maloney and Chaguanas catchments. The Authority will also place effort on improving efficiency of private Wastewater Treatment Plants in Malabar and San Fernando through another IDB-assisted programme – Multi-Phase Wastewater Rehabilitation.

Roads and Bridges

126. About \$3.5 billion has been projected for expenditure on the construction and maintenance of highways, major and secondary roads, bridges and landslip throughout Trinidad and Tobago. This includes \$75 million for the completion of the interchange at the intersection of the Churchill Roosevelt Highway and the Uriah Butler Highway in December 2013. Other major projects include:

- Valencia By Pass Road, the construction of which will be executed in three phases. Phase I will be the rehabilitation of Barbuda Extension and will include construction of concrete drainage channels. In Phase II, Silica Sands Road will be rehabilitated and widened to include two lanes and shoulders. The final Phase will be the construction of a new roadway that will take commuters to the Eastern Main Road after Valencia Junction. This phase will require the construction of two bridges, one over the Valencia River and the other over the Aripo River
- The Diego Martin Highway expansion which involves widening of the existing southbound carriageway from two to three lanes from Morne Coco Road to Western Main Road, inclusive of retaining walls and box drain construction; structural works (culvert extensions) along the entire route (approximately 1.5 km); construction of two northbound lanes from Victoria Gardens to Acton Court (parallel to the existing southbound lanes) and realignment of the existing southbound lanes, between Acton Court and Morne Coco Road. These improvements will result in Diego Martin Highway functioning, for the first time, as a dual carriageway from Western Main Road to Acton Court and consequently, by extension, to Wendy Fitzwilliam Boulevard
- The Bridges Programme is specifically aimed at the reconstruction of dilapidated or dysfunctional bridges located primarily along the national road network. To date sixty (62) Bridges have been identified as needing urgent reconstruction and will be constructed in various phases over a 5 year period commencing in 2013 and is estimated to cost TT\$404.25. The first phase will target twenty-two (22) bridges
- The Landslip Repair Programme is specifically aimed at the repair/construction of landslips located along the national road Network, which has reduced the travelled roadway width and threatened to or have caused the collapse of buildings. The first phase consists of thirty-three (33) landslips throughout Trinidad.

- The Northern Valleys Link Project is a study to determine the feasibility of connecting valleys in northwest Trinidad to improve traffic flow into, out of and around Port of Spain. The infrastructure under study should ensure improved accessibility to the centre of Port of Spain. The primary components of the study include:
 - A 2x2 lane freeway of 10 to 15km
 - 3 or 4 interchanges to connect to the existing road network and highways
 - 8-9 km of tunnels (plus a possible extension to Tucker Valley with an additional 4.5 km long tunnel)
 - Lady Young Road widening to Beetham Highway (approximately 4 km)

Transportation

127. The Ministry of Transport will continue improvement works to air, land and sea transport in the medium-term with an expected investment of \$198 million during this period.

128. The Airports Authority expects the majority of its projects to be completed in fiscal year 2014 with an allocation of \$26.6 million. Additional investments of \$16 million will be allocated in fiscal 2013 for the completion of the installation of CCTV cameras, security screening equipment upgrade and the construction of a security base and training facility.

129. The Public Transport Services Corporation (PTSC) will continue to improve its efficiency and delivery of services to the public and the PTSC expects that its projects will be completed in fiscal 2014.

130. The Vehicle Management Company of Trinidad and Tobago (VMCOTT) will continue improvement works at its facilities in San Fernando, Beetham Gardens and Tobago over the medium term. It was projected that in addition to the \$12 million allocation in 2014, \$14 million will be required during the next two fiscal years to complete works.

131. The Ministry of Transport will continue to make Sea transport a viable option with investments of \$81.4 million in fiscal 2014 to carry out improvement works to the water taxi service, inter-island service and the Port of Port of Spain.

Drainage

132. Government will continue to upgrade the drainage infrastructure in Trinidad and Tobago between 2014 and 2016 in an effort to reduce the incidence of flooding in low lying areas. The key programmes which will continue to be implemented through the National Programme for the Upgrade of Drainage Channels includes:

- the Mausica River Improvement project
- the Cascade River Improvement project
- the Arima River Improvement project and
- the St. Ann's River Rehabilitation project

133. Work will also continue under the Major River Clearing Programme on the construction of walling and paving on the Marabella River and Soledad River located in the Claxton Bay/Gasparillo Area. The Infrastructure Rehabilitation and Flood Reduction Programme will also continue to receive funding at a total cost of \$39 million for the implementation of the following projects:

- Dunderhill Ravine Improvement Works located in the Bon Air/Lopinot Area
- Diana River Improvement Works located in Central Trinidad
- Santa Cruz Flood Flood Improvement Works and
- Tunapuna River Rehabilitation and Flood Reduction Works

Information Technology and Infrastructure

134. The improvement of the information technology infrastructure, leading to greater efficiency and effectiveness of the Public Service, will continue through the medium term via the Public Sector Reform Computerisation Programme, which is estimated to cost \$175.3 million.

135. Many improvements have been made to the infrastructure of the Police Service, the Forensic Science Centre and the infrastructure of the Ministry of Social Development. While additional services have been added by GovNett, attempts have been made to bridge the digital divide by the establishment of ICT Access Centres.

136. All of these initiatives have provided the bedrock for greater efficiency and better service to the public, works will continue through the medium term to improve on previous efforts. Information technology activities will focus on the following:

- the improvement of the network, upgrade of Versadex and expansion of the GPS project at the Police Service,
- the implementation of the integrated Social Enterprise System/E-PASS,
- the improvement of the network of the Forensic Science Centre and the continued implementation of the an Electronic Monitoring Programme
- Continued improvements to the network at the Judiciary and expansion of the video conferencing system.

137. The National Information and Communication Technology (ICT) agenda of the Government will continue with implementation to focus on several key areas including:

- the continued provision of Community-based ICT Access Centres, to bring affordable and convenient internet access to the underserved areas, this will directly and concretely address the objective of closing the digital gap that currently exists between the underserved communities and the rest of the nation
- the continued Implementation of the ttconnect FSi will provide hardware and software to establish and/or enhance common services to include; Electronic

Authentication and Single-Sign on service, Electronic Payment gateway service and reconciliation

- data exchange service and SMS Gateway and associated services
- the strengthening, simplification and enhancement of the process of content management and e-Service delivery
- advancing and completing the National e-Legislative Agenda with a specific focus on Cybercrime and Cybersecurity
- accelerating the roll-out of local business and international trade-friendly e-Commerce and e-Business platforms and solutions with a special focus on the entrepreneurs and the Micro, Small and Medium Enterprise Sector

Communication

138. One of the key strategic objectives of the Trinidad and Tobago Postal Corporation (TTPost) is the achievement of sustainable viability. The implementation of the Postal Code system in communities, the upgrade to the fleet of vehicles, the purchase of new equipment and upgrade of buildings are all initiatives geared at the transformation of the corporation into a state-of-the-art entity, capable of delivering a whole suite of postal and consumer services to the residents of Trinidad and Tobago.

139. TTPost will embark on the following activities during the medium term, at a cost of \$34.4 million, to continue the transformation process, including:

- the expansion of the Postal Code and S42 Addressing System to a further 6 locations
- refurbishment of retail and delivery offices and the National Mail Centre
- upgrade of the transport fleet

140. During the medium term, funding, estimated at \$57.7 million, will be provided to continue the upgrade of the communication system of the Trinidad and Tobago Police Service (TTPS), which will improve the TTPS' ability to provide for the safety of the public. This service will allow for increased data transfer, increased coverage, an Integrated Computer-Aided Dispatch (CAD) with mapping and Automatic Vehicle Location (AVL) and inter-operability capability with Military Tactical Radio Systems.

Foreign Policy and Trade Relations

141. The Ministry of Foreign Affairs will continue to be responsible for coordinating Trinidad and Tobago's relations with foreign governments, as well as regional and international organisations. Missions abroad therefore must have a respectable physical presence befitting a foreign representative, as they seek to create opportunities for Trinidad and Tobago in the field of foreign trade through the negotiation and monitoring of the relevant agreements and treaties. The upgrade and refurbishment of buildings occupied by Missions and construction of new ones will continue over the three-year period and will include:

- construction of Chancery in New Delhi, India
- the refurbishment of the Official Residence of the PRUN in Geneva
- construction of Residence of the High Commissioner in Abuja, Nigeria
- structural refurbishment to Chancery and Residence, Ottawa, Canada
- construction of a new residence for the High Commissioner, Jamaica
- refurbishment of the Chancery and Residence in Brussels, Belgium

142. A new initiative, Establishment of a Diplomatic Academy will be developed as a collaborative effort between the Ministry of Foreign Affairs and the Institute of International Relations-UWI to build capacity. This is expected to cost \$6 million over two years and would become a regional training forum focusing on theory and praxis for career diplomats and students interested in working within regional and multilateral arenas.

Strategic Priority – Poverty Reduction and Human Capital Development

Strategic Priority	Sectors	Allocation
Poverty Reduction and Human Capital Development	Capacity Building/Institutional Strengthening	416.546
	Community Development	671.892
	Early Childhood Education	44.330
	Housing and Shelter	851.734
	Primary Education	606.798
	Secondary Education	415.145
	Skills Development	112.140
	Social Development	121.027
	Special Education	31.057
	Tertiary Education	1,223.961
	Youth Development and Entrepreneurship	22.428
	TOTAL	4,517.059

Early Childhood Education

143. The Ministry of Education (MOE) aims to provide for universal access to quality Early Childhood Care and Education (ECCE). The MOE has secured a loan from the Inter-American Development Bank (IDB) to facilitate the achievement of this goal. Support for a Seamless Education System has as its objective to increase the efficiency of the education system by providing equitable access to all students starting at the pre-primary level.

144. To achieve this the MOE gave a mandate to the Education Facilities Company Limited (EFCL) to construct fifty (50) ECCECs at an estimated cost of \$394 million, in two (2) phases as follows:-

- Phase I – Twenty four (24) ECCE Centres to be completed by the end of fiscal 2013 at a cost of \$189.12 million
- Phase II – Twenty six (26) ECCE Centres to be completed by the end of fiscal 2014 at a cost of \$204.88 million

145. In addition to the \$60 million allocated for fiscal year 2014 for the completion of Phase I and commencement of Phase II, an additional \$60 million will be made available over the 2015 to 2016 to enable the completion of Phase II.



Malabar ECCE Centre

Primary Education

146. Over the medium term The Ministry of Education will continue its initiative of construction and expansion of primary schools throughout Trinidad and Tobago at an estimated total cost of \$3 billion targeting both government and assisted primary schools.

147. Forty-three (43) primary schools are expected to be completed over the next three (3) years. They include Belmont Boys' RC, Harmony Hall Presbyterian, Rose Hill R.C., Rousillac SDMS, Paramin RC, Point Cumana RC, Kanhai Presbyterian, Moruga A.C., Curepe Presbyterian, San Fernando SDA, Siparia/Union Presbyterian, Union Presbyterian and Piparo Presbyterian.

148. In addition, \$72 million will be allocated in fiscal year 2014 to begin construction of twenty four (24) new primary schools throughout Trinidad, with projections of \$24 million for fiscal year 2015. The total cost for these Primary Schools are shown in the text box below is \$1.2 billion:

Box 2: New Primary Schools Trinidad

- | | |
|---|---|
| <ul style="list-style-type: none"> • Malabar Government • Santa Flora Government • Escalier AC Primary • Vance River Government • Arima Hindu Primary • Egypt Oasis Primary • Longdenville Presbyterian • La Filette RC Primary • Woodbrook Presbyterian • San Juan Boys Government • Marabella Girls and Boys AC • Mafeking Government | <ul style="list-style-type: none"> • San Francique Hindu Primary • Sisters Road AC • Ortoire RC Primary • Flanigan Town RC • St. Clements Vedic Primary • Freeport SDMS Primary • St. Phillips Government • Gloster Lodge Moravian Primary • Old Arima New Primary • Southern Central AC Primary • Sangre Grande Government • Picadilly Primary |
|---|---|

Secondary Education

149. During the period 2015-2016 the Secondary School Construction Programme will continue to facilitate human capital development by increasing the physical capacity available to house students. In addition to the initial allocation of \$231 million, it is projected that an additional \$163.1 million will be required for the completion of the following projects over the medium term:

- purchase of Furniture and Equipment for completed schools
- preventative maintenance and repairs on existing secondary schools
- construction of Caroni Boys SDMS, Lakshmi Girls' Hindu College, Charlieville ASJA Boys' Secondary and Girls' Secondary, Miracle Ministries Pentecostal High School, Holy Name Convent-Point Fortin, Shiva Boys Hindu College, Parvati Girls' Hindu College and Siparia East Secondary.

Tertiary Education

150. The development of tertiary education remains as an important part of the overall development of the human capital of the country as efforts continue to improve access to as well as quality and variety of the offerings under this sub-sector. Towards this end, investments in infrastructure works will continue over the medium term at the UWI South Campus, the Teaching and Learning Complex and the UTT Signature Building at Tamana.

151. This development will continue over the medium-term through investments totalling \$162 million directed at the University of Trinidad and Tobago (UTT) and the University of the West Indies (UWI). Infrastructural works will continue on:

- the signature building of the UTT Campus at Tamana

- the establishment of a UWI South Campus in Debe
- UTT Campuses at, O'Meara, Pt. Lisas, Chaguaramas and Centeno
- the Seismic Research Centre and Canada Hall at the UWI St Augustine Campus

152. Over \$250 million has been projected for the period 2014 to 2016 for the College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) to continue work which commenced in fiscal 2012 and is premised on the College maintaining its accredited status and establishing a platform for its sustainable development in the short to medium term. Key initiatives are therefore focused on facilities development in order to ensure that the College is able to respond to market demand and can continue to meet its mandate to broaden access and increase participation. COSTAATT's initiatives and strategies proposed for implementation are aligned to Government's strategic objectives particularly as it relates to the Strategic Priority of Poverty Reduction and Human Capital Development.

153. COSTAATT's programme of activities over the period 2014-2016 will include the establishment of a campus on thirty (30) acres of state land located at Pierre Road Connector, Chaguanas. The building, estimated to cost \$137.9 million for construction and outfitting, will provide 75,000 square feet of space for teaching and learning, with an enrolment capacity of three thousand (3,000) persons. Other initiatives planned are as follows:

- the development of a comprehensive facilities master plan to guide its facilities design and construction programme
- the reconstruction of the North Learning Centre
- the upgrade of library and library services collection
- the implementation of Phase II of the Nursing Training facility at El Dorado
- the development of new academic programmes
- the development of a Health Sciences Research Institute at El Dorado

154. This expansion of COSTAATT is in line with its role as a National Community College catering to the needs of the wider society and providing for different modes for articulation into higher levels of education and training in order to meet Government's goal of achieving a participation rate of sixty percent.

155. The National Library and Information System (NALIS) which falls under the purview of the Ministry of Education, will continue to implement its programmes at an estimated cost of \$150 million for the period 2014 to 2016. The NALIS network of public libraries and those in schools, Ministries and Departments, is essential to the achievement of the government's Goal of Human Capital Development.

156. Recognizing the importance of libraries to the provision of information especially to rural communities, NALIS has begun a programme of expansion of public library services using pre-engineered construction methods. Accordingly, NALIS plans to construct libraries at Moruga, Arouca, San Juan, Caroni, Tunapuna, Fyzabad, Oropouche, Naparima, Pointe-a-Pierre, Diego Martin and Penal. Additionally, existing libraries will be refurbished in concentrated population

areas and its mobile library services expanded in sparsely populated and remote areas. Thus the upgrading of public libraries at San Fernando, La Brea, Cedros, Diego Martin and Point Fortin are planned for the period 2014-2016.

157. Following numerous requests from primary schools for guidance in establishing libraries in schools, NALIS, in collaboration with the Ministry of Education, has developed a plan to guide the implementation of library services in primary schools throughout the country. Accordingly, to provide qualified librarians in libraries under its control, in schools as well as the Public Service and Government Ministries, NALIS will continue to promote the award of undergraduate and postgraduate scholarships as part of its accelerated scholarship programme to alleviate the dearth of qualified librarians.

158. The Scholarships and Advanced Training Division (SATD) which falls under the Ministry of Public Administration is responsible for administering scholarships and long-term technical assistance awards offered by or through the Government of Trinidad and Tobago. The Division projects to spend \$800 million over the period 2014-2016 for meeting the tuition and living expenses of new and continuing scholars' at local and foreign institutions. Undergraduate and Post Graduate Scholarships up to the Doctoral level will continue to be made available to citizens of Trinidad and Tobago as follows:

- Training of Librarians at Master's Level
- President's Medal and Non Advanced Level Examinations
- Teachers on Full Pay Study Leave at Local Institutions
- National/Additional Scholarships based on Advanced Level Examinations
- Annual Scholarship and Technical Assistance Programme
- Undergraduate Scholarship Scheme for Students with Disabilities
- Programme of Development Scholarships for Public Servants
- Postgraduate Scholarships

Skills Development

159. About \$80 million has been projected for the period 2014-2016 for Skills Development and Training. Among the projects is a \$67.3 million technology training centre that will be constructed at Woodford Lodge Chaguanas which will house the National Energy Skills Centre (NESC), Metal Industries Company (MIC) Limited and the Youth Partnership Employment Centre. Additionally, MIC plans to construct skills training and technology centres at Diego Martin, Sangre Grande, and Debe/Penal, relocate its Moruga and Port of Spain facilities to more appropriate locations for the purpose of training, and expand and upgrade other centres. Similarly, NESC plans to upgrade and expand its training facilities located at La Brea, Palo Seco, Moruga, Pt. Fortin and construct a drilling school at Ste. Madeleine.

Capacity Building/Institutional Strengthening

160. Initiatives in the area of capacity building and institutional strengthening continue to be regarded as critical for improving the efficiency and effectiveness of the Public Service over the medium-term. It must be emphasised however, that such projects seeking funding over the period will be screened through the application of rigorously applied criteria mentioned previously. Additionally, efforts will be made to ensure that all initiatives are undertaken within the context of approved Training Plans and Strategic Plans and that such training is focused on developing the core competencies of the respective organisations. This approach is designed to rollout an implementation strategy that is focused and impacts on the establishing and building a critical mass of competencies within the Public Service in the shortest possible timeframe.

161. Towards this end, an estimated \$630.9 million is required over the 2014-2016 period for capacity building and institutional strengthening initiatives across the public service of Trinidad and Tobago.

162. In this regard, it is noteworthy that the Ministry of Public Administration launched a new initiative under its Productivity Improvement Programme, which commenced in 2013 and its first phase is scheduled to be rolled out over the 2014-2016 period at a cost of \$40.9 million.

163. The new Service Excellence Model for the Trinidad and Tobago Public Service (also referred to as the Citizen-centric Service Delivery Model) seeks:

- to develop a more responsive, efficient and effective Public Service;
- to ensure continuous and sustained service improvements and service integration within and across Ministries and Government Departments and
- to improve productivity in the Public Service

164. The model will comprise the following four (4) components:

- Diamond Standard Certification Initiative
- Customer Service Charter Initiative
- Business Process Reengineering / Improvement (BPR/I)
- Integrated Service Delivery

165. The targets of the model over the duration of its implementation from 2014 – 2016 will be as follows:

- Service Charters and Service Improvement Plans developed and implemented in thirty-six (36) Government Agencies over the period 2014 - 2016
- technical/professional support provided to twelve (12) Ministries/Government Agencies in Service Charter Development each year, commencing 2014
- technical/professional support provided to three (3) Ministries/Government Agencies in Business Process Reengineering (BPR) each year, commencing 2014

- BPR Training provided to Agencies participating in the Service Charter and Certification Initiative in 2014
- Change Management Training provided to Agencies participating in the Service Charter and Certification Initiative in 2014
- e- learning videos developed for Service Charter, BPR, Change Management and Customer Service Delivery in 2014
- the Diamond Standard Certification initiative held each year, commencing 2014;
- establishment of a Citizen (People) Hub in 2015
- development of expanded "One Stop Shopping" solution for the delivery of public services - Expansion of ttConnect in 2015
- establishment of a Land Hub in 2016
- development of Integrated Service Delivery Solutions - Online Services in 2016

166. Against this backdrop, specialised training and capacity building will also be continued over the medium term to meet the needs of key organisations. Included among such organisations will be the following, utilising both Government and IDB loan resources:

- the Auditor General's Department in the areas of Value for Money and IT Audits
- the Service Commissions Department
- the Personnel Department
- the Ministry of Public Administration
- the Ministry of Finance and the Economy
- the Ministry of Planning and Sustainable Development

167. There also continues to exist significant opportunities for local and international providers of training services, particularly in the following areas across the public service:

- Project Cycle Management
- Strategic Planning
- Change Management
- Business Process Re-engineering
- Conflict Management
- Quality Customer Service
- Total Quality Management and
- Organisational Development

168. Additionally, specialised training is also to be undertaken for the security forces to build and maintain competencies in areas specific to their needs. The *Transformation of the Police*

Service through a variety of interventions is noteworthy among them. Among such interventions will be:

- the use of covert cameras installed on the uniforms of on-duty officers for capturing their interaction with the public, towards instilling public trust and confidence
- the conduct of a National Survey on the Anatomy of Fear by UWI in its efforts to combat the fear of crime through evidenced-based decision-making
- the staging of various events geared towards building positive relationships with youths through the establishment of Police Youth Clubs
- the continued use of Community Caravans as an opportunity for making and maintaining contact with the public

Social Development

169. The Government, will continue with its mandate of coordinating the implementation of the social and human development programmes. Over the period 2014-2016, the Social Sector will focus on the key areas of Poverty Reduction, Social Integration and Improvement in the Social Service Delivery System.

Poverty Reduction

170. The National Commission for Self Help (NCSH) will continue the implementation of infrastructure projects throughout the country during the period of 2014-2016. An estimated amount of \$150 million is expected to be utilised over the three (3) year period in this regard. The Commission will continue to provide funding through its administration of the following three (3) major grants:

- Minor Repairs and Reconstruction Grant (MRRG)
- Emergency Repair/Reconstruction Assistance Grant (ERRAG)
- Low Cost Housing Grant (LCHG)

171. The NCSH will also undertake infrastructure projects including road, bridges, retaining walls and drainage. These projects seek to eliminate hardships in both rural communities and urban settlements, giving residents better access to their homes, stimulating cottage industries and promoting sustainable development.

172. Over the medium term, the Government will continue with the implementation of initiatives geared towards reducing the number of persons living below the Poverty Line by two percent (2%) per annum. The following initiatives estimated to cost \$20 million will be the major focus of the Government for the fiscal years 2014-2016:

- development of a National Poverty Reduction Strategy to guide the formulation and implementation of poverty reduction programmes in Trinidad and Tobago
- conduct of the Survey of Living Conditions which measures the incidence of poverty in the country

- monitoring of the implementation of the Targeted Conditional Cash Transfer Programme (TCCTP) – the food support programme to assist poor and needy families
- expansion of the Community-based Tele-centres Project which is designed to empower people by providing access to information and computer-based skills
- Support for the Reform of Social Safety Net Programme which would seek to expand programme coverage to the poor
- strengthen existing administrative systems, and
- eliminate duplication in processes

Social Integration

173. A range of initiatives to facilitate social integration and inclusion of all its citizens, will continue to be rolled out over the three (3) year period. In this regard, provision of financial assistance to NGOs will continue and will be aimed at enhancing facilities that serve the differently-abled citizens and the senior citizens of the nation in adapting to society. The following initiatives estimated to cost \$83.5 million will be the focus for fiscal 2014-2016:

- reconstruction of the Administration Building at the School for the Blind in Santa Cruz
- refurbishment of the existing facility of DRETCHI at Wrightson Road, estimated to cost \$16.3 million
- outfitting of the National Development Centre for Persons with Disabilities at Carlsen Field, Chaguanas with specially furniture and equipment and implementation of its programme
- establishment of an Adult Day Care Services Programme
- continuation of the provision of services by the Toco Home for Senior Citizens

Improvement in the Social Service Delivery System

174. Over the period 2014-2016, Government will continue its efforts to reach poor and vulnerable persons through strategies targeting potential clients with limited or no access to conventional services. Access to high quality services that are timely and people-focused is critical to the well-being of all citizens. Through the 'Direct Impact' and 'Direct Effect' Outreach Programmes, services and programmes offered by the Ministry of the People and Social Development (MPSD) are brought closer to the people. These include the Targeted Conditional Cash Transfer Programme (TCCTP), Poverty Reduction Programme and Social Welfare Services. The following initiatives, estimated to cost \$134 million, will be a major focus over the three (3) year period:

- computerisation of the Social Welfare Division
- establishment of an Integrated Social Enterprise Management System/ E Pass
- establishment of Data Centre and Storage Area Network

- institutional strengthening of the Social Services Delivery
- continuation of decentralisation of Social Services Delivery
- establishment of a Social Services Centre in Point Fortin

175. In the areas of Gender and Child Development, a key priority of Government is the protection of the rights of the nation's children especially those affected by crime and those who are socially disadvantaged. The Ministry of Gender, Youth and Child Development (MGYCD) will continue to provide safe accommodation, educational opportunities and counseling services for those children and other individuals who are affected and in need of such services. In the 2014-2016 period, the Ministry's will focus on the preparation of designs and the commencement of construction of the following facilities estimated to cost \$108.6 million:

- a Transition Home aimed at enabling children from Children's Homes to be equipped with life skills to navigate the road to self-sustaining adulthood
- the construction of three (3) Interdisciplinary Child Development Centres and the refurbishment of another at Couva
- construction of (4) Assessment Centres where abused children can be seen by social workers, medical professionals, psychologists and other service providers in order to determine an appropriate care plan
- an Institute of Healing aimed at offering counseling and other healing therapies to individuals and groups who have experienced violence and trauma
- a Respite Centre which will offer relief to caregivers for children with special needs through the provision of counseling, therapy, training and advice
- establishment of a Model Children's Home
- the construction of three (3) Safe Houses to provide safe and secure shelters that offer services specific to the needs of women, men, boys and girls who are victims of domestic violence

176. The Children's Authority will focus on the implementation of its programme aimed at the protection of the nation's children. The programme is estimated to cost \$29.2 million and comprises the following projects:

- support to Community Residences to implement Standards
- customisation and outfitting one Assessment Centre at Chaguanas and another one Assessment Centre and one (1) Regional Office at Ste. Madeleine
- establishment of five (5) Reception Centres and Places of Safety
- implementation of New Foster Care Programme
- establishment of a Child Protection Library

177. In addition, the MGYCD will implement the establishment of the following at an estimated cost of \$5 million over the three (3) year period:

- National Strategy for the Promotion and Protection of Child Rights
- National Children's Registry

178. The Government will continue its policy of providing assistance for the refurbishment of existing Government-Assisted Children Homes and Hostels. In this regard, refurbishment works will continue at the following facilities at an estimated cost of \$16 million.

- Refurbishment of St. Dominic's and St. Mary's Homes for Children
- Renovation of Salvation Army Hostel - Josephine Shaw House

Community Development

179. The Ministry of Community Development proposes to invest an estimated sum of \$322 million towards advancing its initiatives for the period 2014-2016. In keeping with its goal of achieving a transformed sector, the Ministry proposes to expand a variety of programmes under its remit.

180. The Community Development Fund (CDF) will continue implementing a number of key programmes geared towards tackling poverty and assisting with the delivery of services to the poor and vulnerable persons in society. Among the initiatives to be undertaken are:

- the expansion of the Basket of Funding Programme and Cooperative Household Interventions
- the increase in the level of capacity-building support given to the community sector and the introduction of a Community Development Apprenticeship Programme
- aggressive promotion and infusion of the Community-Clustered Synergistic Interventions Programme (CCSIP) which is aimed at connecting communities to maximize resource utilization and to form strategic alliances
- expansion of the Community Volunteers and Apprenticeship Programme to provide the first line of technical assistance and institutional strengthening support to CSOs

181. Community facilities are critical in providing an avenue for social gatherings, group and community meetings and recreational and cultural activities. It is estimated that the sum of \$158 million will be invested for the construction and refurbishment of such facilities throughout the country. The proposed programme of activities for 2014-2016 includes:

- construction of thirty-two (32) Community Centres
- refurbishment of fifty-one (51) Community Centres
- upgrade of thirteen (13) Export Centres
- refurbishment of thirteen (13) Civic Centres and Complexes

Youth Development and Entrepreneurship

182. Government has identified Youth Development and Entrepreneurship as a key area for development. Therefore, several significant projects that will enhance and influence the lifestyle and behavior of the youth population will be implemented over the three (3) year period. The Ministry of Gender, Youth and Child Development (MGYCD) will spearhead the implementation of these programmes.

183. *Save the Youth in Marginalized Communities* (Gatekeepers) will continue with its objective of developing male mentors in identified communities to act as agents of change for misguided youths. This project intends to positively impact on the incidence of crime and abuse in these communities.

184. The *Youth Health Programme* is geared towards mobilising the MGYCD mandate of promoting healthy sexual attitudes, behavior and practices among the youth population. The goals of the programme are to:

- disseminate healthy lifestyle information
- engage communities in activities that are healthy, exciting, risk free and positive
- foster a spirit of collaboration among major stakeholders in the various communities

185. The *Implementation of a National Youth Policy* will crosscut many areas of youth development as it endeavors to implement projects to meet the Ministry's mandate. These projects are:

- four (4) After-School Centres
- thirty-six (36) Skills Enhancement and Social Education Centres
- vacation Camps
- creation of a Youth Development Fund
- development of a National Youth Employment Strategy
- coordinated Programming for Differently Abled Youth
- establishment of a Registry for Youth in Institutions and Challenging Circumstances
- establishment of a National Youth Commission

186. The *National Youth Volunteerism Project* aims to establish a district registry, render assistance to volunteer groups and establish a monitoring mechanism for projects.

Housing and Shelter

187. Over the period 2014 to 2016, the Ministry of Housing and its Agencies- the Housing Development Corporation (HDC), Land Settlements Agency (LSA) and Sugar Industry Labour Welfare (SILWC) along with the Tobago House of Assembly (THA), will continue the development of the housing sector.

188. The implementation of the IDB-Assisted Neighbourhood Upgrading Programme (NUP) will continue over the three (3) year period at an estimated cost of \$208 million. The funding will be utilised to continue the implementation of the four (4) components of the Programme which seeks to improve living and shelter conditions for lower-income groups; regularize the tenure of properties for families living in squatter settlements; relocate squatters where regularization is not feasible, and introduce strategies to prevent the occurrence of further squatting. In addition, funding will be provided for home improvements and new housing subsidies for low and middle income families.

189. The programme comprise the following four (4) components:

- Squatter Settlements Regularisation
- Improvement and New Housing Subsidies
- Sector and Institutional Strengthening
- Design and Programme Administration

190. The Squatter Regularisation Component which is being implemented by the Land Settlement Agency (LSA) aims to improve the infrastructure and living conditions of five thousand three hundred and sixty (5,360) beneficiaries on twenty five (25) squatter sites, and to deliver statutory leases to those beneficiaries over the a seven (7) year period. The cost of implementing this project over the next three (3) year is estimated to cost \$100 million.

191. The main objective of Home Improvement and New Housing Subsidy Component of the NUP is to facilitate home improvement to an estimated two thousand (2,000) eligible low and middle income families through a twenty thousand (\$20,000) matching subsidy, and new home construction or purchase for an estimated one thousand five hundred and thirty (1,530) eligible low and middle income families through a fifty thousand (\$50,000) matching subsidy. This component is estimated to cost \$85 million and will be implemented over the period 2014-2016.

192. A further investment of \$23 million is forecasted for the next three (3) years to facilitate the other two (2) components of the Programme.

193. The Sugar Industry and Labour Welfare Committee (SILWC) will require an investment of \$8 million for infrastructure development and upgrade of housing settlements and related activities through the following projects:

- Upgrading of SILWC Housing Development
- Orange Field Housing Development

194. The Housing Development Corporation (HDC) has significant contractual obligations over the period and it is expected that construction of housing units, infrastructure development and wastewater installation and upgrade will continue. For the period 2014 to 2016, an estimated sum of \$3.5 billion will be required to continue the development of the housing sector. This funding will be provided to address the ever increasing demand for housing, develop infrastructure on housing settlements, improve living conditions for low and middle income families, and provide assistance for emergency home improvements and repairs.

195. The Land Settlement Agency (LSA) has projected an expenditure of \$566 million over the same period to undertake the following:

- surveys of Squatter Sites
- resettlement of Squatters
- Residential Lots Programme (Land for the Landless) at Orange Field II, Balmain, Factory Road I, Waterloo I, Beaucarro, Felicity II. Glenroy, Cocoyea (Allamby Street), Arena II, Ponderosa (Golconda, La Phillipine II (Gran Couva)

Strategic Priority –Good Governance

Strategic Priority	Sectors	Allocation
Facilitative Priority Initiatives	Administration	978.696
	Environment	45.907
	Regional Development Planning	14.017
	Total	1,038.620

Administration

196. In implementing the policy of decentralisation and attempting to reduce the high rental costs incurred annually, Government will continue its extensive programme of constructing new public buildings. Such buildings carded for completion include:

- Immigration Head Office Building in San Fernando at an estimated cost of \$92 million
- a new Arima/ Piarco Elections and Boundaries Registration Office costing \$11 million
- Meteorological Services Division Building for Tobago at an estimated \$69 million
- a building complex in Couva for use by Quasi-Judicial bodies such as the Equal Opportunity Commission, Equal Opportunity Tribunal, the Environmental Commission and the Tax Appeal Board at a cost of \$134 million
- a south office for the Ministry of the Attorney General estimated at \$80 million
- a new state-of-the-art facility for Forensic Science Centre Laboratory and Pathology Services in Chaguanas Trinidad estimated at \$10 million

197. Public buildings that are already occupied will also continue to be refurbished, customised, furnished and equipped to meet Occupational Safety and Health (OSH) Standards and create a comfortable working environment to serve the public. Some of the works include:

- refurbishment and re-tooling of constituency office of Members of the House of Representatives, estimated at \$6 million
- refurbishment of the Ministry of Works and Infrastructure offices and sub offices throughout the country estimated to cost \$28.5 million
- major and minor refurbishment and upgrade works to District Revenue Offices throughout the country
- continuation of infrastructure works and new security systems installation at the Cipriani College of Labour and Cooperative Studies

- refurbishment of the Tunapuna Administrative Complex at an estimated \$11.5 million
- upgrading and refurbishment of the Finance Building at the Eric Williams Financial Complex

198. The programme for the Restoration of Historical Buildings will continue for the period 2014-2016. The programme of activities planned includes:

- Restoration of Red House
- Rehabilitation of President's Residence
- Restoration of Mille Fleur building

Regional Development Planning

199. The policy of strengthening social capital at the community level to provide social support, employment opportunities and facilitate community development, continues to be the premise for Government's thrust in regional development. Towards this end, the development of Regional Plans has been identified as a vehicle for reducing regional inequalities through infrastructural development, while building communities through citizen participation and fostering community commitment and volunteerism.

200. Under the guidance of the Ministry of Local Government (MLG), projects and programmes under the Municipal Investment Plans (MIPs) will continue to be rolled-out over the three year period 2014 to 2016 by each of the fourteen (14) Regional Corporations at a total estimated cost of \$200 million. These projects cover a wide range of activities, towards developing the Regional and Municipal economies, through the local tourism sector and the improvement of physical amenities. These projects include the:

- Chaguanas Borough Corporation – development of the Ramsaran Street Boulevard to make it more attractive for business development



Development of Ramsaran Street Boulevard underway

- Couva/Tabaquite/Talparo Regional Corporation–enhancement of domestic tourism through the phased development of six (6) sites including Knolly’s Tunnel, the Gran Couva River Lime, and La Vega Estate
- Penal/Debe Regional Corporation–enhancement of the Debe-to-Penal Entrance through the installation of a Feature including a flag display
- Point Fortin Regional Corporation – upgrade and expansion of recreation facilities in the Borough focusing on the relocation of tennis facilities to Coronation Park and the provision of a multi-level carpark for Mahaica Oval
- Princes Town Regional Corporation – enhancing the domestic tourism through the development of the Moruga Beach Facility, the L’Anse Mitan Spring Bridge, the Devil’s Wood Yard and the Ste. Madeleine Recreation Facility
- San Fernando City Corporation – redevelopment of the waterfront, including the upgrade of the fish market and the restoration of the Old Railway Building
- Sangre Grande Regional Corporation – Town Centre redevelopment involving the relocation of the PTSC Garage and the redevelopment of that site
- San Juan/Laventille Regional Corporation – Croisee Renaissance project
- Siparia Regional Corporation – facilitating domestic tourism through the development of entrance features at the three (3) points of entry into the town, the construction of a band stand and plaza at Irwin Park and the development of a transportation hub along the SS Erin Road



Vendors Booths under construction at Irwin Park, Siparia



Public Convenience for Transit Hub, Siparia

- Tunapuna/Piarco Regional Corporation – installation of features at the Auzonville Road and the Macoya Road points of entry, along with pavement upgrade and landscaping in the vicinity of the Tunapuna Market
- Mayaro/Rio Claro Regional Corporation – development of the Town Centre with emphasis on the street-scape, vendors mall and construction of public washrooms

201. The Municipal Investment Plans (MIP) of the other three (3) Municipal Corporations (Port of Spain, Arima, and Diego Martin) will be developed in consultation with the Councils of those Regional Corporations and projects will be identified for implementation, from the latter half of fiscal year 2014 onwards.

202. It is envisaged, that the MIPs will continue to be a source of new and region-specific projects which will continue over time to be employment-creating, as well as, revenue-generating.

203. Another avenue employed by Government to advance regional development planning is the establishment of Growth Poles throughout the nation. Along with the Tamana Intech Park, Invaders Bay, and Cove Industrial Estate, five (5) Growth Poles have been identified for the development of new economic spaces as follows:

- Central Trinidad – light industrial development, service industries, software development and creative industries
- the South Western Peninsular - port development, energy services, fishing industry and manufacturing

- East Port of Spain – creative industries, music and entertainment, craft and small and micro-enterprise development
- the North Coast of Trinidad – hotel development, fishing, marina, agriculture and services
- the North-East Region of Tobago – tourism specialising in dive tourism, agriculture, horticulture and community events

204. These initiatives will continue to provide the impetus for comprehensive regional development planning even as Government moves to debate and rollout the implementation of the Planning and Development of Land legislation, devolving physical planning to the Local Government Authorities.

Environment

205. Sustainable development entails striking the delicate balance between the nation's economic development, and environmental conservation and management. This balance is key to meeting present demands without compromising the wellbeing of future generations.

206. In this regard, efforts by the various arms of Government, charged with the responsibility, for environmental management will continue towards implementing the environmental agenda. The Ministry of the Environment and Water Resources (MEWR) and its Divisions and Agencies, along with the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL), and the Tobago House of Assembly (THA), will continue to advance the environmental agenda over the 2014-2016 period.

207. A number of key initiatives will be advanced under the three (3) year PSIP 2014-2016 at a revised estimated cost of approximately \$110 million. Among these is the implementation of the EU-funded Environment Programme which was approved in 2013. The MEWR will steer the implementation of this Programme, over the period 2014-2019, utilising grant-funding from the European Union (EU) totaling €8 million (approximately TT\$68 million). This Programme will support Government's effort in pursuing a low-carbon development path through the implementation of the National Environment Policy, the Forest and Protected Areas Policy and the National Climate Change Policy. In doing so, the programme will promote sustainable management of environmental resources in the extractive, transportation and forestry sectors.

208. The Environmental Programme will have the following as its performance targets:

- establishment of 9,180 hectares of protected forest areas for carbon sequestration and climate resilience
- an increase of community environmental awareness of the extractive sector by 10%;
- the rehabilitation of 24% of abandoned stated owned mined areas for carbon sequestration and climate resilience
- the reduction of CO₂ emissions in the public transportation sector by 12,000 metric tonnes

209. Important policy initiatives which were completed in fiscal year 2013 will be rolled out over the medium term. Among these are

- reduction of Methyl Bromide In Quarantine and Pre-shipment Usage in Trinidad and Tobago
- development of a Strategy for Reduction in Emissions of Carbon Dioxide
- development of an approach to facilitate the Main Streaming of Climate Change into the National Development Strategy

210. The aforementioned policy initiatives have obvious implications for the future development of Trinidad and Tobago, and will provide the basis for a new slate of environmental programmes and projects. Included among such developmental programmes, some of which are currently at various stages of being implemented by Government are:

- increasing use of innovative technologies including “green technology”
- retrofitting of government buildings
- roll-out of a comprehensive recycling programme embodied in the recently approved Solid Waste Management Policy, including inter alia, the remediation and decommissioning of existing landfill sites
- conversion of Government and private vehicles to the use of Compressed Natural Gas (CNG)
- comprehensive programmes for the further development of protected areas
- building capacity among industry partners to reduce their carbon footprint

211. The Environmental Management Authority (EMA) and SWMCOL are the key implementers of the environmental agenda. Consistent with its mandate (to coordinate, facilitate and oversee execution of the national environmental strategy and programmes), the EMA has proposed the construction of a “Green” Building at Trincity over the three (3) year period, at an estimated cost of over \$100 million. This will provide a prototype for future development of Government buildings. SWMCOL has the overall responsibility for waste management with specific responsibility for the management of three (3) landfill sites, industrial and commercial solid and liquid waste, collection as well as, paper and cardboard recycling activities. SWMCOL continues to reorganise and restructure to better discharge its present and future responsibilities that is undoubtedly linked to the implementation of the recently completed Solid Waste Management Policy by the Ministry of Local Government.

212. The Forestry Division will continue to replant over six hundred (600) hectares of forest cover under the Forest Regeneration Programme among the five (5) Conservancies of Trinidad. Additionally, contracts are scheduled to be awarded over the period for the upgrade of Forestry Access Roads to enable harvesting of the timber, at an approximate cost of \$56 million. The increasing frequency and severity of flooding particularly in Northern Trinidad indicates the need for a comprehensive and aggressive programme of forest regeneration in the medium term.



The Northern Range - Forest Assets in need of Comprehensive Management

213. The THA is also charged with the responsibility of maintaining the pristine nature of its natural environment as it seeks to advance its economic development. The brand image of Tobago as “Clean, Green Safe and Serene” must be maintained through a carefully crafted strategy for sustainable development. The potential cost over the medium term to implement such a strategy is still to be determined by the THA.

APPENDIX I
PUBLIC SECTOR INVESTMENT PROGRAMME 2014-2016 (TT\$Mn)
INDICATIVE ALLOCATION BY STRATEGIC PRIORITY AND SECTOR

STRATEGIC PRIORITY	SECTOR	3-YEAR TOTAL	%
Agriculture and Food Security	Agriculture	500.914	3.6%
	Total	500.914	3.6%
Crime and Law and Order	Law Enforcement	536.518	3.8%
	Public Safety and Citizen Security	919.255	6.6%
	Total	1,455.773	10.4%
Economic Growth, Job Creation, Competitiveness and Innovation	Administration	2.103	0.02%
	Communication	64.831	0.5%
	Drainage	519.873	3.7%
	Economic Restructuring and Transformation	246.550	1.8%
	Electricity	171.714	1.2%
	Energy/Renewable Energy Alternatives	1,004.001	7.2%
	Foreign Policy and Trade Relation	33.642	0.2%
	Industrial Development	2.628	0.02%
	Information Technology and Infrastructure	336.431	2.4%
	Manufacturing	155.243	1.1%
	Roads and Bridges	1,627.778	11.6%
	Science, Research and Development	131.589	0.9%
	Sewerage	89.186	0.6%
	The Arts and Multiculturalism	111.439	0.8%
	Tourism	160.150	1.1%
	Transportation	338.101	2.4%
	Water Security	245.113	1.7%
	Total	5,240.371	37.4%
	Facilitative Priority Initiatives	Administration	978.696
Environment		45.907	0.3%
Regional Development Planning		14.017	0.1%
Total		1,038.620	7.4%

STRATEGIC PRIORITY	SECTOR	3-YEAR TOTAL	%
Health Care Services and Hospitals	Health/HIV AIDS	842.975	6.0%
	Sport and Recreation	421.750	3.0%
	Total	1,264.726	9.0%
Poverty Reduction and Human Capital Development	Capacity Building/Institutional Strengthening	416.546	3.0%
	Community Development	671.892	4.8%
	Early Childhood Education	44.330	0.3%
	Housing and Shelter	851.734	6.1%
	Primary Education	606.798	4.3%
	Secondary Education	415.145	3.0%
	Skills Development	112.140	0.8%
	Social Development	121.027	0.9%
	Special Education	31.057	0.2%
	Tertiary Education	1,223.961	8.7%
	Youth Development and Entrepreneurship	22.428	0.2%
	Total	4,517.059	32.2%
TOTAL		14,017.463	100.0%

CHART I
THREE-YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2014-2016
PROJECTED FUNDING BY STRATEGIC PRIORITY

