



**Ministry Of Housing
And Urban
Development**

***Administrative Report
2017/2018***

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INTRODUCTION

Trinidad and Tobago's recession persisted in 2017 as forecasted following economic contraction of six (6) percent in 2016 according to the Ministry of Finance¹. The Ministry of Housing and Urban Development (MHUD) in the midst of a globalised financial crisis and lower economic activity, continued to operate in a political stable environment. These operational capabilities involves focus and forward thinking in response to the present and future uncertainty in financial markets. The MHUD in collaboration with its partner Agencies is driven to provide, inter alia, adequate and affordable housing to the population, and the development of urban environments.

The following is a list of the eight (8) Agencies under the purview of the MHUD that continued to play key roles in the implementation of the policies and programmes as it pertains to housing and urban development:

- Trinidad and Tobago Housing Development Corporation (HDC);
- Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT);
- Land Settlement Agency (LSA);
- Sugar Industry Labour Welfare Committee (SILWC);
- Trinidad and Tobago Mortgage Finance Company Ltd (TTMF);
- East Port of Spain Development Company Limited (EPOSDC);
- East Side Plaza; and
- New City Mall.

Entrusted with the responsibility of advancing the priorities and supporting the needs of the MHUD as well as those of its line agencies and other key external stakeholders, the staff of the MHUD comprised the following core internal units:

- Economic Research and Planning;
- Human Resources;
- Accounts;
- Internal Audit;
- General Administration;
- Library;
- Communications;

¹ Review of the Economy 2017 – Ministry of Finance of Trinidad and Tobago

- Information Technology (IT); and
- Legal.

Two (2) specialised units performed direct delivery services to the population:

- Housing Policy Facilitation and Implementation Unit
Administration of the Home Improvement and Emergency grants; and
- Programme Monitoring and Coordinating Unit
Administration of the Neighbourhood Upgrade Programme (NUP), under a loan agreement with the Inter-American Development Bank (IADB).

Overview

Vision and Mission

The Vision of the MHUD is such that the Ministry will be:

A resilient, transformational team providing visionary leadership and facilitating sustainable development to improve the quality of life of all citizens through the promotion of physical and socio-economic planning, quality and affordable housing and sound environmental management.

The Mission Statement of the MHUD is as follows:

“To lead effectively the process of achieving developed country status, through national strategic planning informed by quality data and research and addressing citizens’ needs, while also maintaining the integrity of the environment for future generations.”

Core Values of the MHUD

The core set of values by which the MHUD operated during fiscal 2016-2017 comprised:

- Transparency;
- Accountability;
- Equity in the distribution of resources;
- Respect for the Law;
- Preservation of the environment;
- Professionalism;
- Creativity;
- Flexibility;
- Fiscal prudence; and
- Innovation.

Objectives of MHUD

In 2017/2018, the MHUD, with its partner Agencies and Internal Units continued to undertake effort towards accomplishing the following objectives:

- Providing low-cost housing solutions for citizens in the low and lower-middle income groups through the direct construction and distribution of new homes at approved locations in the country;
- Developing and implementing innovative home financing initiatives to enable first-time home-owners to purchase or build their new homes;
- Maintaining the current housing stock through refurbishment and upgrade programmes so that all homes under the Ministry remain in good tenantable repair;
- Fulfilling government's mandate for urban development through the encouragement of entrepreneurial activity and the renewal of city centers and social infrastructure projects such as hospitals, police stations and fire stations; and
- Developing new investment initiatives to facilitate the implementation of Government's home construction programme at a reduced financial burden to the GORTT.

Policies, Plans and Programmes of MHUD

In the face of financial vulnerabilities, the MHUD and its partner Agencies continued its cooperative efforts for human and social development, particularly, access to safe and affordable housing, sustainable communities and urban development. These priorities are reflected in the policies, plans and programmes. In this context, the Ministry's developmental initiatives and programmes for the 2017-2018 fiscal period included, but was not limited to, the following:

- **Housing Settlements** - The MHUD's primary policy objective is to provide affordable, high-quality housing solutions for low and middle-income citizens of Trinidad and Tobago. This is facilitated primarily through the HDC's Accelerated Housing Programme and funded via the Public Sector Investment Programme (PSIP).
- **Infrastructural Development** - The Land Settlement Agency (LSA) conducted infrastructure upgrade of Squatting Sites, this involves the upgrading of roads, drainage system, water system, sewer systems and electricity. The LSA is directed to provide access to basic amenities and to improve the living conditions of families in fragile communities.
- **Grants and Other Subsidies** - The MHUD continued to provide grants to qualifying low-income citizens for approved repairs to their home through its Housing Policy Facilitation and Implementation Unit. Emergency grants were also distributed to persons whose homes were affected by natural or unforeseen disasters. Additionally, MHUD, through its Programme, Monitoring and Coordinating Unit, empowered eligible citizens to construct low cost housing through the provision of subsidies. This programme is funded by an Inter-American Development Bank loan.

- **Public Buildings and Urban Renewal** – The East Port of Spain Development Company Limited (EPOS) is dedicated in its drive to develop the people of East Port of Spain and enhance their living conditions and environment. The Urban Development Corporation of Trinidad and Tobago (UDECOTT) had key responsibilities for urban development, urban rejuvenation and construction/maintenance of our nations' buildings and public urban spaces.

Challenges 2017-2018

The Ministry continue to face a number of challenges that subdued the efforts of the MHUD to effectively achieve its desired outcomes. These challenges include:

- Limited housing stock;
- Reduced finance;
- Competing land use;
- Delays in execution of activities due to cumbersome approval processes;
- Funding may be delayed due to unique government public expenditure processes; and
- Lengthy elapsed time in exchange of information among stakeholders.

Despite these challenges, the MHUD continue to review initiatives and programmes to improve service delivery to its Clients and to meet its goals in a high demand environment.

Strategic Plan of the Ministry of Housing and Urban Development 2018-2023

The Five Year Strategic Plan (2018-2023), strategically positions MHUD to accomplish its mission and to fulfil its vision statement. The Plan provides a framework by which MHUD will undertake developmental works in building healthy communities spur urban rejuvenation and advance the Ministry. It establishes four (4) key focused areas to realize its goals for the 2023 timeframe, which are aspirations expressed in Vision 2030 and aligns with the global Sustainable Development Goals. These key focus areas include:

- Facilitating the Creation of Sustainable Communities;
- Achieving Operational Excellence;
- Building Organizational Capacity; and
- Creating Social Value.

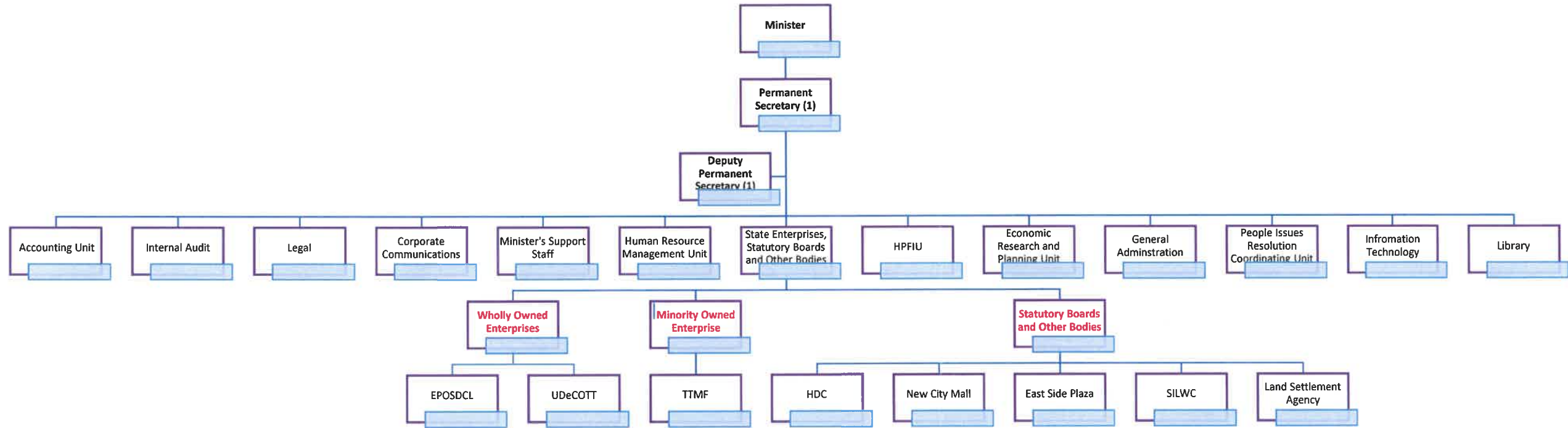
The Plan supports the values and goals of MHUD, for which the Ministry seeks to substantially improve performance as follows:

- By 2023, there will be significantly improved access by eligible persons to adequate, safe and affordable housing and basic services, as well as upgraded approved squatter settlements and slums;
- By 2023, there will be enhanced inclusive and sustainable urbanization;
- By 2023, the Ministry will improve governance and management systems to facilitate enhanced service delivery;
- By 2023, the Ministry will have increased employee satisfaction; and
- By 2023, the Ministry will demonstrate social value contribution to national social and economic targets.

MHUD's Strategic Framework 2023

Vision	MHUD is a premier state entity facilitating the development of, and access to, healthy sustainable communities in which citizens may thrive and grow.			
Mission	MHUD facilitates the development of sustainable communities through the formulation, communication and administration of Government's policy for the Housing and Urban Development sectors, in collaboration with its partners and stakeholders, for the benefit of the citizens of Trinidad and Tobago			
Core Values	People Centeredness, Sustainability, Partnership, Integrity, Agility			
Key Result Areas	1. Facilitate the Creation of Sustainable Communities	2. Achieve Operational Excellence	3. Build Organizational Capacity	4. Create Social Value
Strategic Objective	By 2023, there will be significantly improved access by eligible persons to adequate, safe and affordable housing and basic services, as well as upgraded approved squatter settlements and slums By 2023, there will be enhanced inclusive and sustainable urbanization	By 2023, the Ministry will improve governance and management systems to facilitate enhanced service delivery	By 2023, the Ministry will have increased employee satisfaction	By 2023 the Ministry will demonstrate social value contribution to national social and economic targets
Strategic Priorities	<ul style="list-style-type: none"> Strengthen the policy, legal, and regulatory framework to facilitate sustainable communities Facilitate accelerated access to quality, sustainable housing by citizens Facilitate accelerated development, revitalization and regeneration of quality, sustainable urban spaces Facilitate regularization of approved squatter communities and prevention of new squatting communities Establish a research function that supports and enables all aspects of the Ministry's operations Develop Advocacy, Public Education & Outreach 	<ul style="list-style-type: none"> Expand Partnerships, Collaboration and Participatory Governance Continually Upgrade and Develop Business Process 	<ul style="list-style-type: none"> Develop our People Create a Healthy Workplace Complete Organizational Redesign 	<ul style="list-style-type: none"> Establish contribution to economic recovery and growth and cost savings through housing and urban development policy solutions

Organisation Chart – Ministry of Housing and Urban Development



Key:

HPFIU- Housing Policy Facilitation and Implementation Unit

HDC-Housing Development Corporation

SILWC- Sugar Industry Welfare Committee

UDeCOTT – Urban Development Corporation of Trinidad and Tobago

PMCU- Programme Monitoring and Coordinating Unit

EPOSDCL- East Port-of-Spain Development Company Limited

TTMF- Trinidad and Tobago Mortgage Finance Company Limited

ACHIEVEMENTS OF DEPARTMENTS, UNITS AND AGENCIES OF THE MINISTRY

Economic Research and Planning Unit

Objectives

- Manages annually, the compilation of budgetary estimates for the Ministry's Public Sector Investment Programme (PSIP) by collaborating with Agencies and Divisions of the Ministry;
- Generate technical reports for submission to the Ministries of Finance and Planning and Development to show achievements of the Ministry;
- Prepare Cabinet notes in conjunction with and/or on behalf of the line agencies and units of the MHUD to seek approval for various projects and programmes;
- Review briefs and policy documents from external stakeholders and provide relevant feedback/comments;
- Represent the MHUD on technical committees on matters related to national policy and development;
- Formulate and implement policies for the housing sector, land-use and urban development; and
- Monitor and measure the performance of projects and programmes of the Ministry.

Achievements

The achievements of the ERPU for fiscal 2017-2018 are as follows:

Capital Budgeting

- Completed the Annual Expenditure Estimates for the Ministry and all line agencies for the Public Sector Investment Programme (PSIP) for Fiscal 2017- 2018;
- Submitted monthly reports on the PSIP to the Ministries of Finance and Planning and Development;
- Prepared quarterly progress reports on the performance of the Ministry's projects and programmes;
- Requested release of funds from the Ministry of Finance every month on behalf of the line Agencies and Units of the Ministry;
- Verified claims from contractors with Agencies and make recommendations for payment;

- Prepared the Ministry's Annual Achievement Report for submission to the Ministry of Planning and Development;
- Collated the relevant information for preparation of a draft 2018-2019 Budget Speech for the Honourable Minister;
- Conveyed responses to questions raised in the Senate / House of Representatives of the Republic of Trinidad and Tobago; and
- Prepared Notes for Cabinet in the areas of transfer and vesting of State Lands, appointment of Board members, pricing for land and housing developments and the implementation of new projects and policies.

Representation on External Committees

- Officers of the ERPU were assigned to inter-agency and inter-disciplinary committees and provided inputs to support the making of policy e.g. Environmental Management Authority, SENDAI –Ministry of

Monitoring of Projects funded by the Public Sector Investment Programme

- Updated the expenditure of all PSIP funded projects and programmes under the MHUD and its line agencies;
- Reported the progress achieved on each project/ programme;
- Recorded variations in planned versus actual targets;
- Quantified value based on progress

Challenges

For the reporting period, 2017-2018, the challenges included:

- Inadequate funding to advance projects;
- Delayed receipt of allocated funds had an adverse effect on the project success in terms of cost, timely completion and quality;
- Lengthy delays in the submission of relevant and/or accurate supporting documents, particularly by the line Agencies; and
- Insufficient PSIP meetings follow-up to enforce timeliness of reports resulted in stalled projects.

Corporate Communications Unit

Mandate

The Corporate Communications Unit is mandated to develop and implement strategies and programmes to inform and educate the public about the activities of the Ministry and its agencies, as well as provide support to the Ministry's Executive. In so doing, various communications' tools are employed such as corporate communications, public relations, protocol management, media and stakeholder relations, digital media management, image/brand management and internal stakeholder engagement. A key responsibility of the Unit is to ensure that the messages articulated, both internally and externally, are in keeping with the Ministry's mandate and the policies of the Government.

Goals and Objectives

- To inform clients, employees and the general public of the initiatives and policies of Government in relation to the housing and urban development sectors;
- To establish a corporate identity that embodies the philosophy of the Ministry, promotes its mandate and positions it as one of the main drivers of economic activity;
- To provide support to the Ministry's leadership in terms of protocol/event management, speeches, media/stakeholder relations;
- To develop strategies for the effective execution and implementation of initiatives such as public awareness and education campaigns, and marketing and media campaigns for the dissemination of corporate messages to targeted stakeholders, in an accurate, relevant and timely manner;
- To lend support to the communications personnel/portfolio of the Ministry's agencies in terms of event and protocol guidelines, marketing/media campaigns, speeches and other published works and activities; and
- To effectively manage the internal communications portfolio to facilitate a knowledgeable workforce, enhance employee engagement, improve staff morale and motivation.

Responsibilities

Corporate Communications

- Provide content for the Ministry's print and electronic publications such as magazines, brochures, information booklets, quarterly internal newsletters, digital and social media platforms;
- Coordinate and manage situations that threaten the brand/image of the Ministry and which may also have the potential to result in public negative perception;
- Coordinate all internal and external campaigns – public awareness and education, marketing and media - in order to inform and promote the work of the Ministry

- Coordinate the production of collateral that reflect the Ministry's brand.

Public Education and Awareness

- Coordinate public awareness and education campaigns to inform the public about new initiatives or policy changes;
- Develop public awareness and education programmes to bring about attitudinal change;

Media Relations

- Coordinate all media relations which include the preparation of media invitations, media releases, statements and other related activities;
- Coordinate press conference and media engagements (as requested)
- Monitoring of media – inclusive of archiving and analysing news articles;

Executive Support

- Provide protocol services for the Honourable Minister, Permanent Secretary, Deputy Permanent Secretary and visiting dignitaries to the Ministry;
- Draft speeches, talking points and written statements for the Honourable Minister, Permanent Secretary and Deputy Permanent Secretary (including research, writing and editing);
- Prepare special messages for Honourable Minister/PS for commemoration of specific national, religious and international days and festivals;

Event Coordination/Management

- Coordinate internal & external events for the Ministry

Stakeholder Relations

- Manage stakeholder relations (clients/public, media, MHUD agencies, statutory bodies and other state agencies that impact the operations of MHUD);
- Encourage/facilitate deeper stakeholder/community relations and outreach in rural areas;

Internal Communications

- Coordinate staff engagement activities such as Lunch and Learn sessions, Staff Forums, commemoration of national and religious festivals;
- Production of a quarterly staff newsletter;
- Coordinate content for the intranet.

Achievements

- Provided protocol services to the Honourable Minister, Permanent Secretary and Deputy Permanent Secretary for official events of the Ministry such as sod turning ceremonies (Diego Martin Health Centre, Moruga Youth Facility, Moruga Agro Processing Park), housing distributions, Housing and Village Improvement Programme distribution, Certificate of Comfort and Statutory Lease distributions. In addition, the official handover of state facilities such as Police Stations, Community Impact Centres, Rededication of Stollmyer's Castle, Community Centre, Recommissioning of two panyards in East Port of Spain, Official Opening of the Carenage Homework Centre and the Carenage Fishing Depot. The launch of the Housing Construction Incentive Programme and Media Launch of the Government Aided Self Help Housing Programme;
- Prepared speeches for the Executive for the events listed above;
- Researched and prepared responses to parliamentary motions as well HM's contribution to the annual Budget debate;
- Collaborated on Permanent Secretary' Presentation which was delivered at the 2018 Korea-LAC Future Cooperation Forum in Conrad, Seoul;
- Prepared media invitations, releases and statements promoting the MHUD's work, programmes and activities and responses to negative publicity in the media;
- Created a strong social media presence through the use of Facebook, Twitter and YouTube;
- Developed content for use on the Ministry's digital and social media platforms;
- Coordinated instruments of appointments ceremonies for the SILWC;
- Coordinated Community Outreach Programmes as part of the Hello Neighbour PAEC;
- Prepared and delivered a presentation speaking about the Ministry, its agencies, goods and services hosted by the Ministry of Social Development and Family Services;
- Coordinated internal events for staff, such as the Commemoration of national and religious Festivals; as well as the introduction of a Staff Forum, Brown Bag Sessions; and Lunchtime Learning Sessions, Admin Professionals and retirement functions, Sports and Family Day, Health Week and Vacation Camp;
- Promoted staff participation as models for Emancipation event at Eastside Plaza;
- Produced Quarterly Staff Newsletter;
- Coordinated Strategic Planning Workshop for stakeholders;
- Procured new collateral for the Ministry re banners for launch of GASSHP;
- Coordinated working sessions with Corporate Communications personnel from the Ministry and its Agencies to foster collaborative effort, teamwork, strategic alliances and networking;
- Use of an electronic archiving system for media coverage re the MHUD, its Executive, agencies and any related issues.

Challenges

- Difficulty in effectively motivating staff to participate in internal events/activities;

- Reduced funding made it difficult to initiate a lot of the Unit's proposed projects;
- Absence of key staff members such as, Senior Corporate Communications Officer, Speechwriter/Researcher, Graphic Artist, Web Content Specialist;
- Absence of appropriate software to be able to produce tools that are more effective.

2018-2019 Projects

- Providing protocol assistance to the Ministry of Sport and Youth Affairs for the Regional Young People's Conference to be held in Nov, 2018;
- Ongoing digital and social media content management;
- Training for staff re: use of digital platforms;
- Reviewing and editing content re Home Ownership 101 Manual;
- Development of a Stakeholder Analysis Matrix to more effectively manage stakeholder relations;
- Working on implementing a Calendar of Events for MHUD and its Agencies.

Information Technology Services Unit

Objectives

Mission

The mission of the Information Technology Services Unit is to have a seamless Information Architecture as an enabler for eGovernment, eServices and eBusiness and to be the key resource in achieving sustainable development through the use of appropriate innovative information technology and Information Management solutions.

Vision

To provide technically advanced and innovative ICT solutions to the Ministry, its Divisions and Agencies, with the use ICT professional services needed to efficiently and effectively fulfill Government's mandate of Affordable Housing for the citizens of Trinidad and Tobago.

Responsibilities

The IT department is responsible for providing the Ministry, its Divisions and Agencies with innovative ICT solutions that meets and exceeds the needs and expectation of the users by providing the following services:

- Information Technology Planning,
- Business Solutions
- Internal IT consulting and change management, which includes:
 - Business Process Re-engineering;
 - Change Management;
 - Business Analysis; and
 - Project Management.
- ICT Infrastructure Management
- Database Architecture and Support
- Systems Engineering / Development
- Application Hosting and Support

Services Provided

BUSINESS SOLUTIONS	SYSTEMS ENGINEERING	DATABASE ARCHITECTURE	ICT INFRASTRUCTURE MANAGEMENT
<ul style="list-style-type: none"> • Business Systems Analysis & Design • Training & Documentation • Project Management • Acquisition • Application Testing • Quality Assurance 	<ul style="list-style-type: none"> • Application Support Desk • Web & Intranet Development • Systems Development • Systems Administration 	<ul style="list-style-type: none"> • Database Design • Database Implementation • Database Administration • Database Support 	<ul style="list-style-type: none"> • LAN/WAN • Data Centre • Voice • Infrastructure Support Desk • Application Server • Email • Video Conferencing

Achievements

The following initiatives and/or upgrades were implemented during fiscal 2017-2018:

- Hardware and Network peripherals
 - Replace Hard drives
 - Procure and install Print Station Colour Printers.
 - Procure and install Desktop Printers
 - Expanded the Storage Area Next work
- Implemented a New HAFS online website
 - Create Housing Application solutions
 - Upload required
- Create client message Center

Maintenance and Support

In addition to the implementation of the above-computerized systems, the following are existing system solutions that are also being maintained and supported by the ICT team to increase productivity throughout the Ministry:

- Oracle Application Server and Database Servers for HAFS;
- Altigen Telephone System;
- SharePoint Application Server and intranet portal;

- File Management backup and recovery strategy;
- Asset Management System;
- Inventory Management System;
- Library Management System (Minisis);
- Microsoft Exchange Server (email);
- Maintenance of 3TB of file Data; and
- Maintenance of 20 Servers, which also include virtual servers.

Challenges

- Delays in the release of funds from the Ministry of Finance.

Financial Operations

Budget Formulation – Recurrent Expenditure and Revenue

- Budget Allocation = \$500,000.00
- Expenditure versus Budget
 - Capital Expenditure = \$346,209.14
 - Unspent Balance/Variance = \$153,790.86

Legal Unit

Objectives

To provide legitimate opinions, oversight and guidance to the Ministry and its agencies on various matters that pertain to their operations within a legal framework. The Unit is responsible for ensuring that the Ministry adheres to sound legal principles in executing its functions and ensures that the Ministry fulfils all statutory obligations. Additionally, the Unit facilitates the advancement of the Ministry and its agencies legislative agenda as well as the examination of policy from a legal standpoint in relation to housing and urban development.

Services Offered

In executing same, the Legal Unit is responsible for the following:

- Preparation of written/oral advice in the form of opinions or otherwise to the Permanent Secretary, Deputy Permanent Secretary, the Honourable Minister of Housing and Urban Development through the Office of the Permanent Secretary and various departments or agencies of the Ministry;
- Appearances at the High Court and other Courts of Justice in collaboration with the Office of the Attorney General of Trinidad and Tobago inclusive of conferences; tribunals, and the Commission of Enquiry.
- Attendance at the Ministry of Labour for conciliation proceedings in employee dispute proceedings;
- Assisting in the establishment and reform of pertinent legislation in collaboration with the Chief Parliamentary Counsel's Department of the Ministry of the Attorney General and Legal Affairs;
- Representing the Ministry at Parliamentary Debates when requisite Bills are debated or amended;
- Complying with the Freedom of Information Act requirements in submitting and/or publishing quarterly and annual statements on behalf of the Ministry;
- Treating with Freedom of Information requests from members of the public;
- Providing legal advice on the eligibility of persons applying for assistance by way of Home Improvement Grants under the Housing Programme Facilitation and Implementation Unit (HPFIU) and the Neighbourhood Upgrade Programme under the Programme Monitoring Coordinating and Evaluation Unit (PMCEU); and the Sugar Industry and Labour Welfare Committee (SILWC);
- Providing legal advice and guidance relative to policy and legislation on appointed Inter-Ministerial committees including; the Housing Village Improvement Programme and the Government Aided Self Help Housing Programme.
- Assisting by way of legal advice to the Ministry's agencies such as the Land Settlement Agency, New City Mall and Eastside Plaza;
- Participating in discussions relative to Squatter Regularisation, Containment and legislative review of the State Lands (Regularisation of Tenure) Act with the Land Settlement Agency;

- Drafting Cabinet Notes in conjunction with the Office of the Permanent Secretary, the Land Settlement Agency and the Housing Development Corporation;
- Administration of Vesting of State and certain lands of the HDC and facilitating the process flow when the Minister signs the finalized orders;
- Preparation of various types of contractual arrangements for employees of the Ministry;
- Drafting and vetting of Agreements, Leases, Contracts, Memorandum of Understanding and Licenses; and
- Conducting title searches and advising on same when necessary.

Achievements

Category	Number where applicable	Details/description
Legislation / Regulations	6	<ol style="list-style-type: none"> 1. Work initiated on Section 45 E of the Income Tax Act to give tax exemptions for the rents derived from the initial letting OR gains or profits from the initial sale of a multi-family dwelling. Draft Policy Paper and Regulations were submitted by the Ministry to the Chief Parliamentary Counsel on 17th November 2017. 2. Preliminary research began pursuant to re introducing a piece of Rent Restriction Legislation and Board. An interim Committee was established to ascertain whether new legislation was required due to the fact that the old legislation was no longer in effect since 2002. However, progress on this matter was halted in or around May 2018 due to the absence of a Senior Legal Officer who chaired the said Committee. 3. Review of: <ol style="list-style-type: none"> a. Property Tax (Amendment) Bill 2018, b. Valuation of Land (Amendment) Bill 2018, c. Land Tribunal Amendment Bill, Land Adjudication Amendment Bill; and d. Registration of Titles Amendment Bill.
Pre Action/Litigation	22	<ol style="list-style-type: none"> 1. <u>Case No. 2017-20255 Stacey Lee Sam v The Permanent Secretary of the Ministry of Housing and Urban Development</u> This matter involves the alleged dismissal of Ms. Lee Sam as a consequence of her joining a Union and this matter is currently before the 2nd Magistrate's Court in Port of Spain. The last hearing of this matter was

		<p>July 30th 2018. Mr. Ravi Rajcoomar has been retained to represent the Permanent Secretary and former Deputy Permanent Secretary in these proceedings.</p> <p>For the period being measured, the matter stood adjourned to 9th November 2018.</p> <p>2. <u>CV 2018-02143 Stacey Lee Sam v Ministry of Housing and Urban Development</u> Mr. Ravi Rajcoomar has been retained as advocate attorney in these proceedings and Mr. Vincent Jardine of the Office of the Chief State Solicitor is the instructing Attorney. The matter concerns judicial review regarding Ms. Lee Sam’s FOIA requests to the Ministry and directions have been provided by the High Court including the filing of the Ministry’s affidavit in response. Our Legal Department is working alongside Mr. Jardine to have same prepared to meet the requisite deadlines. For the period being measured, a court hearing was scheduled for 5th October 2018 at 9.30 a.m.</p> <p>3. <u>Payment of reimbursement for Home Subsidy Agreement for Ms. Vamilla Rupa Surujh Singh</u> Correspondence dated August 21st 2018 received from Ms. Singh’s attorney regarding a claim for breach of contract and the payment of a subsidy which Ms. Singh claims she is entitled to as per the terms of her agreement with the Ministry for a Home Improvement Subsidy entered into on 3rd August 2016. On October 08, 2018, a Legal Opinion was prepared and transmitted to the Permanent Secretary recommending the settlement of this matter.</p> <p>4. 20 pre-action letters were sent to grantees who were in default of the payment of monies due and owing to the Ministry under the Home Improvement Grants and Subsidies and where applicants failed to utilize the monies in the prescribed manner.</p> <p>5. 2 pre-action letters were sent for monies due and owing to the Ministry under PMCEU</p>
FOIA compliance	14	Compliance achieved by submitting the 4 requisite quarterly statements for the period commencing October

		01, 2017 to September 30, 2018. The annual statement for 2017 was prepared during the period measured and was published in the Gazette on November 19, 2018.
Industrial Matters	10	<p>1. <u>Trade Dispute (POS) No. 655/2014 - Ministry of Housing and Urban Development, Chief Personnel Officer & Banking, Insurance & General Workers Union (dismissal Of Clyde Pilgrim)</u> Matter was heard June 2016. Awaiting judgement.</p> <p>Industrial matter against the Ministry and CPO by former Programme Coordinator of the PMCU. Last update requested from Attorney General's Office was 28th February 2018 and awaiting response. Claim for</p> <p>\$ 932,400.00 in damages.</p> <p>2. <u>Trade Dispute No. GSD-TD 264/2017 - Alana Best/ The Public Services Association v the Ministry of Housing and Urban Development and the Chief Personnel Officer</u> For the period being measured, the file activity for the said period instructs that the matter was adjourned to October 2018. Adjourned to October 2018.</p> <p>Industrial matter against the Ministry and CPO by former Legal Secretary of the Legal Unit. Ms. Best was employed at the Ministry under varying contractual arrangements inclusive of two short term contracts.</p> <p>In lieu of parties arriving at a consensus in terms of settlement, matter will be set for trial.</p> <p>3. <u>Trade Dispute No. GSD-TD 235/2017 - Sheran Medina/Banking Insurance and General Workers Union v the Ministry of Housing and Urban Development and the Chief Personnel Officer.</u> For the period being measured, the file informs that the trial was initially set for 7th June 2018 and was</p>

		<p>subsequently adjourned to 27th and 28th March 2019 at 1:30pm each day.</p> <p>Industrial matter against the Ministry by former Legal Officer I of the Legal Unit who was on short term contractual employment from 9th March 2015 to 9th November 2016. No confirmation on exact quantum claimed.</p> <p>All directives in these proceedings have been complied with and the requisite witness statements filed.</p> <p>4. <u>Trade Dispute No. (POS) 675/2016 - Ministry of Housing and Urban Development and Chief Personnel Officer and the Public Services Association over the unlawful termination of Devon Peters.</u></p> <p>Matter settled on February 8th 2018.</p> <p>Industrial Matter against the Ministry by former Office Support Assistant of the Legal Unit who was on short term contractual employment for the period - 15th March 2015 to 15th June 2016. This matter was settled by the Ministry in the sum of \$19,500.00 being paid to Mr. Peters as well as a Certificate of Service being issued to him.</p> <p>5. <u>Trade Dispute TD 357 of 2017 - Public Services Association and the Ministry of Housing and Urban Development and Chief Personnel Officer</u></p> <p>Industrial matter against the Ministry by former Head of the Legal Unit over the unlawful termination of employment claiming compensation in the sum of \$284,000.00. On 27th February 2018 the Trade Dispute was dismissed following the non-appearance of the PSA and Ms. Lewis at Court Hearings. However by application filed on 19th March 2018 Ms. Lewis seeks to have the decision of the Court to dismiss the trade dispute for non-appearance set aside. Consequently a hearing is scheduled for the hearing of this application on 31st May 2019.</p>
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	<p>6. <u>Potential Trade Dispute of Stacy Lee-Sam</u> Claimant's Attorney has sought an extension of time to report the existence of a trade dispute by letters dated 8th May, 6th June and 10th August 2018 to the Ministry of Labour and Small Enterprise Development. The Ministry has responded to the Ministry of Labour objecting to same by various correspondence including the most recent correspondence of 6th September 2020.</p> <p>7. <u>Potential Trade Dispute of Vinda Maharaj</u> Mr. Maharaj's attorney wrote to the Ministry on 22nd June 2018 seeking a monetary claim for gratuity, vacation and sick leave accrued under Mr. Maharaj's short term employment with the Ministry. Mr. Maharaj is the former Senior Legal Officer of the Ministry who was hired on a fixed term contract followed by a series of short term employment contracts from August 22nd 2016 to May 7th 2018. By letter dated 19th September 2018 Mr. Maharaj has claimed for the sum of \$196,489.33 from the Ministry, negotiations are ongoing.</p> <p>8. <u>Potential Trade Dispute of Jinnel Anderson</u> For the period being measured, a Trade Dispute was filed by the Public Services Association of Trinidad and Tobago against the Ministry. The claim comprises the manner of termination of former employee, Ms. Jinnel Anderson and a claim for loss of vacation and sick leave for the period 2013 to 2018.</p> <p>9. <u>Potential Trade Dispute of Neralla Rampersad</u> For the period being measured, there were several written correspondence evidenced on file from former employee, Ms. Neralla Rampersad. Ms. Rampersad who was retained on a series of short term contracts called upon the Ministry to finalize and settle payment of her maternity benefit that was not paid to her during her employment with the Ministry.</p>
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		<p><u>10. Potential Trade Dispute of Kandice Alleyne-Philip</u></p> <p>For the period being measured, there were several written correspondence on file, evidencing requests made by former employee, Ms. Alleyne-Philip through her Attorney-at-Law. Ms Alleyne-Philip who was retained on a series of short term contracts called upon the Ministry to settle payment of her maternity benefit that was not paid to her during her employment with the Ministry.</p>
Home Improvement Grant Agreements	500+	Review and edit as necessary the Grant Agreements issued by the Housing Programme Facilitation and Implementation Unit (HPFIU).
SILWC Legal Matters	3	<p>1. Legal correspondence received by SILWC dated 6th June 2018 from Attorneys for Squall Contracting Ltd. seeking to settle sums owed to the company. Following negotiations on 12th July 2018 between a member of the Legal Unit, members of SILWC and Squall Contracting Ltd there was a mutual agreement reached regarding the debt owed in the sum of \$749,590.70 (vat inclusive).</p> <p>2. Pre-action Protocol Letter received by SILWC dated 30th July 2018 from Attorney-at-Law for K & H contracting Ltd. regarding an alleged debt owed by SILWC in the sum of \$581,386.50 (vat inclusive). Correspondence has been forwarded to the Attorney-at-Law for K & H contracting Ltd. regarding the conduct of negotiations. We are awaiting word on same from the said Attorney.</p> <p><u>3. Petty Civil Action- Anderson Ramjit (Plaintiff) and Sugar Industry Labour Welfare Committee (Defendant) Lot Number 39, Brothers Garth Housing Development.</u></p> <p>SILWC was served on Monday 26th June 2018 with a copy of the Ordinary Summons and the Particulars of Claim filed on the 23rd day of March 2018. A legal</p>

		<p>officer of the Ministry attended the first hearing of this matter on 5th July 2018 and the matter has been forwarded to the Solicitor General's Department for their attention and conduct.</p>
Vesting Orders	3	<p>The Legal Unit assists in the drafting of Cabinet Notes for the Vesting of lands in the HDC in furtherance of their mandate. Some completed Vesting orders are:</p> <ul style="list-style-type: none"> • Lakeview Housing Development, La Fortune, Point Fortin; • Pier View Estate La Brea and; • Vieux Fort St. James.
Review of Board Minutes	2	<p>The Legal Unit assists in the review of Board Minutes submitted by our Agencies.</p> <p>Currently the Board Minutes of the Land Settlement Agency and the Trinidad and Tobago Housing Development Corporation are reviewed.</p>
Maternity Benefit Matters	2	<p>1. The Ministry was in receipt of correspondence dated 10th October 2017 from a former employee Ms. Neralla Rampersad regarding her entitlement to Maternity Benefits while in the short-term employment of the Ministry. Ms. Rampersad is seeking from the Ministry her full pay for the period February 23rd 2015 to March 22nd 2015 and half pay for the period March 23rd 2015 to May 31st 2015.</p> <p>The Legal Unit gave a legal opinion concerning same on May 5th 2016. Upon directives the Legal Unit wrote to the Solicitor General's Department on 8th February 2018 seeking further clarification on how to treat with employees' maternity benefits while they are on short-term contractual employment. Moreover, in situations where the said employee would have previously held a substantive post, as is the case with Ms. Rampersad.</p>

		<p>Ms. Keisha Prosper, Senior State Counsel of the Solicitor General’s Department at the Ministry of the Attorney General and Legal Affairs has conduct of this brief at this time and we are awaiting her final legal opinion regarding same.</p> <p>2. The Ministry has also been in receipt of correspondence regarding Ms. Kandice Alleyne-Phillip a former employee, this matter surrounds the issue of entitlement to maternity benefits while on short term employment. A brief concerning same was also forwarded to the Solicitor General’s Department on 12th March 2018. Ms. Keisha Prosper, Senior State Counsel of the Solicitor General’s Department at the Ministry of the Attorney General also has conduct of this brief at this time and we are awaiting her final legal opinion regarding same.</p>
Agreements/ Contracts/Licenses	386	<ol style="list-style-type: none"> 1. 21 fixed term employment contracts and 347 short term employment contracts 2. 7 Agreements with Total Office Ltd., CMB, Wealth Mill Enterprises Ltd and Udecott 3. 11 Licenses issued for former occupants of 43 Independence Square, Port of Spain

Procurement Compliance		In 2018 the Permanent Secretary appointed a team from the Operations, Planning and Legal Unit as change agents with respect to the Ministry’s obligations under the new Procurement Legislation. Two (2) Officers of the Legal Unit; the Legal Research Officer and the Paralegal were appointed to serve on said Committee. Work is ongoing.
Other		1. Name change of New City Mall- ongoing. By letter dated 27th February 2018 the Ministry of Rural Development and Local Government informed the Ministry that a Form 9 Notice- Cessation of Business by a Registered Firm or

		<p>Individual had been filed for “Ministry of Local Government- New City Mall.”</p> <p>2. A Draft Cabinet Note is being prepared to create a Limited Liability Company which would subsume No. 43 Independence Square, Eastside Plaza and New City Mall.</p> <p>3. The Legal Unit in collaboration with the ERPU prepared two (2) Cabinet Notes regarding the reconstitution of the SILWC Committee and the Dissolution of the said Agency.</p> <p>4. Advise the Permanent Secretary and Minister as and when necessary.</p> <p>5. Serving on Committee within and outside of the Ministry.</p>
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Challenges

- Absence of a sitting Board at SILWC from May 2018 until the end of the period currently being reported; and
- Inadequate staffing due to a Unit restructure by the Public Management and Consulting Division of the Ministry of Public Administration.

Library

Objectives

To provide relevant, accurate and timely information to support the information and research needs of the Ministry, its staff and agencies.

Services Offered

Services include document delivery, instruction on how to use the electronic resources, inter-library loan, and reference services. Daily newspapers are available for staff to read at the library.

Achievements

- The initiation of a digital library collection.
- The addition of a new member to the Library team.
- The completion of the revised Collection Management policy in November 2017.
- Book displays mounted included New Titles and United Nations (UN) Observed days. Commemorated days such as World Habitat Day (first Monday in October) and World Water Day Display Mar 23.
- Current Awareness Service through SharePoint on the Ministry's intranet. Personnel are informed of new titles, new legislation, global housing statistics and other news related to the work of the Ministry.

Principal Responsibilities	Achievements	Constraints/Remark
Circulation	Circulation year-end total of 52 books loaned and 38 books used	Circulation declined from previous years, possibly due to lack of new materials purchased
Collections	Library staff continued cataloguing and processing donations, mainly government reports from the Ministry, HDC and other government agencies. For this current fiscal year: New materials added to the collection (Gift/Donations) 19, Materials catalogued 29 (Gift/Donations), Materials classified 24, Materials purchased 7, Materials weeded 28	
Collection Maintenance	Organizing older journals and placing them into magazine/journal holders Moving previous issues (from the last 10 years) of Trinidad and Tobago Gazettes, newspaper clippings to the Storage shelf. Start scanning	

	<p>newspaper clippings towards building a digital library collection.</p> <p>In November 2017, the revising of Collection Management policy was completed.</p> <p>Weeding of library collections including materials on the environment, 10 items weeded in January, 7 items in February, 11 items weeded on March 8, 2018.</p>	
Information Services	<p>Book displays mounted by the Library comprised New Titles and UN Observed Days such as World Health and Safety Day, observed on April 28.</p> <p>Daily newspapers are available for staff to read at the library.</p> <p>Inter-library loans are another service provided by the Library.</p> <p>The Library staff answered 82 queries for fiscal year 2017-2018.</p> <p>One new staff member joined the Library.</p>	<p>Staff answered various questions from customized information searching; providing copies of newspaper articles, official publications to basic questions. Reference questions are received via email, in-person and telephone</p>
Online Resources		<p>This Library currently does not subscribe to any online resources including online journals or databases.</p>
Library Outreach	<p>Librarian hosted by Justis webinar for Ministry staff on November 7, 2017. The webinar was facilitated by a Justis vendor. Five (5) persons mainly from the Legal Department attended.</p>	

Challenges

- Improved spacing for library materials including newspaper clippings, back issues of journals, government documents; library equipment and supplies; office for Librarian/s; larger area for newspapers and periodicals; maps shelving. There is limited space for storage in the Library;
- The procurement of an online legal database, Justis, which was deferred due to a lack of funds from the Ministry; and
- The fire extinguisher requires regular inspection and servicing, to ensure functionality and in keeping with Occupational Safety and Health (OSHA).

Human Resource Management Unit

Objectives

- Develop and implement best practices in performance management, training and development, recruitment and selection and succession planning, consistent with the Public Service regulatory framework.
- Provide employee relations/administrative support services so that harmonious relationships and good industrial relations practices are maintained in the workplace.
- Provide accurate and timely processing of Human Resources issues for all stakeholders with fairness and equity.
- Provide advisory services to stakeholders in respect of Human Resource Management issues.

Achievements

Principal Responsibilities	Achievements	Constraints/Remark
Human Resource Planning	<p>Updating of Seniority Listing for the Ministry of Housing and Urban Development due to Appointments, Promotions and Transfers.</p> <p>Filling of five (5) vacant offices on the Establishment. Acting arrangements have been made to temporarily fill the remaining vacancies.</p> <p>Approximately 90% of approvals for acting and temporary appointments issued and submitted for payment.</p> <p>All current approvals entered for staff and transfers of employees' IHRIS records in and out the Ministry of Housing and Urban Development were completed.</p>	<p>The Service Commission Department (SCD) remains the primary office responsible for employment and promotion of Public Officers.</p> <p>Approvals from the SCD not granted on a timely basis. Outstanding Performance Appraisal Reports</p> <p>Transfers of the records are hindered by the untimely receipt of relevant information from other Ministries and the SCD.</p>
Training and Development	<p>On Site Training:</p> <p>Seventeen (17) officers were trained in the Award of</p>	Funding

Principal Responsibilities	Achievements	Constraints/Remark
	<p>Increments and Preparation of Pension and Leave;</p> <p>Sixteen (16) persons were trained in Conflict Management</p> <p>Off-Site Training: Two (2) persons were trained in HR for non-professionals;</p> <p>One (1) person was trained in Executive Development Programme for Senior Officers Module V Innovation and Change;</p> <p>One (1) person was trained in Executive Development Programme for Senior Officers Module VI Integrity and Respect</p> <p>One (1) person was trained in Office Etiquette;</p> <p>One (1) person was trained in Succession Planning.</p> <p>One (1) Freedoms of Information One (1) Risk Based Auditing One (1) Inventory Management Control</p> <p>Public Administration Salary Administration in the Public Service</p> <p>Six (6) Functions of the Sub-Accounting Unit</p>	<p>The Ministry of Public Administrations responsible for the selection of participants</p> <p>Ministry of Public Administration</p> <p>The Ministry of Public Administration</p> <p>Ministry of Public Administration</p> <p>Ministry of Public Administration</p> <p>Ministry of Public Administration</p> <p>Ministry of Public Administration</p> <p>Ministry of Public Administration</p> <p>Financial Management Branch of the Treasury Division</p>
Employee Relations	(i) Pension & Leave	

Principal Responsibilities	Achievements	Constraints/Remark
Employee Relations cont'd	<p>Pension and Leave records are updated on a yearly basis.</p> <p>60 Pension and Leave Records were completed as at September 2018 and forwarded to Comptroller of Accounts (COA).</p> <p>Pension and Leave records for 2 officers who retired during this period were submitted to COA. One (1) retiree was paid their benefits.</p> <p>(ii) Leave Management:</p> <p><u>Vacation Leave</u> 95 % Leave eligibility for all employees were calculated and records updated. Letters were sent to all officers informing of their leave eligibility as at December 2018.</p> <p><u>(iii) Extended Sick Leave</u> 95% of extended sick leave for that period were classified</p>	<p>Acquisition of data from Ministries/ Department to conclude matters which include:</p> <ul style="list-style-type: none"> • Outstanding increments and Pension and Leave Records not being received from other Ministries. • Outstanding classification of leave, particularly Extended Sick Leave. • Outstanding acting approvals from the Director of Personnel Administration not being received in a timely manner.
Performance Management	<p>99% of Performance Appraisal Report forms were sent to Supervisors for completion three (3) months prior to due date.</p> <p>80% Performance Appraisal Reports were completed and Increments due were awarded for 2017/2018.</p>	<p>The outstanding 20% were not completed due to supervisors of Sections not completing PAR's.</p>

Principal Responsibilities	Achievements	Constraints/Remark
	<p>100% of Quarterly Performance Appraisal Report forms for the first and second quarters were sent to Supervisors for completion at the end of each quarter.</p> <p>30% of Quarterly Performance Appraisal Reports for the first and second quarters were completed.</p>	<p>Some Increments could not be awarded due to outstanding information from other Ministries.</p> <p>The outstanding 70% of Quarterly Performance Appraisal Reports for the first and second quarters were not returned from Supervisors of the various sections.</p>
<p>Contract Employment</p> <p>Contract Employment (cont'd)</p>	<p>Twenty-two (22) positions were filled:-</p> <p>Four (4) in the Minister's Secretariat; One (1) in the Legal Unit; One (1) in Corporate Communications Unit; Four (4) in the Information Technology Services Unit; One (1) in the Operations Unit; Seven (7) in the Housing Programme Facilities and Implementation Unit; Three (3) in the Peoples Issues Interface Office</p> <p>Interviews were conducted for eight (8) positions of Research Specialist, Hospitality Attendant, Senior Legal Officer, Legal Research Officer, Advisor, Strategic Communications, Policy and Projects, Senior Database Specialist, Network</p>	

Principal Responsibilities	Achievements	Constraints/Remark
	<p>Specialist and Senior Network Specialist.</p> <p>Three (3) Notes for Cabinet for employment, on contract, of staff in the Ministry of Housing and Urban Development was forwarded for Cabinet's approval.</p> <p>99% of Performance Appraisal Report forms were sent to Supervisors for completion three (3) months prior to due date.</p> <p>Seventeen (17) Gratuity statements were prepared and submitted to COA for payment.</p>	

Challenges

- Loss of experienced /qualified staff due to reassignment/promotion
- Acquisition of data from external Ministries/Departments to conclude matters
- Filling of vacant positions (Public Service and Contracts)

Housing Policy Facilitation and Implementation Unit

Mandate

The Housing Programme Facilitation Implementation Unit (HPFIU) of the Ministry of Housing and Urban Development is mandated by Cabinet Minute 224 of February 14, 2002 to assist low-income families with funding to repair and improve their homes.

Cabinet by Minute No. 1542 of September 13, 2018 revised the mandate of the HPFIU to facilitate the implementation of additional responsibilities including:

- Administration of current, new and emerging housing programmes including, inter alia, the Home Improvement Grant (HIG) Programme and the Emergency Shelter Relief Fund (ESRF).
- Implementation, facilitation and monitoring of housing programmes, including:
 - Increasing public awareness of housing issues
 - Providing technical support as it relates to home construction, repairs and improvement
 - Engaging stakeholders, including the fostering and maintaining of liaisons with relevant.

The Home Improvement Grant is aligned with the Government's National Policy Framework, which by Cabinet Minute No. 13 of 2015 seeks, inter alia, to provide the poor and indigent with easier access to home repair and home improvement grants.

Additionally, it is consistent with the National Development Strategy, Vision 2030, under the first development theme No. 1- "Putting People First", goal 3.2 "citizens to have access to adequate and affordable housing."

The Grant of Fifteen Thousand (\$15,000.00) is awarded to randomly selected applicants, who met the criteria and are citizens of Trinidad and Tobago. Additionally, the applicants' gross household income does not exceed \$5,000 monthly, and who can show proof of legal land tenure.

Objectives

- To equip households to carry out basic structural repairs, that would modestly enhance living conditions and lead to improved quality of life; and
- To maintain the national housing stock by increasing the number of homes that undergo repairs, and thereby reduce the annual national demand for new homes.

Achievements

Principal Responsibilities	Achievements	Constraints/Remark
Random Selection of Applicants	Over 2,000 applicants were invited to attend assessment interviews	Database of over 19,000 applicants for the HIG is consistently growing and outstrips the present capacity of the Unit to reduce the backlog
Conduct of Assessment Interviews	Over 1,800 assessment interviews conducted	Centralization of interview process. Community caravans, home and field visits have reduced significantly due to limited financial resources, lack of access to transportation.
Conduct of Field Investigation	1000 files approved for 1 st investigation. Over 4,500 field inspections were conducted.	The Unit exceeded its performance target of 800 approved applicants.
Disbursement of Grants	540 Grants disbursed	Only 50% of approved grants were awarded based on available resources.
Review Query files	Over 200 query files reviewed with approximately 150 moving to completion.	Applicants in default are issued 1 st and 2 nd warning letters and referred to the Legal Unit for further action. The Unit is working more proactively to reduce default on grant agreements, facilitate repayments, and to promote completion of repair works.

EMERGENCY SHELTER RELIEF FUND

Principal Responsibilities	Achievements	Constraints/Remark
Conduct of Assessment Interviews	Over 150 assessment interviews conducted	Limited financial resources, affected the number of applicants that could be facilitated.
Conduct of Field Investigation	300 files investigations conducted.	The Unit exceeded its performance target of 66 approved applicants.
Disbursement of Grants	46 Emergency Grants were disbursed	Only 50% of approved grants were awarded based on available resources.

Challenges

- Budgetary restrictions – a reduced budgetary allocation of \$2.5 Million less in Fiscal 2018 than the previous Fiscal year;
- The Unit has an extensive database of 19,473 applicants; the available resources are unable to meet the clients' needs;
- Secured tenural right over land is an influencing factor for the grant. Over 50% of the applicants are denied, as they do not possess any clear legal land tenure, which is a prerequisite for approval;
- Reliance on partner agencies for several key aspects of the service such as home inspections, cheque preparation, and transportation affected the efficiency of the programme;
- High risk communities require significant and coordinated support to access applicants for home inspections and verification of repair works; and
- Lack of job security and tenure for Staff. The majority of the Staff lack 'full package' benefits and Long Term Employment.

Programme Monitoring and Coordinating Unit (PMCU)

The Programme Monitoring and Coordination Unit (PMCU) is a Division of the Ministry of Housing and Urban Development (MHUD) and facilitated through a Loan Contract Agreement between the Government of the Republic of Trinidad and Tobago (GORTT) and the Inter-American Development Bank (IDB).

During this reporting period, the Ministry of Housing and Urban Development (MHUD) successfully concluded its third consecutive Inter-American Development Bank (IDB) funded loan programme – Neighbourhood Upgrade Programme (NUP). In fiscal 2018 to 2019, the MHUD will commence discussions with the IDB for the development of a Loan Proposal for the Urban Upgrading and Revitalization Programme (UURP).

The PMCU was mandated the following responsibilities:

- Manage project implementation and the monitoring and reporting activities of large scale and complex project(s) of the Ministry's Public Sector Investment Programme (PSIP).
- Provide general oversight of the projects executed by the respective Agencies.
- Monitor, evaluate and measure project performance.
- Perform quality and risk performance audits as requested by the Permanent Secretary.

Objectives

To provide support services for the successful implementation and management of various projects under the MHUD.

Services Provided

Provision of Project Management Supervision for the following projects funded by the Government, as well as those funded by external and international funding agencies:

- Urban Regeneration – regeneration and revitalization of Piccadilly Street and environs;
- Aided Self-Help Housing Programme;
- Housing Village Improvement Programme – an affordable, high quality initiative to complement the Aided Self- Help approach;
- Upgrade of East Side Plaza and New City Mall Project;
- 43 Independence Square Redevelopment Project - Drag Brothers Mall; and
- Phase One of the San Fernando Waterfront Redevelopment Project

Achievements

Principal Responsibilities	Achievements	Constraints/Remarks
<p>Planning, coordinating and monitoring all aspects of the Urban Upgrading and Revitalization Programme - proposed Inter-American Development Bank (IDB) Loan funding.</p>	<ul style="list-style-type: none"> - Assisted with the development of a Loan Profile for the UURP; - Assisted with drafting of the Note for Cabinet's approval for the Loan Profile for the UURP. - Received Cabinet Approval for the Loan Profile on July, 2019; - Commenced negotiation of Loan Contract for the UURP in September 2019. 	

Challenges

For the reporting period, PMCU was focused on establishing processes for the implementation of the Urban Upgrading and Revitalization Programme (UURP).

Finance and Accounts

Mission

To effect timely and accurate payments to all clients and stakeholders, manage, account and request releases from the Budgets Division, Ministry of Finance, maintain and generate accurate financial records and statements.

Objectives

To ensure payments effected, releases requested, statements generated and records maintained are timely, accurate and are completed i.a.w the Financial Regulations and Instructions 1965, and all other regulations, policies and guidelines.

Finance and Accounts Policy

To ensure that usage of funds are properly recorded, payment are accurately made within sums released, statements are submitted timely and that all records are properly maintained and secured, i.a.w., Financial Regulations and Instructions 1965, per guidelines, policies and circulars.

Strategic Plan

To effect timely payments to all stakeholders by promptly requesting releases, accounting and recording all expenditure, ensuring that all statements generated are accurate and maintaining a high level of communication within and out of the department so as to prevent any bottleneck that may delay any of the processes.

Services Provided

- Processing of all payments, which includes salaries, arrears of acting/allowances, contract gratuity, increments, travelling allowances, payments to contractors, subventions, loans etc i.a.w. the Financial Regulations and Regulations 1965.
- Preparation of statements which includes, IPSAS, Statement of Expenditure, Monthly Reconciliation and Unpaid Cheques Statements, the Appropriation Statement, Estimates etc.

Finance and Accounts is responsible for:

- Effecting payments to all clients/stakeholders;
- Payment of subventions to all agencies;
- Requesting releases and approvals for transfers/virements;
- Maintaining proper and accurate financial records;
- Security of financial documents and records; and

- Accurately accounting for all expenditure.

Achievements

Principal Responsibilities	Achievements	Constraints/Remarks
Ensure all payments were accurate, timely, authorised and within budgetary allocation and releases.	All Payments were made	Any shortcomings or problems encountered were corrected
Preparation of all statements and reports	Monthly Expenditure Statements, Quarterly Parliament Statements, Monthly Reconciliation Statement, IPSAS ,Appropriation Account, Statement of Receipt and Disbursements, Deposit Accounts, Estimates, were prepared and submitted.	Any shortcomings or problems encountered were corrected

Challenges

- Staff turnover due to officers proceeding on leave and taking up acting appointments was challenging as replacements were not experienced in the accounting function and had difficulties in meeting deadlines; and
- Receipt of releases from Budgets Division, Ministry of Finance were not always timely, and as such, payments were sometimes delayed.

Financial Operations

Releases were requested according to the Provision granted from the Ministry of Finance, Budget Division to effect payments. Where shortfall may have occurred and the provision for the votes were insufficient, Virements and Transfer of Funds were requested as Revised Provision.

Reporting Functions

Departmental Reports

Reports were generated as follows:

- Daily - Expenditure Notification
- Monthly
 - Request for Releases
 - Application for Credit
 - Reconciliation Statements and Unpaid Cheques
 - Expenditure Statements
 - IPSAS
- Quarterly - Expenditure Statement-Parliament
- Annually
 - 701 Infrastructure Development Fund
 - Appropriation Account
 - Statement of Receipts and disbursements
 - Deposit Accounts
 - Estimates.

Reports to Departments/Ministries

Finance and Accounts reports to and submit all reports to the Permanent Secretary for onward transmission to Ministry of Finance-Budget Division, Comptroller of Accounts and Auditor General.

General Administration Services

Objectives

The mandate of the General Administration Unit is to provide efficient and effective support services to the Ministry of Housing and Urban Development to ensure the Ministry achieves its Mission.

Responsibilities

The General Administration Unit is responsible for providing administrative services including procurement of goods and services. This Unit also provides corporate and support services to the other divisions of the Ministry. Its work is mainly recurrent and its services (Records Management and General Services) are provided on an ongoing basis.

Services Provided

- Records Management – Daily record of receipt and dispatch of correspondence, establishment and maintenance of records, filing and retrieval of documents/files.
- General Administration –
 1. Official overseas travel arrangements for officers of the Ministry;
 2. Arrange accommodation, ground transport;
 3. General housekeeping;
 4. Messenger delivery service;
 5. Arrange meetings, cater snacks/lunches;
 6. Procurement of goods and services;
 7. Manage accommodation for staff;
 8. Maintenance of stocks and goods in accordance with the Financial Regulations and Instructions;
 9. Acquisition of minor equipment for the Ministry; and
 10. Management of the office inventory, furniture and equipment in accordance with Financial Regulations and Instructions.

Achievements

Principal Responsibilities	Achievements	Constraints/Remark
Office Management / General Support Services to the Ministry and its Agencies	<ul style="list-style-type: none"> • Implementation and use of the Asset Management System – Computerized Inventory System • Registry System • Improvements to the existing Security System (Back door and I.D. Badges) • Compliance with the OSH Act to ensure staff comfort • Board of Survey to dispose of Unserviceable Items 	<ul style="list-style-type: none"> • Due to financial constraints we were unable to provide all the goods and services requested by the various departments • Unable to carry out certain repairs in a timely manner as the Ministry is dependent on the Housing Development Corporation to assist in the completion of certain services e.g. Air-condition system, electrical and plumbing issues

Challenges

- The high turnover of staff, some of whom do not meet the standard of performance required. Additionally, the retraining of staff delays productivity and progress;
- Impromptu booking arrangements/accommodations for officers of the Ministry which results in an ineffective support service from the General Administration.

Internal Audit

Mission

The Internal Audit Unit seeks to provide independent, objective assurance and consulting activity, so as to add value and improve the Ministry's operations by minimizing risks, safeguarding assets and ensuring value for money is achieved.

Objectives

To determine whether there was adherence to the Financial Regulations and Instructions 1965, and all other regulations, policies and guidelines.

Strategic Plan

To establish and execute work plans designed to cover all areas of activity in order to ascertain whether systems of internal controls are effectively functioning, and that all established policies/ practices/ regulations are adhered to.

Quarterly and annual reports are generated to comment on the degree of compliance and effectiveness of internal controls, adherence to all regulations/policies, and to make recommendations for a more effective system.

Services Provided

- Verification of all accounting documents/statements, arrears, Pension and Leave Records etc. in accordance with Financial Regulations and Instructions 1965, and all other policies, guidelines, procedures as determined by the Chief Personnel Officer, Ministry of Finance and any other agencies; and
- Evaluation of systems of internal controls to determine the effectiveness of internal controls and compliance with regulations and policies, and risk assessments in the safeguarding of the Ministry's finances and assets.

Responsibilities

- All/units/departments within the Ministry of Housing and Urban Development; and
- Limited responsibility for the following agencies:
 1. SILWC –Bank reconciliation, cash books, monitoring the upkeep of settlements;
 2. LSA – Verification of allocations, releases and vouchers;
 3. New City Mall and Eastside Plaza – verification of pension and leave records, records of service and contract gratuities; and
 4. East Port of Spain Development Company.

Achievements

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS	CONSTRAINTS/REMARK
Verification of: <ul style="list-style-type: none"> • Application of credits; • Virements; • Previous Year Vouchers; • Pension and Leave Records; • Arrears of salary; • Contract Gratuity. 	All documents, statement arrears, pension and leave records were verified and promptly returned to relevant section.	Any discrepancies encountered were brought to the attention of the responsible officer for clarification/amendment.
Monitoring and evaluating the effectiveness of systems of internal controls, and determining the accuracy of financial documents and records, so as to ensure the reliability of information and safeguarding of the Ministry's assets.	All were found to be functioning effectively, and were done in accordance with all regulations, policies and guidelines.	Any discrepancies encountered were brought to the attention of the responsible officer for clarification/amendment.

Challenges

In only a few instances, relevant supporting documents to ascertain the terms and conditions of employment, rate of payment and entitlements were absent.

Reporting Functions

Departmental Reports

- **Annual Report**
- **Semi- Annual Reports** - Semi-annual progress reports on expenditures are collated and new projections of expenditure are developed for submission to the Ministry of Finance for consideration in the mid-term review; and
- **Periodic Reports** - Head of Unit monthly reports on the progress of divisional work programmes funded via the Public Sector Investment Programme, inclusive of expenditures and achievements.

Eastside Plaza

Background

Eastside Plaza (ESP) was established as an incubator-type facility to facilitate and elevate the many street vendors that operated their trade in and around the old market. These vendors were given an opportunity to professionalize their business for a three-year period before transitioning to total independence of Eastside plaza and making room for other entrepreneurs. This dream, however, was never realized and therefore, tenants are considered permanent with their occupancy often spanning a decade and more. The facility dates back to 1926 and in the early nineties, the aged building, though structurally sound, were gentrified in order to accommodate the tenant population, which today stands at one hundred and forty-six (146).

Vision

ESP seeks to be a vibrant network of small and micro business enterprises within the district of Eastern Port of Spain.

Mission

ESP is committed to sustaining viable business opportunities by providing facilities for entrepreneurship incubators and small businesses, through continuous advancements in business operations, human resource and infrastructure.

Policy

Eastside Plaza predates the accreditation given to it by the Ministry of Local Government and is currently operating under the auspices of the Ministry of Housing and Urban Development. Management of ESP is guided by a Board of Management (Board) appointed by Cabinet, through the Ministry of Housing and Urban Development.

The Board is responsible for developing policies as well as providing oversight and strategic direction for ESP. Some common policies the Board will need to decide on and implement include terms of service, the approval process and chains of command.

Core Values

The Board and Staff of ESP are committed to conducting its affairs within the boundaries of professional propriety and are guided by the following tenets:

- Equity and Fairness;
- Transparency and Accountability;
- Discipline;
- Integrity;
- Honesty;
- Protection of Human Dignity;
- Superior and Effective Service; and
- Innovation.

Objectives

1. To complete upgrade to Eastside Plaza which entails:
 - i. Renovation of roof
 - ii. Renovation to rear facade
 - iii. Tiling of upper floor
 - iv. Upgrade of electrical installation for switch gear room
 - v. Canopy and electronic signs
 - vi. Painting of wrought iron works
2. To pay Retirees' gratuity;
3. To create an organization structure and appropriate staffing consistent with achieving the mission of the Organization;
4. To retain the architectural integrity and historical significance of Eastside Plaza;
5. To reduce rental arrears by forty percent (40%) over the next business year;
6. To increase patrons' visits to our outlets by forty percent (40%);
7. To address the safety and security of our staff and tenants during business hours;
8. To enhance our tenants' business acumen as a means of ensuring sustained viability;
9. To secure policy directions, procedures and guidance from the relevant stakeholders consistent with Government's public policy agenda;
10. To complete the enhancement, beautification and unfinished capital works on our facilities within time and within budget; and
11. To increase our revenue base and become less dependent on the Ministry/Treasury.

Services Provided

Eastside Plaza operations involves production as well as retail under one facility:

- The production, where goods and services are provided; and
- The retail, where items are sold.

This arrangement results in the availability of a myriad of services which include hairdressing, barbering, sewing (mainly school uniforms and cultural wear), tailoring, manicures and pedicures, key cutting, shoe and handbag repairs, haberdashery, copying, printing, binding etc. There is also a travel agency and a bookstore, which offers customers the options to buy or borrow books. A number of retail stores sell designer clothing, designer sneakers and shoes, swimwear, children's clothing, women's undergarments, bridal dresses and baby clothing, and a multitude of local spices and kitchen utensils.

As evidenced by the increase in rent receipts, many vendors do exceptionally well during the festive seasons, particularly the seamstresses who receive a large number of orders for ethnic clothing. During the Carnival season, costume sections are produced and presented as part of major bands on Carnival Monday and Tuesday.

Achievements

Achievements	Remark
Infrastructure	<p>The Plaza was damaged due to an earthquake, dislodged blocks leaving gaping holes on the southern side of the building. The Management team requested assistance from the Port of Spain Corporation for evaluation of the building.</p> <p>The building remains structural sound but requires some repairs.</p>
Maintenance	<p>Cleaning and clearing roof guttering, gypsum works of ceiling, electrical, breaking and rendering of walls. Painting and bringing to finish works to Manager's Office. Cleaning of cross beams of booths upstairs. Cleaning, stripping and polishing of tiles. Cleaning and painting of trusses and soffits.</p>
Electrical	<p>Supply of electrical material and installation of electrical work.</p>
Relocation of Tenants	<p>Tenants of 43 Independence Square was given a one (1) year lease at the Plaza, since their building was gutted by fire. Also, special accommodation were given to some of the occupants where Eastside Plaza stored items for tenants.</p>

Challenges

- Absence of overall policy directions from our line Ministry;
- Culture of subletting, Tenants are charging a rent far exceeding the original rent of their Booth to unauthorized persons;
- Clarification required with regard to the status of Eastside Plaza as identified in the Trinidad and Tobago Gazette Vol. 54 No. 125 of December 04, 2015;
- Tenants still paying minuscule rent that was assigned in the year 1999;
- Key staff such as Accounting Officer to be employed to perform essential day to day tasks for the Plaza's operations;
- A thoroughfare after a crime is committed in East Port Of Spain area; and
- Contextual effects of socioeconomic status and the geographic location of the plaza allows for unplanned disruptions of sales and anxiety due to gang activities.

Financial Operations

In the absence of an Accountant, three checkers undertook the financial responsibilities. These operations include collecting rent on a day-to-day basis from tenants. A daily cash and cheque report is conducted and money is deposited in a bank account weekly. The amount of

money collected is entered into the system along with the name of the tenant. At the end of each month, an arrears listing is tabulated to indicate rent owed by each tenant; amount of rent paid; and outstanding/unpaid rent. Additionally, the restroom user fee is collected and utilised for recurrent expenditure such as water, tea supplies etc.

Debt Policy

Management implemented a policy of locking booths of Tenants with outstanding rent payments for an excess of three months. Upon payment of the outstanding monies, the Booths are unlocked.

Internal Audit Functions

The Auditing Unit of the Ministry of Housing and Urban Development's has been tasked with the responsibility of ensuring that the internal control processes of Eastside Plaza are operating effectively.

Reporting Functions

- Eastside Plaza has a reporting responsibility to the Ministry of Housing and Urban Development.
- The Board of Management selects the Manager and as such, he/she reports to the Board.
- Staff and Tenants report to the Manager.
- In the absence of an Accountant/Secretary to the Board, the Manager supervises and assists the Checkers with any accounting issues, which may arise.

Procurement Procedures

Procurement procedures are conducted by Eastside Plaza's consultant/Architect company, Urbasys Limited. These tender documents are then inspected by Management and the Properties Committee of the Board of Management who, upon approving the document, passes it on to the Ministry of Housing and Urban Development, with recommendation.

New City Mall

Introduction

On July 8 1999, New City Mall (NCM) was officially opened as one of the leading catalysts for small business development. NCM is currently celebrating its 18th anniversary with eighty-five (85) operating tenants and thirteen (13) members of staff. Over the years, the Board of Management, staff and tenants have strived to foster an efficient, responsive and collaborative working relationship with various positive strategies for the upliftment of social and economic empowerment.

Mission

NCM is committed to sustaining viable business opportunities by providing facilities for entrepreneurship incubators and small businesses, through continuous advancements in business operations, human resource and infrastructure.

Policy

NCM is a semi- autonomous shopping mall originally established by the Ministry of Local Government. In November 2015, responsibility for NCM was placed under the purview of the Ministry of Housing and Urban Development. NCM is managed by a Cabinet-appointed Board of Management (Board) for such term of office as may be specified.

The Board is responsible for the development of policies for the operation of the mall and is authorised to appoint a manager and secure the relevant staff and/or services required to undertake the day to day operations.

Strategic Plan

The Board of Directors compiled a 3-year Strategic Plan and submitted same to the Ministry of Housing and Urban Development in March 2017 and is awaiting approval.

Services Provided

A variety of products and services are offered at NCM. Products and services offered include: formal wear; brand name casual wear; brand name sneakers and slippers; swimwear; children's clothing; formal and casual shoes; male underclothing; fashionable costumed jewelry; authentic gold & silver jewelry; garden floral arrangements; seamstress and tailoring services; food-court - inclusive of punches, ice cream parlor, creole and Indian cuisine, preserved foods; and body-scrubs from Nigeria etc. Also present at the mall are: Trinbagonian Unified Calypsonian Organisation (TUCO) North Office, an agent for women's undergarments (Victoria Secrets), hairdressers & barbers, shipping-service, authentic hair weave (bundles), handbags, perfumes, plus sized men's and women's clothing, cell-phones, cell-phone accessories and services, and electronic games.

Goals and Objectives

- To reduce rental arrears by 40% over the next business year;
- To increase patrons visits to our outlets by 40%;
- To address the safety and security of our staff and tenants during business hours;
- To enhance our tenants’ business acumen aimed at ensuring sustained viability;
- To secure policy directions, procedures and guidance from the relevant stakeholders, consistent with Government’s public policy agenda;
- To complete the enhancement, beautification and unfinished capital works on our facilities within time and within budget;
- To create an organisational structure and appropriate staffing consistent with achieving the mission of the organisation; and
- To increase our revenue base and become less dependent on the Ministry/Treasury.

Achievements

- The Board installed a Manager and an Accounting Officer/Secretary to the Board of Management and implemented a new and improved accounting system and procedures thereby allowing for greater transparency and accountability.
- Significant efforts in progress to transform public perception through rebranding and public engagement.
- Rental charges have been streamlined according to unit dimensions, and customer-oriented advertising/ sale initiatives have seen a notable increase in profits and a decline in rental arrears.
- On the structural front, plumbing and air conditioning systems have been improved and mechanical/electrical works upgraded. Renovations and restorative works continue.

ACHIEVEMENTS	CONSTRAINTS/REMARKS
Infrastructural Works Upgrade	
Utilities: T&TEC, WASA	Fewer extended working hours which resulted in less use of electricity and water.
Training for Manager and Accounting Officer/Secretary to the Board	The staff participated in a series of training programmes which included Administrative Operations and Conflict Management.

ACHIEVEMENTS	CONSTRAINTS/REMARKS
Relocation of Tenants	During upgrade works, Management was successful in temporarily relocating some tenants to other areas within the compound whereby some level of productivity was achieved.
Training for Administrative Staff	Administrative Staff successfully participated in 'Advance Quick Books Tutorials' which were held over a three-week period. Each participant received a certificate of completion. This program has since been installed.
Training for Maintenance Staff	Management utilised the opportunity to send the Cleaners to participate in the Adult Literacy Training (ALTA) programme conducted at the National Library. This has resulted in improvements to their work ethics and discipline.
Roller Shutter Door	A roller shutter door was installed at the Charlotte Street main entrance.
Arrears	Demand letters from attorney were distributed to delinquent tenants. Reduced rental arrears in the sum of \$231,982.68. Activity ongoing.

Challenges

- NCM was designed as an incubator facility to accommodate entrepreneurs for a specific period of time before becoming available to other persons to develop their trades. However, eighteen (18) years after opening, approximately fifty percent (50%) of the original tenants are still operating at the mall and still paying the minimal rental rate as was affixed since 1999.
- The nonexistence of an appointed Board of Management for the period August 2010 to August 2015 continue to have an impact on NCM, particularly with regard to contractual arrangements and stability of tenure for staff.

Financial Operations

The Accounting Officer recommends and implements appropriate accounting and financial systems for the Mall's operations and ensures that controls and records, including ledgers and

books of account, are maintained. The incumbent also prepares and submits monthly, quarterly and annual Income and Expenditure statements and other relevant financial statements for consideration by the Board, providing accurate, complete and up-to-date data and all information required to facilitate proper decision making. NCM receives an annual subvention from the Ministry of Finance, through the Ministry of Housing and Urban Development, to assist with its recurrent expenses.

Budget Formulation

A sum of 3 million dollars (**\$3,000,000.00**) was allocated to the New City Mall for the fiscal period October 2017 – September 2018 for the continued upgrade of the establishment.

The Board of Management has enlisted and contracted the services of an external Attorney to recover arrears from delinquent tenants. This operation is ongoing.

Investment Policy

Currently being discussed at the Board of Management level.

Internal Audit Functions

Having been introduced to MHUD's Audit team, Management's understanding is that moving forward the MHUD would be auditing NCM. Discussions on this exercise are ongoing, The Board of Directors was informed that previously, external Auditors were engaged.

Reporting Functions

- The Tenants and Staff report to the Manager;
- The Manager liaises with the Accountant /Secretary to the Board on accounting issues;
- The Manager reports to the Board of Management;
- The Manager communicates with the consultant/Architect Urban Architecture Systems Limited (URBASYS);
- The Accountant communicates with the line Ministry in consultation with the Manager and as directed by the Board of Management; and
- The Manager communicates with the line Ministry, if necessary.

Reports to Departments /Ministries

The NCM has a reporting responsibility to the Ministry of Housing and Urban Development. This will take the form of Annual reports, Semi-annual Reports or Periodic Reports.

- **Annual and Semi- Annual Reports** - progress reports on expenditure are collated and new projections of expenditure developed for submission to the Ministry of Finance for consideration in the mid-term review and the national budget.

- **Periodic Reports** - Head of Unit monthly reports on the progress of divisional work programmes funded via the Public Sector Investment Programme are prepared, inclusive of expenditures and achievements.

Procurement Procedures

During the reporting year, Selected Tendering Procedures were conducted by New City Mall's Consultant/Architect firm URBASYS who officially reported to Management, and the Properties Committee of the Board of Management. Once a contractor was selected, all documentation including list of selectees, bills of quantities, and contracts were forwarded to the MHUD.

East Port Of Spain Development Company Limited

Vision

The East Port of Spain Development Company (EPOS) envisions healthy, safe, economically vibrant, sustainable communities fully integrated into the Greater Port of Spain Metropolitan Area and the wider society.

Mission

Our mission is to achieve the transformation of East Port of Spain through economic, social and physical regeneration.

The company executes its mission in partnership with key stakeholders, including the community, to improve the quality of life of its residents and to celebrate its cultural heritage and achievements via a Strategic Development Plan as a coordinating mechanism for action.

Philosophy

The philosophy of EPOS is rooted in its mandate to achieve economic, social and physical regeneration through sustainable transformation. The following core principles form the basis of the strategy of the organisation:

- Upholding the rights of citizens to participate in plan formulation, implementation and evaluation;
- Cultivating meaningful partnerships and collaboration between government, the private sector, communities, civil society and residents;
- Utilising a comprehensive and integrated approach to achieving community regeneration through economic, social, physical and cultural development;
- Guaranteeing the rights of citizens to a safe, healthy and attractive environment for investing, living and working;
- Creating social and economic balance in the structure of the community;
- Safeguarding the rights of residents to maintain a residential location within East Port of Spain;
- Achieving economic regeneration by nurturing businesses and entrepreneurship;
- Creating productive employment opportunities and stimulating private sector investment;
- Using local human resources where possible;
- Creating self-sustaining communities independent of patronage;

- Ensuring that all citizens regardless of their gender, race, religion, disability or political affiliation have access to an adequate level of shelter, community facilities and services, consistent with Government's development strategy;
- Formulating development and performance standards appropriate for local conditions;
- Recognising the critical role of the private sector in the regeneration of East Port of Spain; and
- Coordinating planning and implementation of development projects by various actors in East Port of Spain.

Organisation

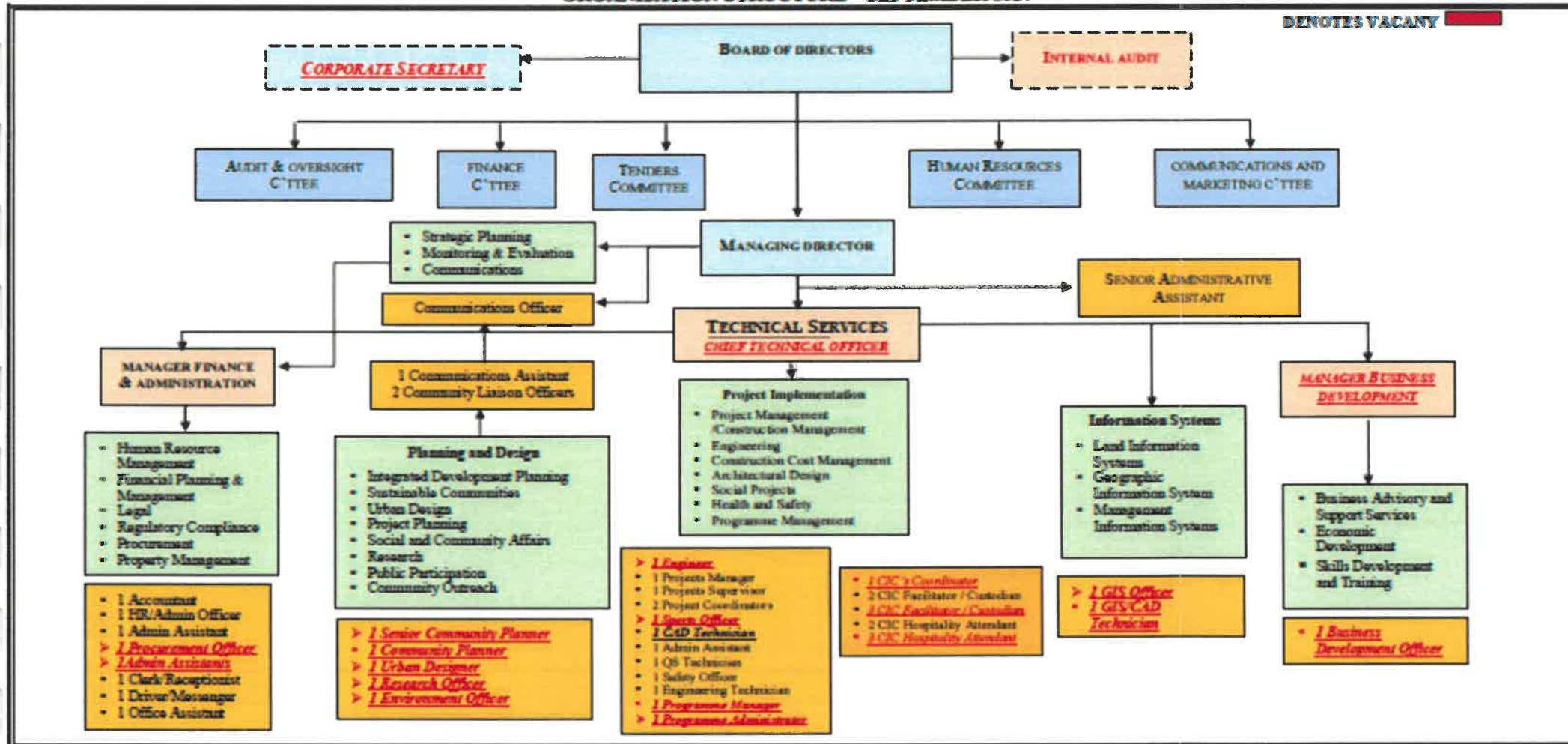
EPOS was established on September 28, 2005 in accordance with the Companies Act, 1995, an organisation wholly owned by the Government of Trinidad and Tobago. EPOS comprises of five (5) organisational units:

- Managing Director's Office;
- Finance and Administration;
- Project Implementation;
- Planning, GIS and Information Technology; and
- Business Development.

During the fiscal year 2017-2018, EPOS comprised a staff of twenty-four (24) persons. The Managing Director exercises general supervision over the business and affairs of EPOS. The Board continued to operate below strength with only three (3) Directors, which hindered the Board to provide adequate oversight and meet its obligations in terms of composition of board committees.

Corporate Structure

**EAST PORT-OF-SPAIN DEVELOPMENT COMPANY
ORGANISATION STRUCTURE - SEPTEMBER 2017**



The Company continued under the jurisdiction of the Ministry of Housing and Urban Development. The required amendment to the Company's By-Laws to provide for the position of Deputy Chair remained outstanding from the Ministry of Finance. During the period under review, EPOS was led by a Board of Directors consisting of a Chairman, Mr. Newman George and two (2) other members. The Board of Directors comprise of the following:

- Mr. Newman George Chairman
- Dr. Jeffrey Reyes
- Ms. Ann Marie Francis-Charles
- Dr. Deborah Thomas-Austin (Managing Director, EPOS)
- Ms. Derriann Charles (Corporate Secretary)

The Board functioned during the year without a member with specific financial expertise and without adequate members to constitute standing committees.

The Board held twelve (12) monthly meetings during the period October 2017 to September 2018.

Role and Functions

The company's role and functions derive from its mandate to develop and redevelop East Port of Spain to improve economic, social and physical conditions in the area. In this context, EPOS has responsibility for identifying and analysing community needs, development challenges and opportunities. EPOS is required to formulate appropriate development proposals in response and identify specific projects for implementation to address the needs and challenges.

The Company also undertakes the following functions:

- Preparation of Spatial Development Plans;
- Plan/Project Implementation;
 - Direct Development;
 - Institutional Coordination; and
 - Development Facilitation.
- Executing Agency for Emerging and Sustainable Cities Initiative (IDB).

The Company continued to pursue the path indicated in its Strategic/Business Plan to reflect the designation of East Port of Spain as a zone of redevelopment. EPOS continues in its attempts to seek clarification on the role of East Port of Spain in national spatial development.

Strategic Goal

Improved quality of life for all residents and stakeholders of East Port of Spain.

Strategic Objectives

No.	STRATEGY	STRATEGIC OBJECTIVE
1	Sustainable Development	A network of sustainable communities equipped with adequate physical and social facilities to sustain a high quality of life, consistent with government's Vision.
2	Safety and Security	Safe and secure communities in which the protection of persons and property as well as the highest quality of life are ensured.
3	Economic Development	Increased economic activity, investment and jobs.
4	Social Justice	Human development achieved with fairness, equity, access to services and fulfilment of human rights.
5	Environmental Sustainability	A high-quality physical environment to ensure health and well-being of residents; protection of the environment; and the sustainable use of natural resources.
6	Operational Efficiency	An organizational culture that emphasizes and supports performance; quality service, delivery; and efficiency

HR Matters

At the start of the period in October 2017, EPOS employed twenty-four (24) persons. Five (5) persons left the company during the financial year, resulting in a staff complement of nineteen (19) persons by September 30, 2017.

In 2017-2018, the Board approved recruitment of the following positions to enable the Company to acquire the necessary skills and expertise to function efficiently:

- Accountant and Human Resource Officer;
- Chief Technical Officer; and
- Procurement Officer.

The recruitment process was suspended pending approval of the terms and conditions of employment by the Human Resource Advisory Committee of the Cabinet. A Corporate

Secretary/Legal Officer joined the staff in April 2018 and a Procurement Officer was selected to assume duty with effect from October 2018.

Finance

In fiscal 2017-2018, EPOS was allocated ten million dollars (**\$10M**) under the Infrastructure Development Fund (IDF) to support its physical infrastructure development programme. However, only three million, two hundred and thirty-one thousand, three hundred and fourteen dollars (**\$3,231,314**) was received for development projects in East Port of Spain.

Consistent with its mandate, EPOS was also allocated three million dollars (**\$3M**) under the Consolidated Fund for the execution of its Social and Economic Programme for East Port of Spain. Of this, two million, two hundred and nineteen thousand, eight hundred and ninety-seven dollars (**\$2,219,897**) had been utilised by the end of the reporting period.

As illustrated in the following table, EPOS received a subvention for Recurrent Expenditure, which, in fiscal 2017-2018, totaled ten million, one hundred and fifty-five thousand, seven hundred and forty-five dollars (**\$10,155,745.00**).

Actual Revenue for Fiscal 2017-2018

No.	MAJOR REVENUE ITEMS	AMOUNT
1	Subvention - Recurrent	\$10,155,745
2	Management fees	\$554,524
3	Projects – Government Grants	\$9,965,177
4	TOTAL INCOME	\$20,675,446.00

*Note: the amount stated under **Projects -Gov't Grants** is also reflective of fees earned on projects from the Ministry of Planning and Development.*

Major Expenditure for Fiscal 2017-2018

No.	MAJOR EXPENDITURE ITEMS	AMOUNT
1	Administrative Charges	\$1,480,642
2	Advertising and Public Relations	\$57,174
3	Directors' Fees & Allowances	\$249,750
4	Professional Fees	\$880,827
5	Property Expenses/Rent	\$782,525
6	Salaries and Related Expenses	\$4,447,822
7	Project Expenditure	\$9,474,956
	TOTAL	\$17,373,696.00

Achievements

The Company's programme of development projects is directly related to achievement of Strategic Objective 1 – Sustainable Development. All projects undertaken seek to equip the communities of East Port of Spain with adequate physical infrastructure and social facilities to sustain a high quality of life, provide recreation opportunities for young persons and to enhance community interaction. Projects incorporate design elements to address community safety, particularly in respect of access and lighting.

NO.	PROJECT NAME	PROJECT TYPE	CONTRACTOR	CONTRACT SUM	STATUS
IDF PROJECTS					
1	Latrine Eradication Programme Phase 5	Construct toilet and bath facilities, each comprising wash basin, water closet, shower, septic tank and soakaway with vent windows, tiles, electricity and roof	23 contractors	\$2,750,000	Completed
2	Pt. Pleasant Park Recreation Ground	Complete Construction of new pavilion	Top Grade Construction Limited	\$766,523.75	On-going
3	Demolition of Former CSO Building	Demolish existing structure on behalf of Ministry of Planning & Development	Don Ramdeen Transport	\$2,500,000	Completed
4	Construct Car Park	Establish car park facility on the site of the demolished former CSO building at #80, Independence Square, POS on behalf of Ministry of Planning & Development	We Quip Ltd	\$352,000	Completed
5	Security	Provide security on site during demolition of former CSO building on behalf of Ministry of Planning & Development	Good Fellas Security Limited	\$300,000	Completed
6	Construct Block Wall etc at Former CSO Building	Construction of block wall, curb and slipper drain and catchment pit at site of former CSO building on behalf of Min of Planning and Development	Aquacan Hardware and Construction Company Limited	\$130,333.40	Completed
7	Construction of Ramps, Steps and Concrete Walkway at Plaisance Rd, John John	Construction of Ramps, Steps and Concrete Walkway	Uptown Development General Contractor Ltd	\$256,659.10	Ongoing
8	Steps, Concrete Pavement, Box Drain and Catch Pit at Mendoza Z Road, Belmont	Construction of Steps, Concrete Pavement, Box Drain and Catch Pt	Do Good General Contracting Company Limited	\$315,453.60	Not Yet Started
9	Construction of Washroom, Bleachers and Hardcourt Facility Upgrade	Construction of Washroom, Bleachers and Hardcourt Facility Upgrade	Wills Construction Company Limited	\$669,481.31	Ongoing

NO.	PROJECT NAME	PROJECT TYPE	CONTRACTOR	CONTRACT SUM	STATUS
	at Gerbera Avenue, Coconut Drive, Morvant				
10	Covered Box Drain, Pavement and Handrails at Romain Lands, Laventille	The construction of covered box drain, pavement and handrails	Unrestricted Solution Company Ltd	\$427,234.50	On-going
11	Retaining Wall, Road Paving and Infrastructure Works at John Trace, Laventille	Retaining Wall, Road Paving and Infrastructure Works	Rico Development Company Ltd	\$1,285,007.63	Not Yet Started
12	Road Paving, Box Drain and Curb Wall at Darling Trace, Never Dirty	Road Paving, Box Drain and Curb Wall	Aquacan Hardware and Construction Company Limited	\$1,161,349.20	Not Yet Started
13	Latrine Eradication Programme, Phase 6 (19 No. Units)	Construct toilet and bath facilities, each comprising	11 Contractors	\$1,000,000	Not Yet Started
14	Repairs to Desperadoes Pan Complex	Repairs to Desperadoes Pan Complex	4J's Corner Stone Contractors Limited	\$93,202.31	Not Yet Started
15	Repairs to Beetham Gardens Pavilion	Repairs to Beetham Gardens Pavilion	Dwayne-Mac Contracting Company	\$159,148.69	Not Yet Started
16	Repairs to Beetham Gardens Recreation Ground	Repairs to Beetham Gardens Recreation Ground	We-Quip Limited	\$110,000.00	Not Yet Started

NO.	PROJECT NAME	PROJECT TYPE	CONTRACTOR	CONTRACT SUM	STATUS
SOCIAL AND ECONOMIC PROGRAMME FOR EAST PORT OF SPAIN					
17	Boxing Fitness Programme	Skill development programme teaching lifeskills, healthy lifestyles and promoting community development and inter-community interaction	Managed by EPOS using individual coaches	\$161,718	Ongoing

NO.	PROJECT NAME	PROJECT TYPE	CONTRACTOR	CONTRACT SUM	STATUS
18	Construction Skills Training	Skills training for construction industry – carpentry, masonry, electrical, plumbing and heavy equipment operating	MIC Institute of Technology NESC	\$897,343.65	Completed Oct 2017
19	Youth Entrepreneurship Programme	Business planning, start-up and administration training for youth 14+	Business Lifeline	\$195,892.51	Completed July 2018
20	Community Engagement	Engaging communities to promote the work of the East Port of Spain Development Company	Managed by EPOS	\$240,000	
21	Community Impact Centres	Delivery of programmes and services at Community Impact Centres at Beetham Gardens Phase 5, Sea Lots West and Basilon Street	Managed by EPOS using individual facilitators and service providers	\$250,967.47	Ongoing
TOTAL CONTRACT SUM – SOCIAL AND ECONOMIC PROGRAMME FOR EAST POS				\$1,745,921.50	

Other Achievements

Procurement Policy

Contracts were awarded during the year in accordance with the Company's Procurement Policy and Operating Procedures as approved by the Board of Directors.

Open Tender

Tenders were invited for fourteen (14) development projects. Of these, none were open tenders. Tenders were invited on a sole select basis under the Construction Skills Training Programme (Social and Economic Programme for East Port of Spain) to source the facilitators MIC and NESC. Similarly, tenders were invited and awarded on a sole select basis for the project to demolish the former Central Statistical Office building on behalf of the Ministry of Planning and Development.

Tenders for three (3) of the projects were awarded in accordance with the Company's Procurement Policy for Community Driven Projects in which small projects valued at less than four hundred thousand dollars (**\$400,000.00**) are awarded to small contractors within the respective community who were already registered with this Company.

Seven (7) of the contracts were awarded under the Latrine Eradication Programme. Contractors from within the East Port of Spain communities were awarded contracts to replace pit latrines with a toilet and bath valued at fifty thousand dollars (**\$50,000.00**) each.

The Sugar Industry Labour Welfare Committee (SILWC)

Background / Objectives

The Sugar Industry Labour Welfare Committee (SILWC) was incorporated by an Act of Parliament in 1951, Chapter 64:05. Its precursor, the Sugar Industry Special Fund (SISF) Act of 1948 – Chapter 64:04, provided the funding mechanism for housing loans to cane farmers and sugar workers.

Caroni (1975) Limited ceased operations in January 2003, and the Sugar Manufacturing Company Limited in April 2010, making the collection of the levy redundant. The SILWC processed its last mortgage loan on February, 2007.

SILWC's premier responsibility remains the housing of the former sugar workers, cane farmers and their families. SILWC has twenty-three (23) Housing Developments scattered throughout Trinidad and is responsible for ensuring that the roads, drainage and other physical infrastructure are kept in good condition and within the guidelines of the various Regional Corporations.

SILWC also assists the line Ministry in the processing of Home Improvement Grants (HIG) and Subsidies for low-income households and has entered into a Memorandum of Understanding (MOU) with the Trinidad and Tobago Mortgage Finance Company (TTFM) to offer mortgages to the former Caroni workers who received residential lots.

Medium Term Planning Framework (MTPF)

SILWC's strategic objectives have been re-aligned to the government's development goals 2016 – 2030. These goals are in five (5) parts:

- Putting People First Nurturing our Greatest Asset
- Ensuring that we meet and exceed the needs of our clients; home owners in our housing developments and recipients of our Home Improvement Grants and Subsidies.
- Promoting Good Governance and Service Excellence
- Putting the emphasis on training the staff of SILWC to meet the challenges ahead, especially in the current environment.
- Treating our clients with respect and working with them to improve their standard of living.
- Adhering to the highest standards of operation in keeping with the laws of Trinidad and Tobago, and operating in the principles of democracy, transparency and accountability in all our interactions.
- Improving Productivity through Quality Infrastructure and Transportation
- Improving the infrastructure of our housing developments by adhering to strict tendering practices and high-quality project management, thereby getting value for money.
- Building Globally Competitive Businesses

- Working with other government agencies to ensure that government’s goals and objectives are met in the medium and long term.
- Valuing and Embracing our Environment
- Fostering a synergistic relationship with other government agencies, especially Regional Corporations, to eliminate health hazards in our housing developments.
- Working with the residents to create open spaces and playgrounds so that families can congregate in a clean and healthy environment.

Vision

“Ensuring the sustainability of our housing estates”

Mission

To partner with stakeholders to maintain high-quality housing estates, improving the overall quality of life for former sugar workers, cane farmers and their families.

Services Provided and Special Report

- General maintenance of the housing developments (and sole sewage treatment plant) under its jurisdiction;
- Processing of Home Improvement Grants, Home Construction Subsidies, Disability Grants and High-Risk Cases;
- Conducting Title Searches on behalf of the Land Settlement Agency;
- Collection of Mortgage Installments from borrowers;
- Processing of Consents as well as Deeds of Conveyance and Rectification.

Special Projects include: -

- The regularisation of squatters on SILWC’s housing developments;
- The regularisation of security of tenure for tenants at Frederick Settlement, Caroni and Kumar Village, Williamsville.
- The implementation of social welfare programmes to assist the less fortunate members of the client group; and
- Donations to religious, social and cultural groups and distressed persons.

Achievements

Accounting Unit

During this fiscal period, SILWC was able to process \$\$9,343,000.00 in Home Improvement Grants. SILWC maintained good relationships with the relevant government agencies and continued in good standing with suppliers, having never been black-listed for non-payment.

Financial Management

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
Payment of salaries & Cola Goods and Services	Ensures that employees are paid on time and that all statutory deductions are paid within the stipulated time frame	Continuous shifting of staff because of acting arrangements
Record Keeping i.e. payment of Rates and Taxes (applicable up to 2009)	Proper records of nonpayment are kept and that defaulters and arrears of mortgages are kept to the acceptable market percentage	No continuity causing breakdown of procedures
Land Rent and Insurance premiums by borrowers	Ledgers are kept up to date	Lack of training of staff in the computerized system re payroll and other systems

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
Payments of Loans Closure of Loans	Easy for a mortgagee to access a report	Too much dependence on personnel from the line Ministry to solve minor problems
Processing of Payments of HIG and Subsidies on behalf of line Ministry		Outdated mortgage system Poor record keeping;

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
Keep accurate records of mortgages in the Mortgage Section via the I-Series System		<p>Difficulty or inability to retrieve stored information</p> <p>Limited qualified IT personnel.</p> <p>Lack of storage space.</p>
Administration of Housing Loan (Portfolio @ 30.09.2017)	<p>No. of Mortgage Loan Accounts: 421</p> <p>Value of Loan Accounts: \$14,386,913.81</p> <p>Value of Arrears: \$8,928,230.91</p>	<p>The SILWC cease granting Housing Loans in February 2007.</p> <p>Figures generated from I-series Mortgage System</p>
Housing Loan Collections		Cash Payments over the counter and Standing Orders with Republic Bank Limited.
Collection of Arrears on Housing Loans	\$1,1,470,048.63	
<p>Upgrading/Maintenance works at 9 of SILWC's Housing Developments.</p> <p>Total Expenditure \$1,137,137.03</p>	<p>Bien Venue-\$33,451.20</p> <p>Brothers Garth-\$289,776.97</p> <p>Dow Village- \$276,538.20</p> <p>Golconda - \$37,039.20</p> <p>Kumar Village -\$54,139.59</p>	

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS	CONSTRAINTS/REMARKS
	La Gloria -\$32,788.80 Orange Field- \$352,545.87 Union Hall -\$17,857.20 Waterloo - \$43,000.00	

Technical Services

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS		CONSTRAINTS/ REMARKS
	EXECUTED	REGISTERED	
<u>RE: REGISTRATION OF BILLS OF SALE</u>	214	214	Subsisting mortgages of house on tenanted lands. These documents are Re: Registered every three (3) years.
Sub Total:	214	214	
<u>DEEDS OF CONVEYANCE</u>	00	00	Lessees' Attorneys at law prepare these documents and as such, the Committee is not responsible for registration.
Sub Total	00	00	

PRINGIPAL RESPONSIBILITIES	ACHIEVEMENTS		CONSTRAINTS/
	EXECUTED	REGISTERED	REMARKS
<u>CONSENTS</u>			The Lessees' Attorneys at law prepare these documents and as such, the Committee is not responsible for registration.
Absolute Assignment	5	00	
Assent	2	00	
Mortgage	3	00	
Gift	9	00	
Waiver of Restriction	00	00	
Waiver and Release	00	00	
Sub Total:	19	00	
<u>DEED OF RECTIFICATION</u>	00	00	
Sub Total:	00	00	

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS		CONSTRAINTS/ REMARKS
	EXECUTED	REGISTERED	
<u>RELEASES</u>			Upon repayment of the respective loans, these release document are issued
Memorandum of Satisfaction	14	14	M/Sat – house on tenanted lands
Memorandum of Discharge	29	29	M/Discharge – house hold or freehold lands.
Sub Total:	43	43	
<u>DEED OF LEASE</u>			
Kumar Village Housing Development	00	00	
Frederick Settlement Housing Development	00	00	
Sub Total:	00	00	
<u>DEED OF LEASE (VSEP)</u>			
Brothers Garth	00	00	
Orange Field	00	00	
Sub Total:	00	00	

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS		CONSTRAINTS/REMARKS
	EXECUTED	REGISTERED	
<u>TITLE SEARCHES</u>			To ascertain ownership of lands for containment exercise on behalf of the Land Settlement Agency. To update records of the Committee in respect of defaulting loans.
SILWC	108	00	
LSA	5	00	
TOTAL	113	00	

PRINCIPAL RESPONSIBILITIES	ACHIEVEMENTS		CONSTRAINTS/REMARKS
	EXECUTED	REGISTERED	
<u>DISBURSEMENTS</u>			
Expended			
Stamp Duty	\$ 321.25		
Affidavit	\$ 674.00		
Registration	\$11,400.00		
Sub Total:	\$12,395.25		

Home Improvement Grant (\$15,000.00) Programme

In June 2004, SILWC commenced the field operation of the Home Improvement Grant (HIG) programme on behalf of the then Ministry of Housing. On receipt of beneficiaries' files from the line Ministry, SILWC's Housing Officers conduct a site visit to the residence of the beneficiary to verify the improvement works on the dwelling house. Once the works are justified, the estimates are checked to ensure that current prices are quoted for the various elements of works.

Based on the certification of the estimates by the officers of SILWC, the first tranche of \$7,500.00 is paid to beneficiaries at the Head Office of the Ministry. The Officers of SILWC will supervise and monitor the works while in progress to ensure that the improvements to the houses are being carried out according to the specifications in the estimates. The second tranche is paid in a similar fashion after close supervision and monitoring. Upon completion, the SILWC Officers prepare a completion report of the improvement works.

The table below provides a breakdown of field inspections conducted by the Housing Officers of SILWC during the reporting period.

PROGRAMME	NO. OF FIELD INSPECTIONS	NO. OF CHEQUES DISBURSED	VALUE (\$) OF DISBURSEMENTS
HOME IMPROVEMENT GRANTS			
1 st Tranche	125	364	\$ 2,730,000.00
2 nd Tranche	313	764	\$ 5,730,000.00
Completion	629	-	-
Incomplete Work	231	-	-
TOTAL GRANT	1298	1128	\$8,460,000.00
HIGH RISK CASES			
1 st Tranche	-	27	\$ 202,500.00
2 nd Tranche	-	23	\$172,500.00
Completion	-	-	
Incomplete Work	-	-	
TOTAL	0	0	\$375,000.00
DISABILITY GRANT			
1 ST Tranche	9	54	\$405,000.00
2 nd Tranche	9	10	\$ 75,500.00
Completion	10	-	-

PROGRAMME	NO. OF FIELD INSPECTIONS	NO. OF CHEQUES DISBURSED	VALUE (\$) OF DISBURSEMENTS
Incomplete Work	8	-	-
TOTAL	36	64	\$ 480,000.00
GRAND TOTAL	1334	1242	\$9,315,000.00

PROGRAMME	NO. OF FIELD INSPECTIONS	NO. OF CHEQUES DISBURSED	VALUE (\$) OF DISBURSEMENTS
SUBSIDY	-	313	\$5,508,500.00
<i>1ST and Final Tranche</i>	-	-	-
<i>Completion</i>	-	-	-
<i>Incomplete Work</i>	-	313	\$5,508,500.00
GRAND TOTAL			

PROGRAMME	NO. OF FIELD INSPECTIONS	NO. OF CHEQUES DISBURSED	VALUE (\$) OF DISBURSEMENTS
HOME CONSTRUCTION			
1 ST Tranche	-	280	\$10,204,500.00
2 ND Tranche	-	-	-
TOTAL	-	-	\$10,204,500.00
GRAND TOTAL	0	593	\$15,713,000.00

Financial Operations

Budget Formulation- Recurrent Expenditure and Revenue

The source of funding for SILWC's recurrent expenditure and capital works is through annual subventions from Central Government

Capital Expenditures – 2018

Expenditures	2018 (\$)	Remarks
Recurrent Estimates		
Government Subvention	8,892,217.00	Allocation:\$9,908,600.00 Released: \$8,892,217.00
Actual Expenditure	8,891,516.00	
Surplus / Deficit	701.00	

Development Programme

Revised Budgeted (Releases)	606,889.64	No Allocation was granted for Development Programme works in 2018/2019
Actual Expenditure	606,889.24	
Surplus / Deficit	.40	

Sugar Welfare Fund

Budgeted	964,000.00	
Actual Expenditure	2,591,170.84	
Surplus / Deficit	1,627,170.84	

Summary – Actual Expenditures

YEAR	RECURRENT \$	DEVELOPMENT PROGRAMME \$	SUGAR WELFARE FUND \$	TOTAL \$
2017/2018	8,891,516.00	606,889.64	2,591,170.84	10,545,078.00
TOTAL	8,891,516.00	606,889.64	2,591,170.84	12,089,576.00

Debt Policy

This policy of SILWC only relates to arrears on outstanding balances on loan accounts of borrowers. In cases where arrears on accounts are identified, a fourteen-day notice is issued to borrowers to liquidate the total arrears. If they are not in a position to do so, they are invited to attend an interview on a specified date to discuss a proposal to liquidate the arrears, within a given timeframe.

SILWC's policy on arrears is based on an arrangement where borrowers are required to pay fifty percent (50%) of the arrears within one month and the remainder within a period of three (3) months. Failure on the part of defaulting borrowers to honor their commitments results in the further issuance of a seven-day notice to liquidate arrears on accounts.

Where 'hardcore' cases are apparent, the names of these defaulters are published in the daily newspapers requesting them to visit the department in order to have their accounts regularised. A non-response results in the issuance of a fourteen-day notice to individual borrowers by the Chief State Solicitor (CSS) to settle all arrears on their loan accounts. Further inaction by defaulters necessitates the Secretary/Executive Officer seeking approval of SILWC to advertise their dwelling houses for sale by the CSS in accordance with section 14 of the SILWC's legislation.

It is to be noted that during the period under consideration, SILWC recommended no cases to the CSS for the sale of dwelling houses.

Investment Policy

The investment of funds by the SILWC is undertaken in consultation with and the advice of the Comptroller of Accounts – trustee of the Sugar Welfare Fund (Section 3 (2) of the SISF Act).

In accordance with Section 4 (1) of the SISF Act, the SILWC seeks the approval of the Honourable Minister of Housing for the release of monies from the Fund to be invested in short term securities with the Commercial banks and the Unit Trust of Trinidad and Tobago.

Short-term investments (which include fixed deposits, mutual funds, money market funds, etc.) are preferred, in the case of SILWC faced with a situation to recall its funds at short notice because of a great demand for housing loans by the client group.

Internal Audit Functions

The investment of funds by the SILWC is undertaken in consultation with and the advice of the Comptroller of Accounts – trustee of the Sugar Welfare Fund (Section 3 (2) of the SISF Act).

In accordance with Section 4 (1) of the SISF Act, the SILWC seeks the approval of the Honourable Minister of Housing for the release of monies from the Fund to be invested in short term securities with the Commercial banks and the Unit Trust of Trinidad and Tobago.

Short-term investments (which include fixed deposits, mutual funds, money market funds, etc.) are preferred, in the case of SILWC faced with a situation to recall its funds at short notice because of a great demand for housing loans by the client group.

Reporting Functions

Departmental Reports; Ministries, President/Parliament

REPORTS	MINISTRY/DEPARTMENT	FREQUENCY
PAYE Returns	Board of Inland Revenue	Monthly
Motor Vehicle Loans	Comptroller of Accounts	Annually
Loss of Stores and other Government Property	Comptroller of Accounts / Auditor General	As they occur
Report of Overpayments	Comptroller of Accounts / Auditor General	As they occur
Return of Revenue	Ministry of Finance / Auditor General	Monthly
Return of Revenue	Ministry of Finance / Auditor General	Quarterly
Return of Revenue	Ministry of Finance / Auditor General	Half Yearly
Arrears of Revenue	Ministry of Finance / Auditor General	Annually
Expenditure Notifications and General Ledger Reports	Comptroller of Accounts / Auditor General	Daily
Reconciliation of Abstract of Payments and Unpaid Cheques	Comptroller of Accounts / Auditor General	Monthly
Statement of Expenditure	Ministry of Finance – Budget Division / Auditor General	Monthly
Request for Funds	Ministry of Finance – Budget Division / Auditor General	Quarterly
Virements approved by Permanent Secretary	Ministry of Finance – Budget Division / Auditor General	Periodically
Appropriation Account of Revenue and Expenditure	Auditor General / Comptroller of Accounts / Director of Budgets / Director of Stats.	Annually
Contract Completion Reports	Central Tenders Board	As they occur
Counterfoil Return of Receipt Books	Comptroller of Accounts	Monthly
Counterfoil Return of Invoice Order Books	Comptroller of Accounts	Monthly
Performance Report	Office the Prime Minister	Quarterly

Departmental Reports

Annual Reports

- Balancing of Pay Records Cards and Vote Book;
- Income Tax Return Statements (TD4s);
- Balances on Mortgages (Principal, interest, land premium, land tax, house insurance and life assurance premiums);
- Statement on Depreciation of Assets;
- Report on Inventory of Assets;
- Report on PSIP – Achievements and Projections;
- Projections for quarterly releases of funds at the beginning of the Fiscal year;
- Reconciliation Report on House Insurance Premium relating to Borrowers' Loan Accounts;
- Reconciliation of Pay sheet Records;
- Preparation of SILWC's Annual Financial Statements;
- Preparation of Estimates of Recurrent Expenditure;
- Proposals for Funding under the PSIP for the new Financial Year;
- Investment Interest Statement; and
- Supplementary Statement for Allocation of approved Funding from the Sugar Welfare Fund (140/9 Accounts).

Semi- Annual Reports

Semi-annual progress reports on expenditures are collated and new projections of expenditure are developed for submission to the Ministry of Finance for consideration in the mid-term review.

- SILWC's Loan Portfolio (including arrears on housing loan accounts);
- Progress reports on expenditures are collated and new projections for funding are developed for submission to the Ministry of Finance and the Economy for consideration in the mid-term review; and
- Mid-Year Review on Recurrent Expenditure and PSIP Programme.

Monthly Reports

- Internal Auditor's Report on the operations of the Department;
- Bank Reconciliations Statements (Accounts Nos: 1 to 6);

- Financial Statements for SILWC's Plenary meeting;
- Notices to Borrowers in arrears on housing loan accounts;
- Collections of Arrears Statement for SILWC's Plenary meeting;
- Report on Ministry's Grants and Subsidy Programmes (Site visits and Inspections) for SILWC's Plenary meeting;
- Public Sector Investment Programme (PSIP) – Achievements and Expenditure;
- Return of Officers on the establishment of the Sugar Welfare Department;
- Return of Officers on Vacation/No-Pay Leave;
- Balancing of Pay Record Cards and Vote Book;
- Housing Officers' Reports on the Grants and Subsidy Programmes;
- Reports on Work Programme of each Unit/Section;
- Financial Statements on Funds Release by the Ministry and Disbursements – Grants and Subsidy Programmes;
- Statement of Recurrent Expenditure;
- Statement on Cash performance Deposits paid by Contractors; and
- Report on Borrowers' Life Assurance Renewals.

Periodic Reports

- Statements to Mortgagors reflecting outstanding balances on housing loan accounts;
- Responses to Members of Parliament representing Mortgagors;
- Responses to Lessees requesting information on lots of land;
- Letters to Attorneys-at-Law representing Lessees/Borrowers relative to land issues and housing loan accounts; and
- Responses to Lessees relating to complaints (roads, drainage, boundary disputes, etc.) in SILWC's Housing Developments.

Procurement Procedures

Open Tenders/Selected Tenders

The awards of contracts over \$25,000.00 are initiated by the Director, Central Tenders Board, based on relevant specifications for goods and services required by SILWC.

Two (2) main criteria are used, as follows:

- Capability of firm to execute the works; and
- Lowest responsive bid price

Capability of firm to execute the works comprise of:

- Organisational structure of the firm to undertake proposed works;
- Financial capability;
- General experience;
- Experience in similar projects;
- Technical capability (human resources and plant and equipment); and
- Programme of works.

Selected Tender

The Secretary/Executive Officer exercises his authority to initiate tenders for the award of contracts under \$25,000.00. Invitations are sent to pre-qualified contractors requesting the submission of bids for goods and services.

The following criteria are used to select the successful tenderer:

- Lowest bid price;
- Experience in a past performance on similar project;
- Technical capability; and
- Ability to complete works/deliver goods within agreed timeframe.

Sole Tender

The Secretary/Executive Officer exercises his authority to initiate tenders for the award of contracts under \$25,000.00 in instances where goods and services are of a specialized nature or in emergency cases.

The following criteria are used to select the best tenderer:

- Difficulty in sourcing the goods and service;
- Reputable business organisation;
- Reasonable price;
- Guarantee period given;
- Ability to deliver on time – time is of the essence; and
- After sales service.

Trinidad and Tobago Mortgage Finance Company Limited

Vision

The Trinidad and Tobago Mortgage Finance Company Limited (TTMF) is the lender of first choice for residential mortgages in Trinidad and Tobago. TTMF is passionate and proud about what it does, with a reputation for exceptional, friendly and professional service. TTMF focuses on fulfilling its potential with the most skilled and knowledgeable team in the industry.

Mission

In partnering, TTMF makes homeownership an easy and rewarding experience.

Core Values

- Results oriented;
- Customer focused;
- Integrity;
- Teamwork; and
- Empowerment.

Overview

Trinidad and Tobago Mortgage Finance Company Limited (TTMF) is jointly owned by the Government of Trinidad & Tobago and the National Insurance Board of Trinidad and Tobago (NIBTT) in a current shareholding ratio of 49%:51% respectively. TTMF is led by a Board of Directors, whose key responsibilities include, but are not limited to, the following:

- To develop, review and monitor the strategic aims of TTMF and provide strategic direction to management.
- To approve and monitor annual budgets, major capital commitment, capital management, acquisitions and divestitures.
- Ensuring that TTMF has the appropriate organizational structure in place to achieve the mission and vision of the company.
- To identify and review principal risks that may face the company and ensure the implementation of appropriate internal controls for risk mitigation.
- To review the adequacy and integrity of the management information and internal control systems of TTMF.

- To monitor and manage potential conflicts of interest of management and board members.
- To monitor and manage potential misuse of corporate assets and abuse in related party transactions.
- To select, appoint and determine the terms of appointment of the Managing Director/Chief Executive Officer (MD/CEO), Chief Operating Officer/ Secretary, General Manager, Mortgage Services and the Chief Financial Officer.

As reported in TTMF's 2018 Annual Report, the current Board of Directors comprises a Chairman, Deputy Chairman and Directors; namely:

- Ansel D. Howell - Chairman
- Jennifer Lutchman - Deputy Chairman
- Mr. Robert C. Green - Managing Director/ Chief Executive Officer
- Anthony G. Campbell - Director
- Marilyn Gordon - Director
- Niala Persad-Poliah - Director
- Ann Chan Chow - Director
- Athena S. Ryan - Director

Management

The management of TTMF's day to day operations is undertaken by the management team subject to specified delegations of authority approved by the Board. The current management team is headed by the Managing Director/Chief Executive Officer, Mr. Robert C. Green, who is responsible for, inter alia:

- leading the development and execution of board approved strategy for desired results;
- managing the management team;
- assessing business opportunities of potential benefit to TTMF;
- bringing material and other relevant matters to the attention of the board in an accurate and timely manner; and
- Voting on any issues referred to the Board of Directors for adjudication as a full member of the Board.

It is to be noted that the roles of the Chairman of the Board and the Managing Director are strictly separated.

Chairman's Report

TTMF recorded another year of strong financial results for fiscal 2018. In spite of the slow growth in the domestic economic environment, there was growth in real estate mortgage lending which contributed to TTMF's sterling performance. Profit before tax for the financial year ending December 31, 2018 was one hundred and fifty one million, eight hundred thousand dollars (\$151.8 M) compared to one hundred and fourteen million, eight hundred thousand dollars (\$114.8 M) for the same period in 2017; an increase of approximately thirty two percent (32.0%).

Economic Climate 2018

The International Monetary Fund (IMF World Economic Outlook – April 2019) reported lowered global growth estimate to 3.3 % in 2018 from its previous forecast of 3.7% growth. The US-China trade tensions as well as the uncertainties surrounding the Brexit deal to separate the United Kingdom (UK) from the European Union (EU) affected trade and investment globally.

The Central Bank of Trinidad and Tobago (Central Bank) indicated that natural gas output grew by 1.0%, while crude oil production declined 11.3% year on year in Q3-2018. Lowered activity in the natural gas sector was due to maintenance work, which reduced gas feedstock to downstream industries, while the decline in crude oil output affected mature fields, which led to lower yields. The non-energy sector remained challenged by weak activity in construction and other sectors. In particular, a 6.4% year on year decline in local sales of cement in Q3-2018, highlighted the anemic state of the construction sector, while the manufacturing sector recorded year-on-year contraction of 0.2% in that quarter. However, according to the Central Bank, the finance and real estate sectors exhibited some growth in Q3-2018.

Higher local agricultural output and stable international food prices attributed to relatively stable domestic price pressures in the second half of 2018. Headline inflation slowed from 1.2% in July to 1.1% in December, and averaged 1.1%. At year-end, the 'repo' rate remained at 5.0% where it has been since the last increase of 25 basis points in June 2018.

The Housing Market

Despite the economic slowdown, real estate mortgage lending remained buoyant, largely due to lower mortgage rates offered by lending institutions. The Central Bank reported on a year on year basis, real estate mortgage lending increased by 8.2% in November (2018) compared to 8.9% in June. Residential mortgage loans rose from 5.2% in November, following an expansion of 6.7% in June. Commercial real estate mortgages also improved by 14.7% in November, from 13.7% in June. Interest rates on new residential real estate mortgages exhibited minimal activity at 4.8% in Q3-2018, compared to 4.9% Q2-2018, while rates on new commercial mortgages moderated to 6.7% from 6.9%.

The Government of Trinidad and Tobago in its 2018/2019 National Budget schemed the offering of an interest-bearing housing bond to fund the accelerated housing construction primarily for low and middle-income families. This proposed bond will work in tandem with the established framework for co-operation and financing among the Trinidad and Tobago Housing Development Corporation, Trinidad and Tobago Mortgage Finance Company (TTMF) and Home Mortgage Bank, to accelerate the Government's housing construction programme.

Outlook for 2019

The global outlook for economic growth in 2019 is gloomy, will slow to 3.3% as reported by the IMF. The US-China trade dispute, waning fiscal stimulus in the US and UK's exit from the EU continue to disrupt markets. The anticipated negative impact on the US economy has prompted the US Federal Reserve to be less aggressive in its efforts to manage its growth, inflation and unemployment forecasts by signaling a hold of its benchmark overnight or federal funds rate for the rest of 2019.

Similarly, the IMF reported a dim growth outlook for Trinidad and Tobago. In its April 2019 World Economic Outlook update, the IMF forecasts show a slowdown in growth to 0% in 2019 from 0.3% in 2018. However, natural gas output and public investment projects should nonetheless support economic activity. Notably, higher natural gas production will accompany the start-up of output from the Trinidad Region Onshore Compression Project and the Juniper Platform, while election-related expenditure is expected to provide impetus for construction, distribution and transport activity in the non-energy sector.

Strategic Alliance

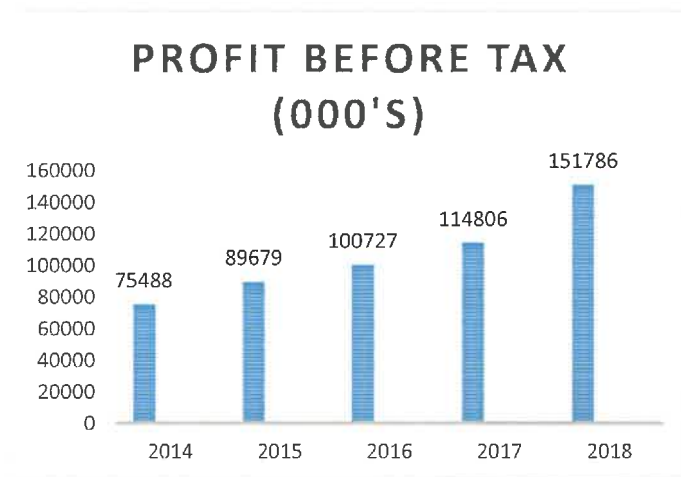
The restructuring activities of TTMF and Home Mortgage Bank are well advanced and scheduled for completion by Q4-2019. The restructure will solidify the initiatives, which commenced in 2017 to consolidate to maximize returns and fulfil TTMF's mandates to support the funding requirements of the Government's Housing Programme. Additionally, it will contribute to the NIBTT's Mission "To maximize contributions and pay relevant benefits in a timely manner through good governance and quality customer service from an empowered staff, cutting edge technology, and prudent fund management."

Financial Performance

Net Profit

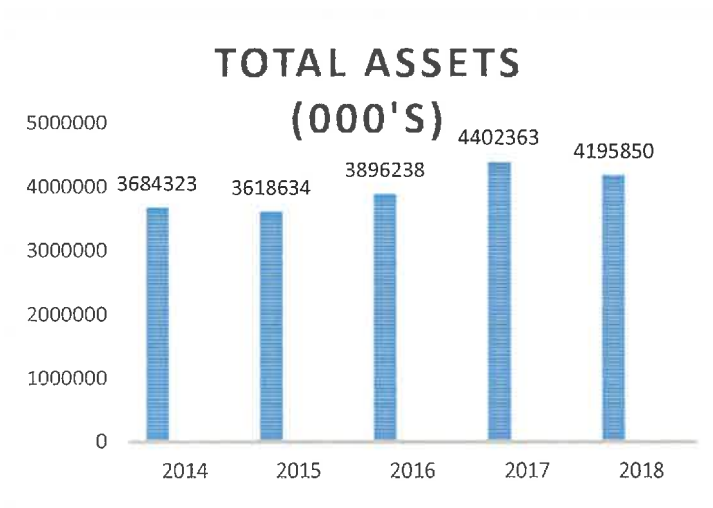
For fiscal 2018 (January 1, 2017 – December 31, 2018), TTMF achieved Profit before Tax of one hundred and fifty-one million, eight hundred thousand dollars (\$151.8M), an increase of 32.11% over 2017. Profit after Tax rose to one hundred and thirty-two million, six hundred thousand dollars (\$132.6M) from one hundred and four million, seven hundred thousand dollars (\$104.7M) due to loans granted to families who were beneficiaries of housing units through the government's Affordable Housing Programme. These families were afforded the 2% and 5% mortgage facilities offered in collaboration with the Ministry of Housing and Urban Development. For the year, 1,877 loans valued eight hundred and forty-five million, three hundred thousand dollars (845.3M) were originated, of which 1,307 loans valued six hundred and sixty-four million (664M) were for units under this government programme. Net

interest income increased by twenty million, three hundred thousand (20.3M), 14% over 2017.



Return on Assets

Total assets stood at four billion, two million dollars (\$4.2Bn) at the end of the financial year, representing a decrease of 4.69% over 2017. This was attributable to the sale of mortgage loans to Home Mortgage Bank in furtherance of the strategic alliance under the Memorandum of Understanding, as an avenue to satisfy TTMF’s funding requirements. The Return on Total Assets (ROA) for fiscal 2018 was 3.16% an increase of 0.78% year on year. The trends over the five-year period ended December 31, 2018 for Total Assets and ROA are shown below.



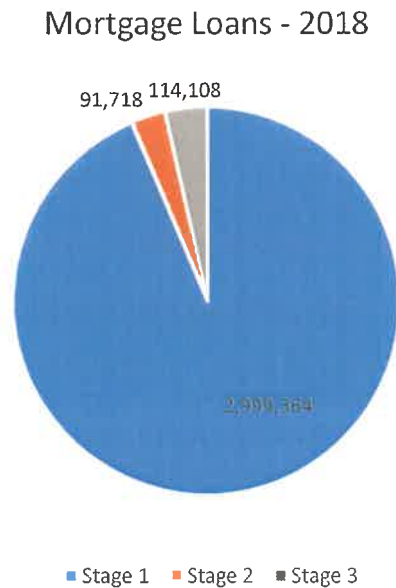
	2014	2015	2016	2017	2018
Return on Assets (ROA)	1.82%	2.30%	3.09%	2.38%	3.16%

The Mortgage Loan Portfolio

Mortgage loans comprise 76.99% of TTMF’s total asset base, and are classified as:

- Stage 1 - loans that are performing according to the contractual terms and conditions;
- Stage 2 - loans that are overdue 90 days but less than 180 days;
- Stage 3 – loans that are overdue more than 180 days and credit impaired.

The following chart illustrates the concentration of mortgage loans from Stage 1 to Stage 3.



93.58% of the current mortgage loans at TTMF are in good standing and paid to date, such loans are considered Stage 1 loans. 2.86% are Stage 2 and 3.56% account for Stage 3. In light of the economic environment, greater attention was placed on early detection of defaulting accounts and stricter monitoring of the performance of loans portfolio was employed. As a result of these astute practices, TTMF exceed the target delinquency ratio of 3.85%, ending the fiscal year with a delinquency ratio of 3.76%.

Shareholders’ Equity

Shareholders’ Equity to December 31, 2018 stood at \$1,082million with the return on shareholders’ equity (ROE) at 12.26%. The ROE over the five (5) year period was:

	2014	2015	2016	2017	2018
Return on Equity (ROE)	8.46%	9.78%	12.96%	10.55%	12.26%

CariCRIS Rating

Caribbean Information and Credit Rating Services Limited (CariCRIS) has reaffirmed TTMF’s rating of CariAA- (Local and Foreign Currency Ratings) on its regional rating scale and ttAA-

on the Trinidad and Tobago national scale and upgraded the outlook from Negative to Stable due to observed strengths in the following areas:

- Strong financial performance;
- Adequate capital adequacy ratios;
- Proactive risk management strategies underpinning improved asset quality and solid capitalization;
- Strategic importance to the Government of the Republic of Trinidad and Tobago in the execution of its national housing policy.

TTMF's ratings is based on the expectation that the gradual improvement in economic activity in the domestic market will support TTMF's asset growth.

Business Operations

Customer Focus

TTMF reviewed its business process and made changes to the internal structure in its continued effort to improve service delivery and to enhance customer service experience. Following the launch of the Contact Centre pilot project on December 1, 2017, the Contact Centre Unit was fully established in the company's structure on December 1, 2018. The operations of the Centre enhanced the level of communication between the Company, customers and the general public. Additionally, the operations of the Centre freed up resources within the Mortgage Services Department which enabled staff to focus on the performance of more value-added tasks. The Unit also performed outbound calling campaigns in support of TTMF's business development plans.

Digital Media has continued to produce positive results as the number of persons showing interest and the degree of engagement have seen constant increases. Email will be pivotal to attract potential customers, not only to expand the database but to use their engagement with the content as a means of creating customer segments with relevant messaging across various channels. Additionally, TTMF will create a Web Chat, a direct line with customers via the website. This one-to-one communication will enable TTMF to gather more data and increase the probability of conversion, while still being integrated with the marketing automation ecosystem.

Internal Business Processes

TTMF's Internal Audit function was enhanced by the introduction of an Internal Audit Charter and the adoption of the International Internal Audit Standards (IIA Standards). These enhancements has streamlined the operations and approach of Internal Audit to match global leading practices and enhanced audit techniques.

A comprehensive review of TTMF's policies and procedures was conducted to ensure that systems are in place to identify and address new and emerging operational and financial risks, and that legislation and regulatory requirements are appropriately addressed. Notably, the Anti-Money Laundering Compliance Policy was revised in accordance with the Anti-Money

Laundering/ Combating the Financing of Terrorism (AML/CFT) guidelines issued by the Central Bank of Trinidad and Tobago.

TTMF's continued commitment to process improvement through enhanced efficiencies and international best practices also contributed to its success. These enhancements include accounting, reconciliation and management reporting platforms. The upgrade of Microsoft Office and the implementation of a more robust Backup Solution were undertaken to ensure data integrity and resilience.

TTMF raised \$1.455 Billion in funding to support the 2018 loans program and to meet debt obligations and operational responsibilities. \$905M was secured through the sale of mortgages to Home Mortgage Bank. \$550M was raised in the capital market of which \$400M was arranged by First Citizens Bank Corporate and Investment Banking Unit (FC) via a 5 year Bond Issue with 30% Inter-American Development Bank Partial Credit Guarantee (PCG). This structure and transaction was the first of its kind successfully completed in the local capital market in December 28, 2018 and was over-subscribed. The PCG reinforced TTMF's attractiveness to local investors. Additionally, \$150M was arranged by Fc through a 3 year Syndicated Loan from Trinidad and Tobago Unit Trust Corporation.

Learning and Growth

TTMF continues to create a work environment that results in employee growth, empowerment and development. In enriching a progressive workplace, a 360-degree assessment exercise was conducted and development plans were drafted for skills enhancement. The introduction of a new Performance Appraisal Report (PAR) and the roll-out of High Potential/High Performer programme are aimed at boosting productivity and inspiring employees to achieve their fullest potential.

Staff engagement are part of the revitalization of TTMF's commitment to client service and upholding departmental watch words. This process included training in customer service, roll-out of the customer service standards and signing of a customer service pledge.

Corporate Social Responsibility

Commitment to its true mandate, which is the provision of shelter, safety, financial security and personal wealth to fulfill company responsibility in society. To that end, through volunteerism TTMF have contributed positively to vulnerable communities. In 2018, the ***TTMF CAN Project (Corporate Assistance for the Needy)*** identified and conducted repairs to five (5) homes for displaced and orphaned children and the elderly. Furnishings and appliances were also donated to enhance the living conditions of the children and senior citizens. ***TTMF CAN*** included a food drive and collection of nonperishable food items by staff for distribution to the homes.

Housing Development Corporation

Vision, Mission and Policy

The mandate of the Trinidad and Tobago Housing Development Corporation (HDC) is outlined in the Trinidad and Tobago Housing Development Act, No. 24 of 2005. Section 13 enables the HDC to:

- Do all things necessary and convenient for or in connection with the provision of affordable shelter and associated community facilities for low and middle-income persons;
- Carry on any business activity that is incidental to or which may be performed conveniently by the Corporation or which may assist the Corporation in connection with its delivery of the services referred to in paragraph (a); and
- Implement the broad policy of the Government in relation to housing as may be directed by the Minister from time to time.

The HDC undertakes to fulfil its mandate in a manner consistent with its Guiding Principles which state that:

- We are committed to treating everyone with respect; and
- We will not compromise our shared ethical standards and dedication to quality and excellence.

These Guiding Principles, in turn, inform the Vision, Mission and Core Values of the HDC, which provide direction on how operations should be conducted:

- **Vision:** To be internationally recognised as a leader in providing innovative and affordable services and solutions for citizens;
- **Mission:** To expand the supply of affordable and quality rental and home-ownership opportunities, through building safe communities for the families it serves, thereby improving the quality of life for all residents; and
- **Core Values:** Integrity, Compassion, Accountability, Respect and Excellence.

The HDC, therefore, focuses on providing affordable and attractive housing solutions for citizens of Trinidad and Tobago that result in socio-economic stability, and enable beneficiaries to benefit from and participate in this country's development process. The HDC ensures that these housing solutions are delivered via engaging in the following interrelated, interdisciplinary activities:

- Research, Development and Planning;
- Land Acquisition and Development;
- Housing Construction;
- Construction Management;
- Project Development and Oversight;
- Facilitating greater access to Mortgage Financing; and
- Property Management.

2016 – 2020 Strategic Plan

At the beginning of the reporting period, planners at the HDC were engaged in discussion over certain aspects of the 2016-2020 Strategic Plan, first submitted to the Board in 2016. While this plan was not finalised, it was used to guide operations during a process of transition that reflected a renewed focus on providing affordable housing to low and middle-income families.

The 2016-2020 Strategic Plan, at its core, had the following aims:

- Implementing and maintaining systems of good governance:
 1. Completion of strategic and operational plans;
 2. Completion and submission of audited financial statements and annual reports;
 3. Adherence to the Cabinet-approved allocation policy; and
 4. Securing adequate financing for housing programmes and operations of the HDC;
- Delivering on the mandate to build affordable houses;
- Community building and development;
- Having competent and satisfied employees; and
- Rebuilding the image of the HDC as a good corporate citizen.

This Strategic Plan is interdisciplinary, drawing on a number of sources of policy, including the National Development Strategy (Vision 2030), the United Nations Sustainable Development Goals (SDGs), the Accelerated Housing Programme of the Ministry of Housing and Urban Development (MHUD), and a series of discipline-specific best practices and guidelines. It is multi-dimensional, acknowledging the importance of sound business, planning and construction practices to the delivery of social housing to the HDC's beneficiaries. It enables the HDC to be responsive, as it may be implemented in the current socio-economic climate, characterised by a series of restrictions on spending, or adjusted to suit a more favourable environment.

The HDC's 2016-2020 Strategic Plan is comprised of seven (7) strategic goals, with each goal possessing objectives to guide both the implementation and monitoring processes. Central to this format is the understanding that success in one goal is inextricably bound to success in the others. The Strategic Plan's Strategic Goals and Objectives are outlined in the table below:

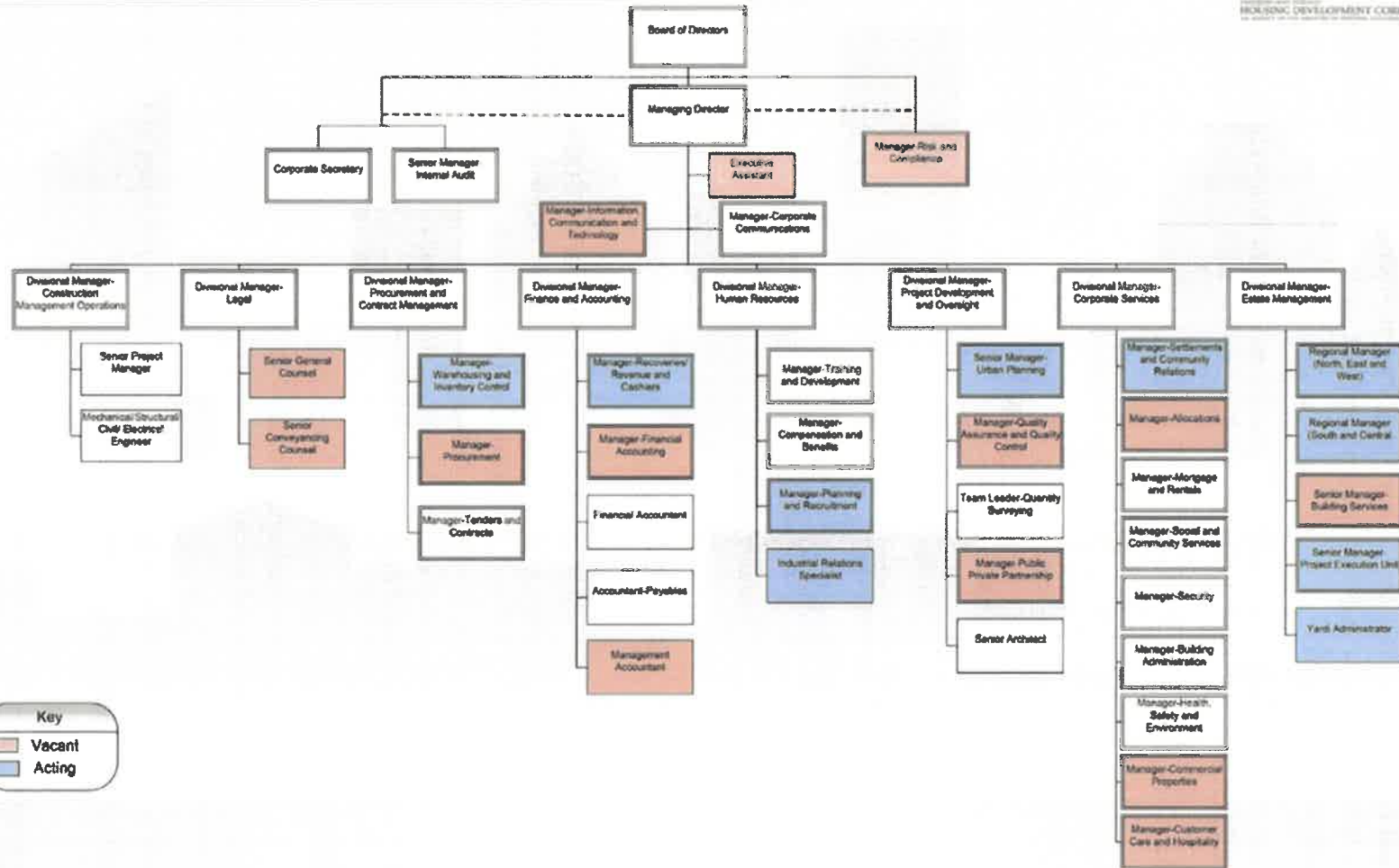
GOALS		OBJECTIVES
1.	Greater Financial Stability and Sustainability	<ul style="list-style-type: none"> • Strong balance sheet • Settle outstanding debts when due • Increase income • Manage overall expenditure • Improve internal controls
2.	Recruitment and Retention of Human Capital	<ul style="list-style-type: none"> • Revised corporate structure • Relevant Human Resource infrastructure • Committed and dedicated employees • Stable employee and industrial relations climate
3.	Strengthening Organisational Capability	<ul style="list-style-type: none"> • Develop and implement appropriate management systems • Increase the efficiency of the Corporation's operations
4.	Providing Infrastructure and Enterprise Resources	<ul style="list-style-type: none"> • Develop and implement effective Information and Communications Technology (ICT) systems that cater to current and future needs
5.	Providing Affordable Shelter and Amenities	<ul style="list-style-type: none"> • Identify and acquire lands in high-demand areas throughout Trinidad and Tobago • Assess the demographics of the housing market to determine levels of affordability • Determine affordable housing cost – Pre-arranged prices • Procure Services for housing and infrastructure development

GOALS		OBJECTIVES
		<ul style="list-style-type: none"> • Ensure affordable and quality housing and infrastructure for citizens • Partner with statutory and regulatory agencies to acquire all relevant approvals for homeowners to access mortgages
6.	Asset Management	<ul style="list-style-type: none"> • To effectively maintain residential and commercial properties
7.	Developing Sustainable Communities	<ul style="list-style-type: none"> • Promote and support increased home ownership • Increase delivery of residential units to applicants • Management companies • Improved mall management

The short, medium, and long-term success of this plan depends primarily on staffing the Corporation to ensure that qualified professionals fill existing vacancies and that they are enabled to contribute meaningfully to the process of planning and implementing the Strategic Plan. It is also expected that the presence of these professionals will positively impact the work done at the HDC by existing members of staff.

The Organisational Structure that the HDC is actively working towards follows hereafter. While there appears to be separations between Divisions and Departments, these are entirely superficial; a project-based approach is taken to operations whereby suitable members of staff are chosen to contribute to the execution of certain projects and programmes based on qualifications and experience.

Trinidad and Tobago Housing Development Corporation Management Structure



The Board of HDC

The Trinidad and Tobago Housing Development Corporation Act, No. 24 of 2005, (the Act) dictates that the business of the Corporation shall be managed by its Board which shall be comprised of no less than five and no more than nine members, appointed by the President, who by their qualification and experience are capable of contributing meaningfully to the deliberations of the Board.

The Board was installed on 27 November, 2015 and consists of the following nine (9) members, each appointed to serve for a period of two years:

Newman George	Chairman
Rasheedali Mohammed	Deputy Chairman
Janice Clarence-Quamina	Member
Chandra Gokool	Member
Keith Scotland	Member
Keli Gbekor	Member
Bernard Mitchell	Member
Ian Downes	Member
John Cardenas ²	Member

The Board is concerned with the administration and oversight of the HDC's affairs and guides the implementation of various policies. For fiscal 2017, the Board convened eleven (11) meetings with an 88.5% attendance by Directors. The Board established six (6) committees which were responsible for scrutinising requests and providing advice and guidance to management before further consideration by the Board, namely: Audit, Operations, Legal, Tenders, Human Resources, and Finance and Investment.

Board Committees

The Act empowers the Board to establish Committees, which provide scrutiny, direction and support for decision-making and the delegation of its duties. Six (6) Committees of the Board were established.

Each of the Committees of the Board was guided by its formal terms of reference, which outlined the scope of its powers and responsibilities.

² Mr. Cardenas resigned from the Board in March 2017 with effect from April 1 2017.

The Audit Committee monitors the HDC's system of internal controls and reviews its processes. It provides reports relating to auditing, accounting and financial information. The Committee held six (6) meetings for fiscal 2017, with a 66.7% attendance by all members. The members of the Committee are Mr. Bernard Mitchell (Chairman), Mr. Ian Downes and Mrs. Chandra Gokool.

The Finance and Investment Committee advises the Board on investment and financial policy and the management of the HDC's funds. The members of this Committee are Mr. Ian Downes (Chairman), Mrs. Janice Clarence-Quamina, Mr. John Cardenas. There were ten (10) meetings for fiscal 2017, with a 59.9% attendance rate.

The Tenders Committee is authorised to review bids and award contracts for works and services for amounts of up to ten million dollars. The members of this Committee are Mr. Rasheedali Mohammed (Chairman), Mr. Keith Scotland and Mrs. Chandra Gokool. The Committee met for ten (10) meetings and there was a 79.9% attendance by its members

The Human Resources Committee assists the Board in its contemplation of human resource related matters of the HDC, including providing input on ongoing Trade Union discussions. The members of the Committee are Mrs. Janice ClarenceQuamina (Chairman), Mr. Ian Downes and Mr. Keli Gbekor. During the reporting period, the Committee met for 9 meetings for which there was 74% attendance by members.

The Legal Committee provides the Board with guidance on all significant legal affairs, including but not limited to personnel decisions and review of claims and litigation. The members of the Legal Committee are Mr. Keith Scotland (Chairman), and Mrs. Janice Clarence-Quamina. The Committee met on seven (7) occasions.

The Operations Committee provides oversight on engineering, construction, operational and technical issues and exercises due diligence in the development, implementation and monitoring of systems and programmes related to construction projects and internal operations at the HDC. Membership of this Committee is as follows: Mr. John Cardenas (Chairman until March, 2017), Mr. Keli Gbekor (Chairman from April, 2017) and Mr. Rasheedali Mohammed. The Committee held eight (8) meetings with 100% attendance by its members.

Organisational Performance

The 2016-2020 Strategic Plan is comprised of seven inter-related goals, which aim to ensure that the HDC adheres to best practices in all aspects of its operations in the pursuit of its mandate: The Corporation's primary aim is sustainability. The representations made in this section stress the HDC's approach to implementation and expected outputs and outcomes.

Fiscal 2018 saw the conclusion of the initial transitional period commenced in 2017, with the concretisation of policies and procedures, the filling of crucial leadership and technical positions and a continued thrust towards organisational focus on service delivery. During this reporting period, operational activity continued on the increase, with the commencement of several new construction contracts and steps being taken to reduce the HDC's financial liability and debt burden. These and other activities are outlined below.

Goal 1: Greater financial stability and sustainability

Central to the fulfilment of the HDC's mandate to deliver affordable housing to qualifying low to middle-income families is its ability to manage its finances for long-term success. The 2016-2020 Strategic Plan outlines the manner in which this should be accomplished, emphasising procedural correctness and good corporate citizenship:

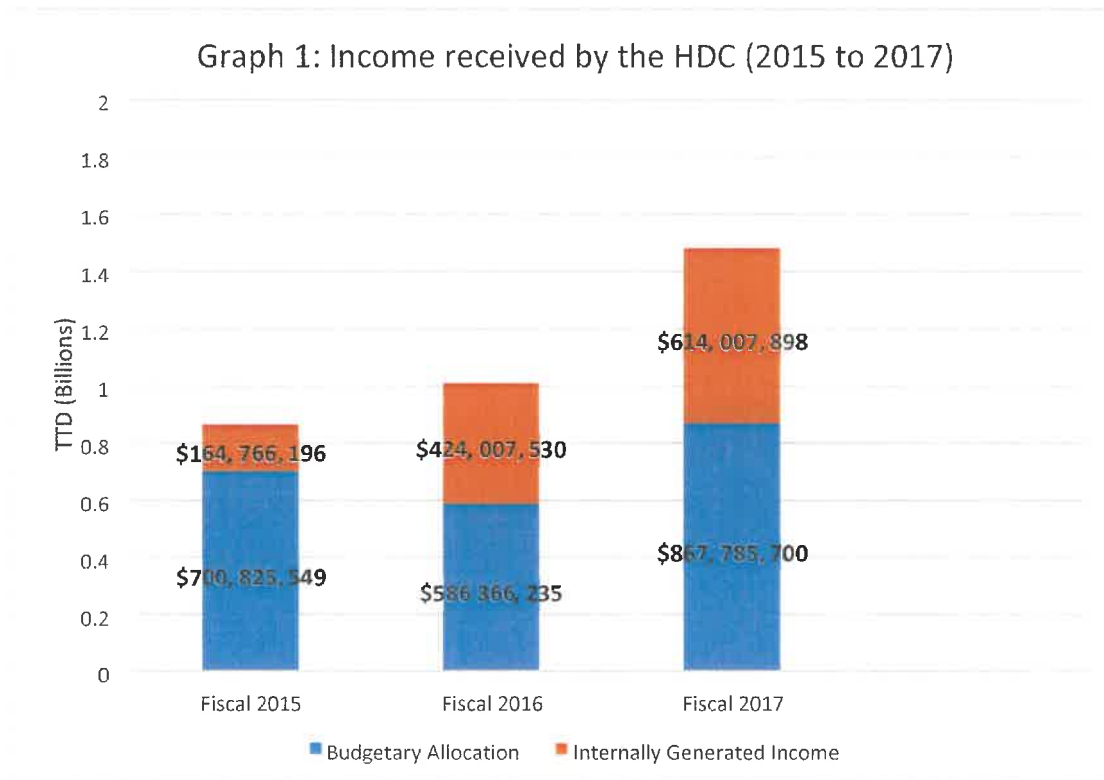
- Strong Balance Sheet;
- Settle outstanding debts when due;
- Increase Income;
- Manage overall expenditure; and
- Improve internal controls.

Income

Between 2016 and 2020, the HDC aims to achieve greater financial sustainability by increasing the amount of money collected from non-governmental and non-grant sources.

The HDC was allocated the sum of \$867,785,700 to facilitate both the Recurrent (operational) and Capital (developmental) expenditure for fiscal 2017. This sum represents an estimated 48% increase in the allocation provided in the previous fiscal year. Of this total allocation \$636,735,800 (73%) was allocated to recurrent expenditure while \$231,049,900 (27%) was dedicated to capital development including Public Sector Investment Programme (PSIP) expenditure. Additionally, the HDC recorded an additional internally generated income of \$614,007,898 mainly through the sale of properties (Victoria Keyes), Licence to Occupy (LTO) and Rent-to-Own (RTO) conversions, rentals and other income from recoveries.

Figure 1: Income received by the HDC (2015 to 2017)

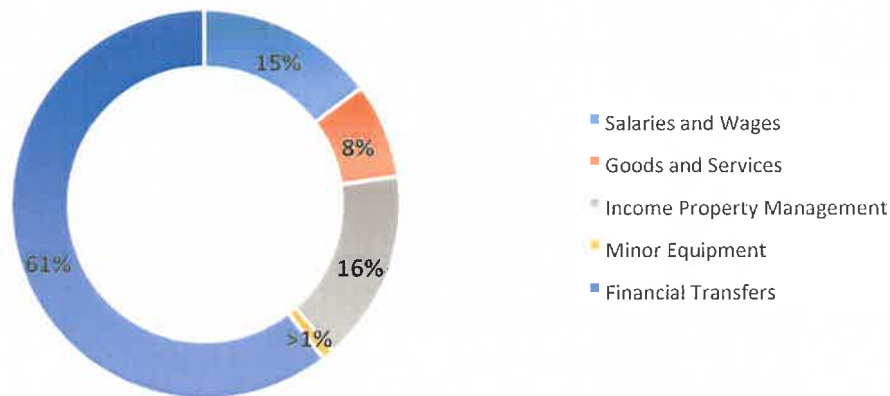


Expenditure

Recurrent Expenditure: Approximately 73% of the total annual allocation for the HDC was apportioned to recurrent expenditure. This amounted to \$636,735,800 and represents an increase of \$215, 324,479 or 51% on the recurrent allocation of \$421,410,521 for fiscal 2016.

Figure 2: The HDC's Expenditure, Fiscal 2017/2018

Graph 2: The HDC's Recurrent Expenditure for fiscal 2017



- **Salary and Wages:** To fulfil the HDC's obligations with respect to remuneration of all categories of staff including contract, monthly-paid and daily-rated workers.
- **Goods and Services:** To provide the employees of the HDC with the operational requirements to perform assigned tasks. This large category of expenditure includes office supplies, staff training, courier services, insurances and basic utilities.
- **Income property Management:** To fulfil the HDC's obligations in respect of the maintenance and repair of its income generating assets, across all housing developments with HDC interests.
- **Minor Equipment:** To facilitate the purchase of those small to medium pieces of equipment and other assets required for the performance of the operations of the HDC.
- **Financial transfers:** To facilitate the debt servicing of the Loans and Bonds possessed by the Corporation.

**Note: These amounts are derived from the end of period management accounts and may be subject to change on final review/audit*

The funding HDC received from the Ministry of Finance's budget allocation of \$867,785,700 were utilised to make payments on the loans and bonds and fund projects under the Infrastructure Development Fund (IDF) and Consolidated Fund. Once these payments were made, the HDC retained only 4.03% of its budgetary allocation, or \$35,000,000 – at a rate of \$3,000,000.

The HDC subsequently relied on its internally-generated income of \$614,007,898, an increase in the amount collected in fiscals 2016 and 2015 to fund its activities. Though internally generated income acted as a significant buffer to the impact the decrease in Governmental funding had on the HDC's cash flows, there was an effect on both construction and allocation of units in the short term. That is, construction activity was dampened, resulting in the reduced delivery of units to the HDC. This led to a reduction in the number of units allocated to beneficiaries.

Loans and bonds repaid by the HDC during fiscal

Lending Agency	Loan Amount	Interest Rate (%)	Date Acquired	Maturity Date	Period of Loan or Bond(years)
First Citizens Bank Ltd.	450,000,000		2010	Jan 2020	5
ANSA Merchant Bank	1,200,000,000	3.75	July 2015	May 2021	5
ANSA Merchant Bank	301,710,000	3.75	July 8, 2015	May 2024	7
Central Bank of Trinidad and Tobago	306,000,000	7.0	Sept 2005	Sept 2025	21
Central Bank of Trinidad and Tobago	600,000,000	7.5	Sept 2008	Sept 2030	26
Central Bank of Trinidad and Tobago	475,000,000	8.5	April 2007	Sept 2021	15
Central Bank of Trinidad and Tobago	700,000,000	8.7	April 2008	Sept 2023	15
Central Bank of Trinidad and Tobago	500,000,000	8.25	Sept 2009	Sept 2024	15

Cash flows

HDC having repaid these loans and made the requisite payments on the above bonds, spent more than it earned in the reporting period.

Cash flows are outlined below.

	Projected	Actual
Inflows	1,271,740,028.34	1,481,793,598.37
Outflows	1,098,776,016.00	1,587,593,896.00
Total	172,964,012.34	-105,800,297.63

Audits

A key feature of the Strategic Plan's engagement with the HDC's financial health is the acquisition of audited financials from the inception of this organisation in 2005. Details of the HDC's audit schedule are located below.

AUDIT PERIOD (FISCAL YEAR)	AUDIT COMPLETION DATE	COMMENT
2005	-	<ul style="list-style-type: none"> Disclaimers sought; to be delivered in 2018
2006	-	
2007	-	
2008	-	
2009	-	
2010	Q1 2018	<ul style="list-style-type: none"> Approval granted by Auditor General to source external Auditors
2011	Q2 2018	
2012	Q2 2018	<ul style="list-style-type: none"> Selective tendering anticipated; tendering process in progress with Legal Division
2013	Q3 2018	
2014	Q4 2018	<ul style="list-style-type: none"> Approval required from Auditor General to source external Auditors
2015	Q1 2019	
2016	Q2 2019	
2017	Q3 2019	
2018	Q4 2019	

In fiscal 2018, the HDC completed audits of the financial statements for four fiscal periods, 2005 to 2009. These took the form of disclaimer opinions, as the records kept during this time were considered insufficient to perform a full audit. A disclaimer opinion is also expected for fiscal 2010, and the HDC anticipates that, from 2011 with a new filing system implemented, it is expected that the opinion of the auditor will improve based on the availability of these documents.

The intent of the HDC is to have statements for each financial year completed at different stages, outlined in the audit schedule represented in the 2017 Annual Report, however, delays were experienced in the sorting of information, causing the shifting of deadlines for the financial years 2010 to 2017. The HDC's financial statements are therefore currently being audited. The HDC intends to maintain the December 2019 deadline for the completion of all audits.

Goal 2: Recruitment and Retention of Human Capital

The 2016-2020 Strategic Plan conceives of the HDC's responsibility to its employees in a manner that ensures that the working environment does not promote undue distress. Rather, the working environment should be one which allows personal and professional growth and accommodates the career aspirations of those employed by the HDC. The following objectives, pursued in tandem, are aimed at achieving this goal:

- Revised Corporate Structure;
- Relevant HR Infrastructure;
- Committed and Dedicated Employees; and
- Stable Employee and Industrial Relations Climate.

Fundamentally, the HDC can only fulfil its mandate with a complement of staff that is satisfied, inspired, trained and adequately compensated. The quality of service delivery depends heavily on the ability of members of staff to meet their obligations. The HDC has approached the issue of managing its Human Resources by offering support, both in the advancement of careers and in ensuring staff security and stability.

Corporate Restructuring

In April, 2016, The Board of Directors approved the revision of the HDC's organisational structure. The experienced members of staff were assigned to new Divisions and Departments. HDC then proceeded to recruit staff for the vacant positions. The recruitment process is ongoing.

The Manpower Planning and Recruitment Unit falls under the Human Resources Division and has responsibility for anticipating and satisfying the HDC's staffing needs. In fiscal 2017, this

Unit pursued Goal 2 in a manner that emphasised the well-being and security of employees. The HDC has completed the majority of the recruitment activity necessary for the optimal operationalisation of its approved Organisational Structure. This drive focused on suitability of candidates to their respective job descriptions, and aimed to find qualified technical staff that would drive internal discussion and support staff capable of executing tasks with the greatest possible ease.

Manpower Planning and Recruitment accomplished the following in fiscal 2017:

Merit Increase System: This system was completed and piloted during the reporting period and applies to monthly-paid and contract employees. It is implemented in accordance with a collective agreement made with the Public Service Association (PSA). Increases were applied from April 1, 2017 where the requisite conditions were met.

Manpower Planning and Recruitment accomplished the following in fiscal 2017:

- **Merit Increase System:** This system was completed and piloted during the reporting period and applies to monthly-paid and contract employees. It is implemented in accordance with a collective agreement made with the Public Service Association (PSA). Increases were applied from April 1, 2017 where the requisite conditions were met.
- **Performance Management System (PMS):** PMS training helps new employees understand their obligations, clarifying their job descriptions and the nature of grievance and other procedures within the organisation. It is typically undertaken in conjunction with the Training and Development Department. On September 21 and 22, 2017, thirty-eight (38) new contract employees attended mandatory training sessions under this system.
- **Job descriptions:** Thirty-seven (37) job descriptions have been finalised or updated and are ready to be presented to the National Union Government Federated Workers (NUGFW) before the end of the calendar year 2017.
- **Templates for acting arrangements:** All templates are updated. These templates will ensure that key positions are not left vacant for five (5) or more days.
- **Draft Recruitment and Retention of Human Capital Policy:** This policy has been submitted to the executive for review.
- **Recruitment:** HDC continued to recruit persons during the reporting period to fill vacant positions.

Training and Development

The HDC's approach to competency development is to the benefit of employees and the organisation. While employees receive complimentary training and acquire skills and knowledge that will progress their respective careers, the quality of the work done by and within the HDC will inevitably improve. The HDC, by this method, is further enabled to undertake extensive internal review and enhance its operations at all levels.

The majority of tasks undertaken to achieve the HDC's competency development goals are overseen by the Training and Development Department.

Supervisory Skills

The Training and Development Department sought training proposals on supervisory skills training to ensure that managers and supervisors possess skills to oversee, coordinate and direct the work activities of the organisation's employees.

Employers Solution Centre Limited was engaged to provide training to two groups of supervisors totalling forty-five (45) supervisory employees. The theme of this training programme was *Breaking the Box - Transforming your Supervisory Skills*; training occurred between October 12, 2016 and November 30, 2016, over a five (5) day period. This programme covered the following critical areas:

- Emotional Intelligence
- Problem Solving
- Managing Grievances and Discipline
- Managing Workplace Conflict
- Communicating Results
- Performance Management Essentials
- Leadership

Mental Health Support

In May 2017, the HDC enrolled it's the managers and supervisory staff in a training initiative under the Employee Assistance Programme (EAP). This is an effort to ensure that employees are not subject to undue distress.

Managers and supervisors are trained to identify errant or unusual behaviours and makes intuitive sense that the employee is having financial, work-related or personal issues. . Employees considered to be in distress are entitled to access the EAP through referral from senior members of staff. .

University Internship Programme:

The University Internship programme was restructured and re-launched in 2013. This annual programme is scheduled between June and August for ten (10) weeks while students are on vacation. Interns gain valuable knowledge and experience specific to the industry, develop achievement portfolios, make professional contacts and become familiar with the demands of a real-world working environment.

Participants are invited to apply for the internship programme through advertisements within the organisation and at Tertiary Level Institutions that offer programmes commensurate to its operations. Selected interns are provided with the following training:

- Orientation
- On-the-Job Training
- Professional Enhancement Training
 - Career Planning Workshop
 - Presentation Skills Workshop
 - Life Skills Workshop
 - Interns are required to submit a final report and present their experience to managers and colleagues.

The 2017 iteration of this programme, Internship to Leadership, occurred between June 8 and August 11, 2017. Twenty-one (21) students participated, with four (4) graduate interns from the 2017 cohort being integrated into the HDC's staff complement. These new employees displayed characteristics that exceeded expectations and were deemed an asset to the HDC.

Operational Planning

Senior managerial staff engaged in an operational planning exercise whereby the dictates of the Strategic Plan most relevant to their Divisions or Departments served to explicitly guide operations.

A programme was formulated in conjunction with the Arthur Lok Jack Graduate School of Business (ALJGSB) to equip selected staff with the knowledge and tools in developing operational plans. Thirty (30) employees between 18th and 31st May 2017 participated in this developmental workshop.

Training and Development

Business Writing Skills

A Communications and Life Skills Facilitator was consulted to develop a Business Writing programme for administrative staff. Training occurred in January 2017, targeting fifty (50) employees. They were trained in the best practices associated with writing for and in a demanding business environment.

In April 2017, a further nine (9) employees participated in a Minute Writing course at the Professional Unit of the University of Trinidad and Tobago (UTT). This is a critical skill which enables departments to more easily:

- Confirm decisions made and record agreed actions to be taken;
- Record the allocation of tasks and responsibilities;
- Prompt action from relevant attendees; and
- Produce written record of the procedures and outcomes of meetings

In addition to Business Writing Skills, Twenty-one (21) training programmes were undertaken for corporate staff during the reporting period at a cost of \$292,666.50. Programme titles are outlined below:

- Effective Business Writing
- 1st Chapter Meeting for 2017 entitled, “Enterprise Risk Management – The Role of Internal Audit”
- Defensive Driving
- Concrete Technology Workshop
- Audit Report Writing
- Facilities Management – Building Services Maintenance
- AutoCAD Fundamentals Levels I and II
- AutoCAD Advanced
- Public Consultation on the National Action Programme (NAP) under the United Nations Convention to Combat Desertification (UNCCD)
- Structural Steel Workshop
- Operational Planning and Goal Setting Workshop
- 6th Caribbean Facilities Management Conference and Expo 2017
- Conducting Workplace Investigations
- Minute Taking
- Electronic Security Technology
- Protocol in the Context of Personal Development and Nation Building
- Life Skills Workshop
- Presentations Skills Workshop
- Career Planning Workshop – University Internship
- Managing Contracted Security
- Performance Management System
- Fire Safety for Fire Wardens Training

Technical Vocational Training

The HDC's largest cadre of employees are daily rated workers. Their contributions are crucial to the maintenance of the HDC's rental estates, making this group therefore constitutes a natural and continuous focus for the Training and Development Department. Technical and vocational skills are improved through training courses in Carpentry, Masonry and Electrical works. During fiscal 2017, a total of three hundred and sixty-nine (369) daily rated workers were trained.

Industrial Relations

In fiscal 2016, all non-cost items were agreed in the HDC's negotiations with labour unions. After this was achieved, both the NUGFW and PSA held internal elections which saw the election of new Branches to represent HDC staff. These Branches chose to recommence negotiations with the Corporation. Toward the end of fiscal 2017, the following progress was made towards achieving the objective of competing collective bargaining negotiations:

- Daily-rated workers:
 - Negotiations on non-cost items are complete
 - Approval is being sought for negotiations on cost items to begin
- Monthly-paid workers:
 - Negotiations on non-cost items are forty percent (40%) complete
 - Approval is being sought for negotiations on cost items to begin

Goal 3: Strengthen Organisational Capability

Develop and implement appropriate management systems to increase the efficiency of the HDC's operations

While ensuring that employees are equipped to function in their respective capacities at the Corporation is important, enabling them to proceed with their duties in a structured manner is equally crucial. Strengthening organisational capacity is aimed at creating a set of processes to guide the work of the HDC's staff, in order to contribute to the other strategies outlined in the Strategic Plan.

Risk and Assurance

The HDC functions through a series processes which are subject to an unpredictable business environment. State Enterprises must identify and mitigate against risks to performance, financial health and reputation and although the HDC has performed tasks related to this function, it lacked a formal risk management function until the Risk and Assurance Department was formed in 2016. In 2017, a Manager was enrolled.

Risk and Assurance was created to:

- Identify current and emerging risks
- Develop risk assessment and measurement systems
- Establish policies, practices and other control mechanisms to manage risks

- Develop risk tolerance limits
- Monitor positions against approved risk tolerance limits
- Report results of risk monitoring to Senior Management and the Board The interdisciplinary research and reporting functions of the Risk and Assurance Department are expected to complement the HDC's forward-looking philosophy and its many anticipated positive outcomes

The Risk and Assurance Department has developed a policy framework that revolves around the establishment of an Integrated Management System for the HDC. Improvements to the organisation's operations are envisioned in the following manner:

Enhancements/Components:

- General organisational management
- Integrated Project Management Framework to support the design, development and implementation of enterprise-wide collaborative projects
- Framework for strengthening control structures
- Modernisation of information management systems to support the core integrated system

Goal 4: Provide infrastructure and enterprise resources that facilitate organisational effectiveness

The HDC continues to improve its technological infrastructure to significantly enhance the quality of its overall operations. The quality of the Corporation's operations impact on beneficiaries and the wider public, ease of operations and service delivery.

The following is an outline of the progress made with a view to achieving Goal 4

Objectives	Activity	Progress Achieved
<p>Develop and implement effective ICT systems that cater for current and future needs</p>	<p>Review of current ICT needs and Structure</p>	<p>Draft ICT & Records Management Strategic Information Plan (Roadmap) submitted for Executive review and approval in October 2017 and resubmitted in September 2018.</p>
		<p>Redundant core switch (Manual Failover) approved in September 2017. Redundant core switch implemented in November 2017.</p>
		<p>Help Desk Ticketing System enabling auto-responders for helpdesk requests Implemented in October 2017. This has improved customer service offered by the IT unit, allowing users to be updated on the status of their requests.</p> <p>Help Desk Ticketing System Guidelines disseminated to all employees in October 2017.</p>
		<p>Cashiers Machines procured and deployed to Cashiers on October 10, 2017.</p>
		<p>Camera installation at William H Scott Warehouse (5 cameras) completed in October 2017.</p>
		<p>Customer Management System prototype (version 1) developed using Manage Engine Support Center Plus software in October 2017.</p> <p>Prototype demoed to Divisional Manager, Corporate Services and members of the Customer Care and Hospitality Department.</p>

Goal 5: Provide affordable shelter and amenities

- Identify and acquire lands in high demand areas around Trinidad and Tobago;
- Assess the demographic of the housing market and determine levels of affordability;
- Determine affordable housing cost – pre-arranged prices;
- Procure services for housing and infrastructure development;
- Ensure affordable and quality housing and infrastructure for citizens; and
- Partner with statutory and regulatory agencies to acquire all relevant approvals for homeowners to access mortgages.

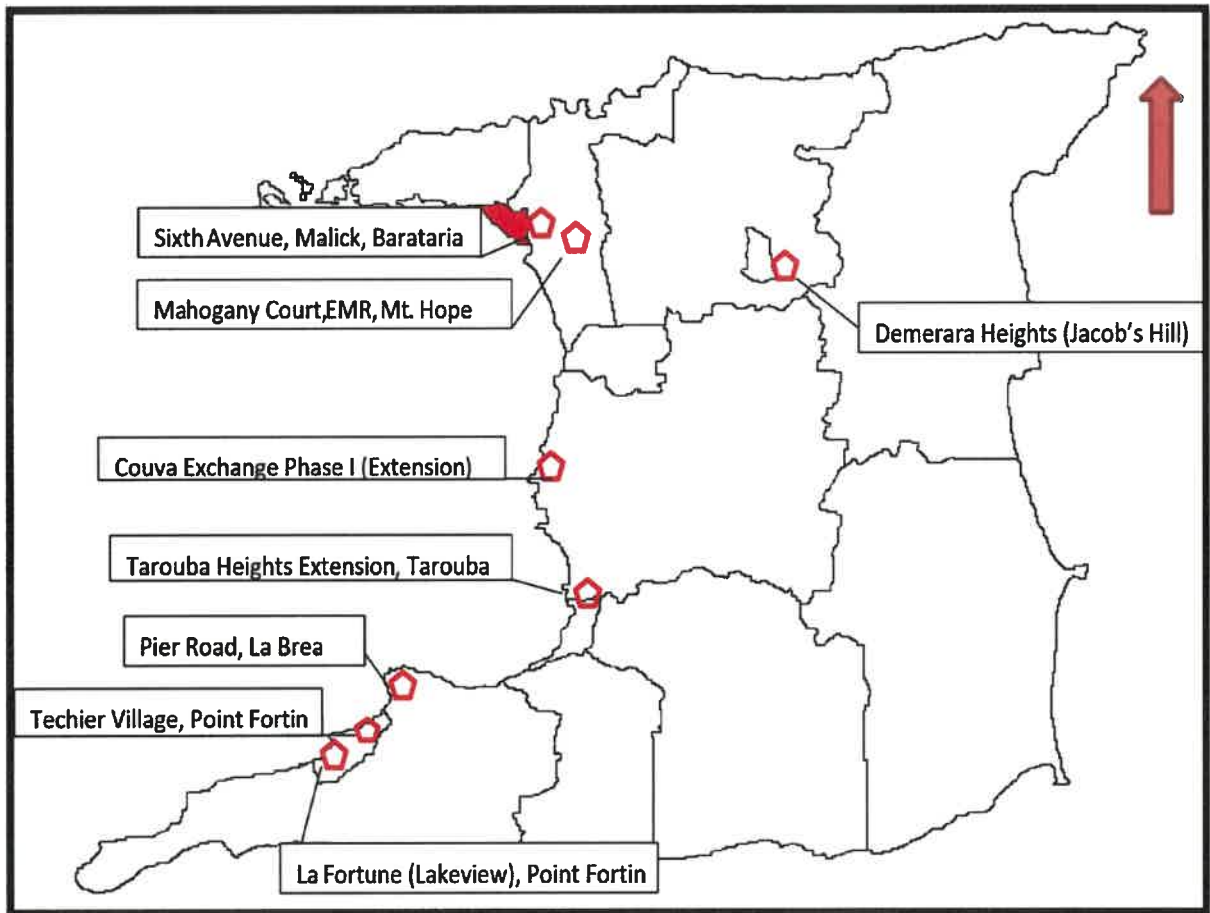
This goal is crucial to the effective performance of the HDC’s duties and is the foundation upon which a high level of inter-divisional collaboration is built. The Construction Management and Operations (CMO) and Project Development and Oversight (PDO) divisions work together and routinely solicit input from several other divisions and departments to ensure that housing units are constructed to a high standard, in a timely manner and within budget.

Land acquisition

Since land is the HDC’s most fundamental resource, significant attention is paid to land acquisition. In fiscal 2017, the following vesting orders were obtained under the Trinidad and Tobago Housing Development Corporation (Vesting) Act:

HDC ESTATE	VESTING INSTRUMENT
Couva Exchange Phase I (Extension)	Vesting Order 2017 June 8 th
Techier Village, Point Fortin	Vesting Order 2017 June 8 th
Tarouba Heights Extension, Tarouba	Vesting Order 2017 June 8 th
Sixth Avenue, Malick, Barataria	Vesting Order 2017 June 8 th
Mahogany Court, EMR, Mt. Hope	Vesting Order 2017 June 8 th
Demerara Heights (Jacob’s Hill)	Vesting Order 2017 Sept. 14 th

Map 1: Sites vested in the HDC in fiscal 2017



Project Development and Oversight

The newly-restructured Project Development and Oversight (PDO) Division plays a crucial role in the HDC's delivery of social housing services to the people of Trinidad and Tobago. PDO is an interdisciplinary division that assesses demand and drives the decision-making process regarding the types and quantities of units to be built. In fiscal 2017, PDO made significant strides in research and development that aim to positively impact the face of social housing in Trinidad and Tobago.

- **New House Prototypes**

Challenge: Designs for HDC units were not previously standardised. External consultants and contractors exercised greater autonomy in the construction of units that sometimes acted contrary to the purpose of social housing. This was especially problematic for beneficiaries who belong to special groups such as people with disabilities, whose needs have not historically been adequately met.

Response: As a main player in the tenders and contracts process and as the Division which oversees requests for proposals (RFPs), PDO has developed housing prototypes using in-house expertise. Standardised units which aim to improve the quality and appropriateness of the HDC's housing stock have been approved, with construction having started at River Runs Through, Bon-Air South and Corinth Site A.

- **The Multi-Family Housing Project**

Challenge: The increasing scarcity of buildable lands, especially in the highest-demand areas along the East-West Corridor and in peri-urban areas surrounding San Fernando and Port of Spain, makes it necessary for the HDC to provide suitable alternatives to traditional multi-family housing developments.

Response: In fiscal 2017, PDO undertook to research and create improved design prototypes for multi-family accommodations inclusive of apartment schemes and townhouse blocks. This involves more than the simple provision of housing units. The HDC must ensure that the amenities and opportunities necessary for the creation of sustainable communities are available to new developments. This research has progressed substantially and is near completion.

- **Accessible Housing for Persons with Disabilities**

Challenge: The HDC's Allocation Policy dictates that 5% of its housing stock within applicable developments must cater specifically for the needs of people with disabilities. RFPs formulated by PDO underscore this requirement. However, units marked for persons with disabilities, sometimes fall short of local and international standards, making more stringent oversight of this aspect of construction and allocation necessary.

Response: As such, PDO rigorously reviews the designs from contracted consultants to confirm conformities with standards established for accessibility. The Division has also prepared full plans for retro-fitted, single-family house types and has provided designs for accessible apartment units to meet the needs of beneficiaries with disabilities.

Unit construction and delivery

With an ever-increasing focus on sustainability and cost-efficiency, the HDC has, since 2016, placed greater emphasis on the quality of units being constructed. The 2016-2018 leg of the Accelerated Housing Programme sees the first batch of HDC units that have undergone and will be subject to continuous and stringent monitoring throughout the construction process. Projects inherited by the sitting Board, which started before 2016, are also subject to these checks.

Quality Inspection Forms

The HDC prioritises formulating and institutionalising effective work systems, processes and procedures so that desired outcomes are achieved. In addition to indemnifying the HDC against any claims of negligence or other accusations, this approach ensures that members of staff are trained in and act according to best practices. This commitment is especially important in the construction of units and in their maintenance.

In 2016, the HDC embarked on its 2016-2018 Accelerated Housing Programme, an endeavour for which CMO developed a series of Quality Control Inspection Forms. These are used at each stage of construction where inspection is required, and act as clearance for progress to subsequent stages of the construction process. Site personnel has been trained in the proper use of these forms which aim to reduce costs during construction, deliver quality units, and ensure that exorbitant amounts of money are not spent on repairs and remedial work. This constitutes a key feature of an evolving framework geared towards achieving reliability, consistency and accountability in the construction process. These forms include but are not limited to Earth works, Building setting out, Excavation for building works, Reinforcement, Fixtures, Plumbing and Electrical building works.

Benefits:

- Contractors are held accountable for quality and productivity rates;
- The HDC delivers housing that is affordable, both in terms of purchase price and maintenance costs;
- The HDC expedites the allocations process and
- HDC beneficiaries experience a more complete form of security, based on standards set for housing adequacy.

Construction projects within the remit of the CMO consist of the following categories:

- Accelerated Housing Programme (AHP) 2016-2018: These are projects undertaken from the year 2016. This category comprises eight (8) projects with a collective expected yield of 1,434 units. Thirty-three (33) units have been completed to the end of the reporting period.

- Priority Projects Pre-AHP 2016-2018: These were commenced before prior to 2016, but are currently under construction and have been given priority status. These consist of eight (8) projects with a total yield of 2,597 units, with 619 delivered to date.
- (Non-Priority) Projects Pre-AHP 2016-2018: These were commenced before 2016. They are either currently suspended or works are progressing at a significantly reduced rate because of the effects of delayed payments. These consist of four (4) projects with a total yield of 1,725 units. 805 units delivered to date.

The 2016-2018 phase of the Accelerated Housing Programme peaked at twenty (20) projects, with sixty-six (66) contracts being awarded. Total yield is expected to be 5, 756 units, of which 1, 475 are completed. In fiscal 2017, of an expected 3, 211 units, two hundred and thirty-four (234) were delivered to the CMO.

The HDC experienced challenges in funding these projects. As the following table shows, there was a dramatic shortfall in funding received, largely because of the decision taken to repay a series of outstanding debts to lending agencies. This inevitably led to the delivery of fewer units than expected. However, the HDC does not consider this setback detrimental to its medium- and long-term objectives. With a significant portion of its debt burden reduced, the HDC is now better poised to actively pursue its mandate, bringing relief to those applicants most deserving of social housing.

Progress made under the Accelerated Housing Programme by the end of 2017

Accelerated Housing Programme, 2016-2018						
Project	Planned Delivery	Actual Units Delivered	% Delivered	Planned Financials	Actual Financials to October 2017	% Funded
River Runs Through	72	42	58	20,020,968.93	21,866,733.53	109
Bon Air Park, Arouca	24	0	0	10,836,698.76	7,713,943.14	71
Malabar Site 3, Malabar	62	0	0	39,931,786.42	2,650,628.35	7
Gomez Trace, Moruga	78	0	0	27,605,296.16	7,178,080.74	26
Riverside North, San Fernando	44	0	0	22,378,607.63	3,500,057.56	16
Trestrail Package 1, D'Abadie	0	0	0	42,938,386.35	5,410,286.52	13
Harmony Hall, Marabella	0	0	0	11,109,129.77	222,222.22	2
Real Spring, Valsayn South	408	0	0	11,483,622.80	0	0
Sub-Total	688	42	6	186,304,496.82	48,541,952.06	26
Accelerated Housing Programme, Pre-2016						
Project	Planned Delivery	Actual Units Delivered	% Delivered	Planned Financials	Actual Financials to October 2017	% Funded
Bon Air North, Arouca	198	0	0	180,334,459.35	8,439,266.96	5
Carlsen Field, Phase 3C, Chaguanas	366	0	0	87,909,145,81	4,456,134.22	5
Eden Gardens, Freeport	362	10	3	3710,227,913.78	18,205,903.10	5
Hubertstown, Point Fortin	27	13	48	7,140,551.14	2,831,966.02	40
Lakeview, La Fortune, Point Fortin	204	35	17	57,155,016.53	7,499,495.86	13
Pier Road, La Brea	25	8	32	30,866,214.69	5,755,546.33	19
Trestrail Package 2, D'Abadie	300	0	0	273,057,544.38	27,579,399.82	10
Vieux Fort, St. James	69	44	64	41,827,252.10	28,803,136.30	69
Buen Intento, Princes Town	106	0	0	86,899,298.18	4,994,768.93	6
Cumana, Toco	6	0	0	12,874,168.37	4,243,621.91	33
Cypress Hills, San Fernando	604	82	14	616,234,673.95	40,915,873.25	7
Oasis Greens, Chaguanas	286	0	0	431,044,207.20	41,698,514.23	10
Sub-Total	2553	192	15	2,192,590,445.48	195,423,636.92	18
Total	3241	234	21	2,378,894,942.30	243,965,588.98	44

Goal 6: Asset Management

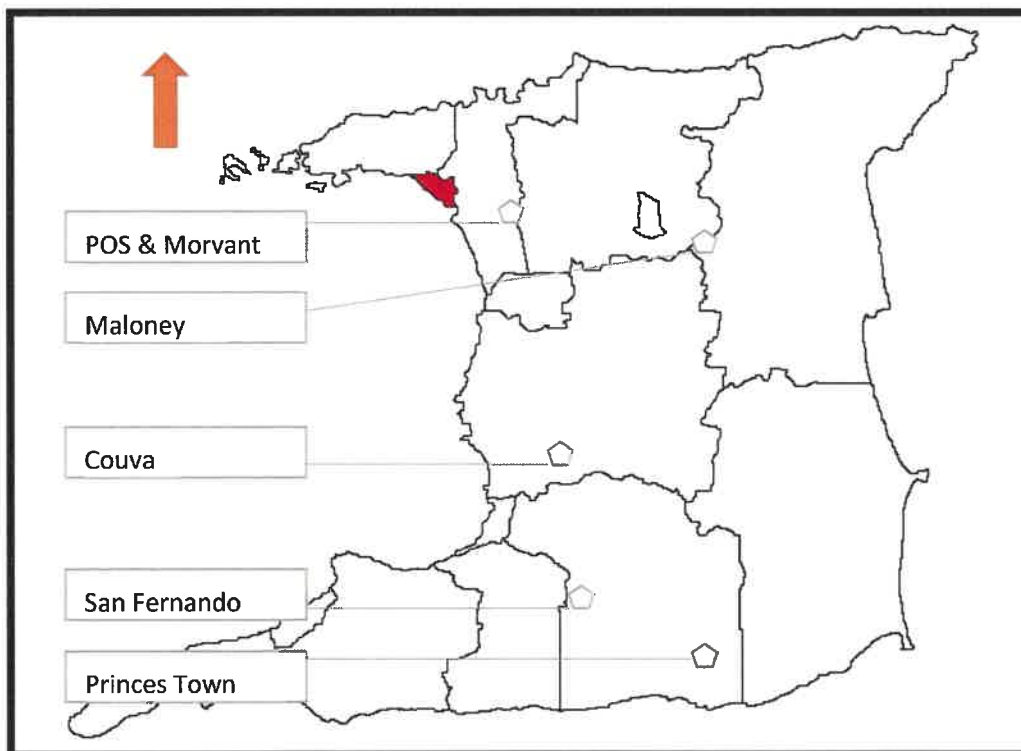
Estate Management Division (EMD) is tasked with the management, maintenance and improvement of all of the HDC's properties, including Area Offices, Village Plazas and Malls and Housing Developments. Where support for the HDC's mandate is concerned, this Division is primarily concerned with providing services to rental communities. This is accomplished through the strategic delegation of tasks to over six hundred and fifty (650) members of staff at various offices located throughout Trinidad and Tobago.

These are:

- Port of Spain Central
- Port of Spain East
- Port of Spain West
- Maloney
- Morvant
- San Fernando
- Couva
- Princes Town

Note: The San Fernando Regional Office has charge of the operations of the Couva and Princes Town Area Offices.

HDC Area Offices Locations



With this substantial a complement of staff, EMD benefits directly from training undertaken by the Human Resources Division and draws great support from ICT and Records Management, especially in the logging and monitoring of defects and requests for repairs, commonly referred to as Work Orders.

For the sake of procedural correctness and to ensure standardisation in service delivery, EMD has trained the Customer Service Representatives (CSRs) attached to its Call Centre to follow a basic line of questioning when receiving complaints. Though deviations are both inevitable and common, CSRs must record the following basic information:

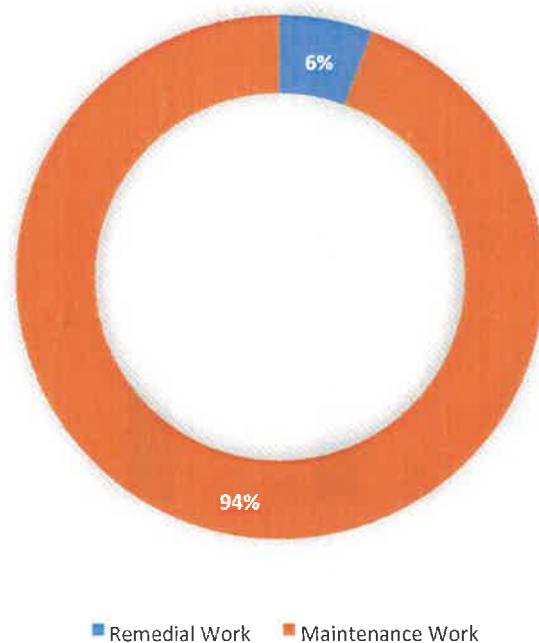
- Personal information
- The particulars of the beneficiary’s contractual relationship with the HDC
- The location, extent and cause or source of the problem

While the processes that determine the outcome of a reported defect are determined by their respective circumstances, there are two general ways by which defects and repairs are addressed by the HDC.

Remedial Work	Maintenance Work
Specific to LTOs, RTOs, Mortgages.	Specific to Rentals.
Done within three (3) months of allocation. Outside of this period, only structural work is addressed.	Done as Work Orders are generated.
Work is usually undertaken after a tender process, as these projects are often outside of the purview of maintenance staff	Work is performed by maintenance staff, hired on a daily-rated or monthly-paid basis

In fiscal 2017/2018, 620 projects classified as remedial were completed. Of 15,989 requests received from rental beneficiaries, 10,263 were deemed valid and completed, giving a completion rate of 64.19%. This represents a decrease in the completion rate for Work Orders from 73% in the previous reporting period.

Remedial and Maintenance Work Undertaken by the HDC in fiscal 2017



Once Work Orders are marked as completed and signed by tenants, the maintenance worker's immediate supervisor and the relevant Area Office's manager, the forms are returned to the HDC's headquarters for records and for monitoring and evaluation purposes.

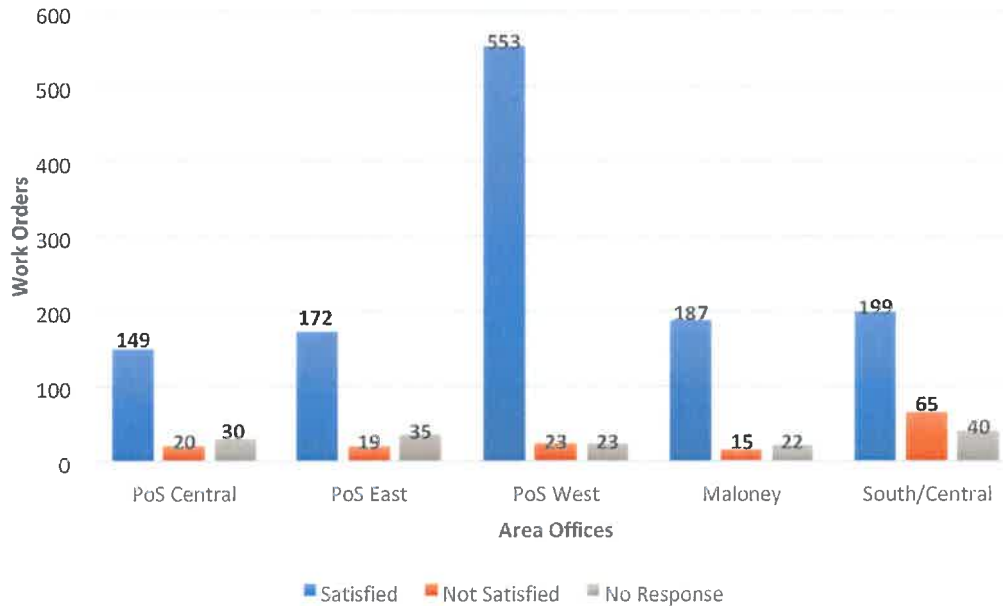
Estate Management Division's Call Centre

EMD began tracking satisfaction with repairs through its Call Centre from September 2017. This was with a view to not only enhancing the quality of service delivery, both in terms of customer service and efficacy of repairs, but in order to identify gaps in the capacity of current staff to sufficiently address the demands placed on them by the HDC's beneficiaries. CSRs contact beneficiaries to determine the levels of satisfaction felt with the quality of work done, service received and with the behaviour of maintenance staff.

Of the 1,552 Work Orders completed in September 2017, 1,260 or 81.18% recorded satisfactory responses. However, 142 or 9.15% of works were completed unsatisfactorily. 150 non-responses were recorded. It is noteworthy that the numbers recorded represent Work Orders and not respondents. Multiple repairs may have occurred at one residence, and the HDC places more emphasis on the quality of the work done by component. This gives better insight into the strengths of and challenges faced by Area Offices in fulfilling their obligations and may be used to indicate areas for training and operational strengthening.

The chart below represents the findings of this exercise. No responses were received for the work done by the Morvant Area Office during the first month of data collection.

**Graph 8: Satisfaction Levels Recorded for Work Completed by the HDC's Area Offices
September 2017**



Maintenance staff must be remunerated fairly, in keeping with the quantity of work done. While it is hoped that members of staff perform the duties assigned to them with expediency, challenges have been experienced in ensuring that the HDC's limited resources are not abused. In fiscal 2017, extensive research was undertaken to determine ways to improve the work ethic of members of maintenance staff, resulting in dialogue surrounding the number of man-hours it takes to conduct various tasks.

An exhaustive list of such tasks and the processes involved in the maintenance and repair of any defects or damaged components, including reasonable timelines for completion, has been compiled and presented for consideration.

EMD has traditionally engaged in repair works, where a breakdown has occurred and must be addressed to prevent further inconvenience to HDC beneficiaries. Its focus has historically not been on preventative maintenance and over the past two years this came to be identified as a barrier to the effective delivery of services by the HDC.

There are several amenities that have been installed at HDC developments that benefit more from maintenance geared at preservation and the prevention of breakdowns, which can cause hardship and disasters. These include fire prevention systems, elevators, stand-by generators and heating, ventilation and air conditioning systems (HVAC). The need to concretise its preventative maintenance framework resulted in the HDC establishing the Building Services

Department (BSD) within EMD in 2017. In addition to conducting preventative maintenance and facilitating the instillation of a culture of prevention and anticipation, BSD is concerned with improving and replacing old electrical and plumbing components in older HDC apartment buildings. These are located primarily in Port of Spain and San Fernando and form an integral part of the HDC's efforts to provide access to affordable housing to vulnerable groups.

Since its formation, the achievements of BSD have exemplified the HDC's commitment to responsibility and frugality:

- Several electrical re-wiring projects have been commenced, with Scopes of Work being prepared for tender;
- Inspections of water tank farms owned and operated by the HDC and attached to several of its larger developments are almost complete;
- Repairs to old electrical and plumbing components have commenced; and
- A preventative maintenance programme is being designed.

The implications for both the delivery of services to beneficiaries and for medium and long-term cost-efficiency are quite clear, with the expectation being that the HDC will evolve a proactive approach to maintenance. This is made even more evident when the level of collaboration between or among BSD and other divisions and departments within the HDC is considered.

BSD also engages in significant inter-agency collaboration on behalf of the HDC, as it is the liaison to the Water and Sewage Authority (WASA) and the Trinidad and Tobago Electricity Commission (T&TEC). In this capacity, the Department expedites all work done in conjunction with these agencies as required by the HDC.

Goal 7: Develop Sustainable Communities

Objectives under Goal 7 are as follows:

- Promotion and support of increased home ownership;
- Increased delivery of residential units to applicants;
- Formation, handover and monitoring of Management Companies; and
- Improved Mall management.

Ultimately, the Trinidad and Tobago Housing Development Corporation is concerned with building communities. This has tangible and intangible aspects, both of which are crucial to the improvement of lives and the provision of socio-economic security and stability. Creating sustainable communities involves providing access to serviced land, promoting diversity in the selection of residents, providing opportunities for employment and enabling people to eventually empower themselves through their own efforts.

As the most prominent and desirable form of tenure security, home ownership has historically been prioritised by the HDC. However, the biggest challenge in facilitating home ownership more widely lies in the limited availability of completed units.

Delivery of units to applicants

In fiscal 2016, the HDC conducted 2,100 interviews and assessments and allocated 1,335 units to beneficiaries. In fiscal 2017, the number of interviews and assessments increased to 2,399, but the number of allocations experienced a decrease to 975 units.

Allocations for fiscal 2017

Occupancy type	Allocation
License to Occupy	475
Rent to Own	25
Rental, Residential	455
Mortgage	21
Total	975

The decrease in allocations is attributable to the dampening of projected production levels by a number of extenuating circumstances, including but not limited to resource constraints experienced by the HDC, the effects of these constraints on contractors and their delivery of units, and workforce productivity. As the HDC pursues measures to mitigate against these issues, it is expected that production levels will increase and lead to a marked rise in the number of allocations.

The delivery of residential units to applicants does not extend simply to allocations. Another measure of the success of this objective is the number of deeds provided to beneficiaries by the Legal Department, enabling them to claim full legal ownership of their properties and access the many benefits associated with having true security of tenure. Many of these beneficiaries received units prior to the reporting period.

Deeds delivered to HDC beneficiaries in fiscal 2017

Type of Deed	Number delivered
Registered	536
Consent – Absolute Assignment	126
Consent – Mortgage	52
Registered Memorandum of Discharge (Releases)	238
Total	952

As part of its efforts to increase rates of homeownership across Trinidad, the HDC began a Mortgage Caravan in February 2016 in collaboration with the TTMF.

TTMF:

- Performed financial assessments
- Determined if beneficiaries qualified for mortgages or required debt consolidation

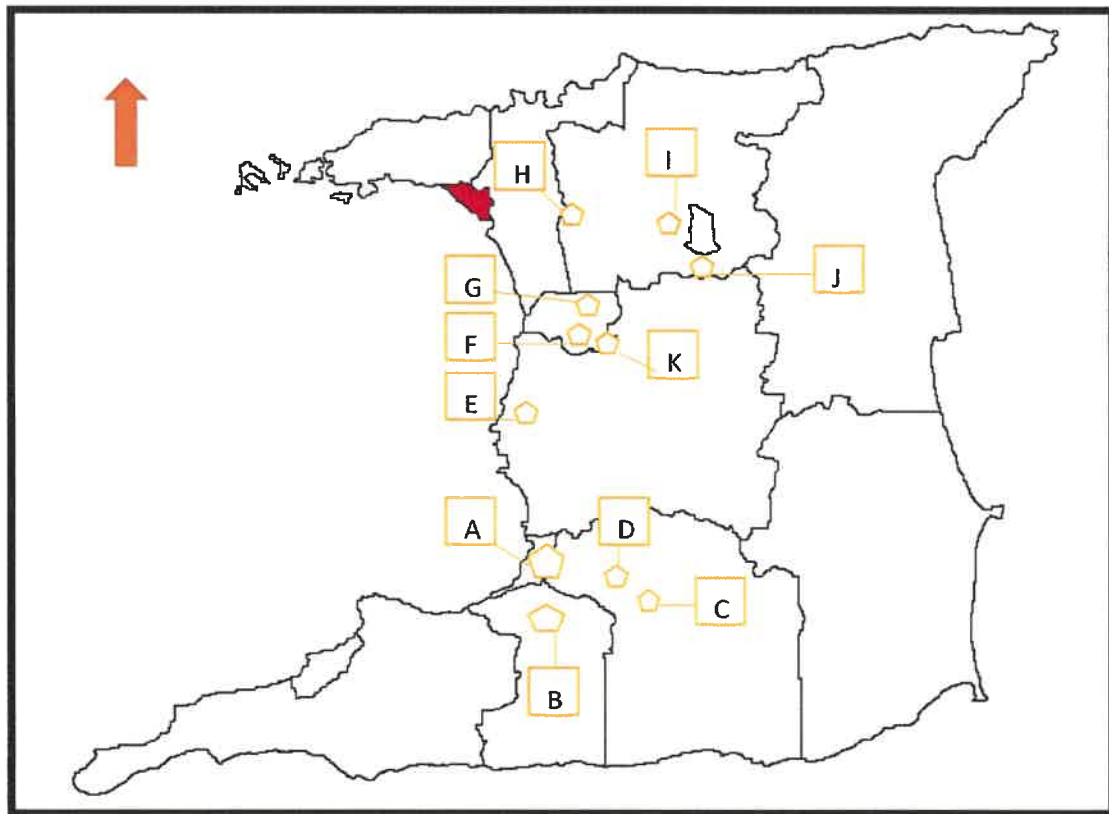
HDC:

- Identified beneficiaries for conversion via house visits
- Took qualified beneficiaries through the conversion process

The HDC considers the Mortgage Caravan instrumental to its ultimate objective since it forms a crucial part of its efforts to enable beneficiaries to experience self-sufficiency that supports upward social mobility.

In fiscal 2017, the Caravan travelled to sixteen (16) different developments where beneficiaries were enabled to convert their LTO and RTO arrangements to mortgages and access the many benefits associated therewith.

Developments visited by HDC's Mortgage Caravan



Label	Housing Development
A	Cypress Hills , Union Hall
	Retrench
	Corinth
	Olera Heights
	Tarouba
B	Golconda, Ph 1, 2
	Wellington Gardens, Debe
C	Fairfield
D	Glenroy
E	Exchange, Couva
F	Edinburgh South
G	Oasis Greens
H	East Grove
I	Cleaver Heights
J	Greenvale
K	Cashew Gardens, Carlsen Field

Outcomes:

- 941 successful conversions and
- \$350, 724, 349.20 in revenue collected

Management Companies:

A crucial element of the HDC’s work involves providing physical residence for its beneficiaries. However, the provision of this tangible commodity is accompanied by several obligations and responsibilities that beneficiaries must manage. While the HDC has endeavoured to maintain and repair several of the developments it has built and delivered to members of the public at heavily subsidised rates, it considers that the management of these developments should fall to beneficiaries. Fundamentally, this a matter of allowing the full exercise of their autonomy. The HDC is proud to have contributed substantially to the realisation of people’s rights to self-determination, but it has never had and still does not have the resources to manage all of the developments it has constructed and all of the units that have been distributed.

As such, Management Companies have been used to oversee the affairs of HDC developments where townhouses and apartments are present. These Companies are incorporated by and within the HDC and then placed in the control of residents so that they may collectively treat with the maintenance and repair of the common areas. The improvement and expansion of the Management Company regime is therefore a matter of urgent importance.

During the reporting period, extensive review of this regime was undertaken, with an intent to report on its findings.

Land Settlement Agency (LSA)

Introduction

The LSA was established under Section 5(1) of the State Land (Regularisation of Tenure) Act, Chapter 57:05, Act Number 25 of 1998, an Act to protect certain squatters from ejection from State Land; to facilitate the acquisition of leasehold titles by both squatters and tenants in designated areas and to provide for the establishment of land settlement areas. The Agency is charged, under Section 5(4) of the Act with the responsibility for administering and carrying out the provisions of this Act with respect to State Land in the Island of Trinidad.

During the financial year 2017-2018, the LSA remained committed in fulfilling its Vision, Mission and Mandate in accordance with the law and policies of the GORTT.

Vision

Transforming and developing squatting sites into sustainable communities, assisting with the containment of further squatting and bringing relief to the landless.

Mission

To prevent or contain further squatting on State lands and to regularise certain eligible squatters under the provision of the State Land (Regularisation of Tenure) Act 25 of 1998.

Mandate

The mandate and the operations of the LSA in accordance with the provisions of the SLRT Act included:

- The regularisation of squatters and tenants in occupation of State lands who qualified for regularisation and the overall enhancement and improvement of their living conditions and welfare;
- The development of Land Settlement Areas (New Greenfield Sites) for landless citizens;
- Facilitating the issuance of leases to eligible squatters and tenants in designated areas and Land Settlement Areas on State land; and
- The development of sustainable communities through the establishment of Settlement Councils and the facilitation of Micro Enterprises thereby fostering the development of self-sustaining income generating skills thus improving living standards and quality of family life in general.

Land Settlement Committee

Section 7 of the SLRT Act establishes a Land Settlement Committee (LSC) to be headed by a Land Settlement Chairman. The LSC was appointed for a period of two (2) years with effect from January 12, 2016. The appointed Members over the period are as follows:

- Mr. Ossley Francis Chairman
- Mr. Kent Shields Vice Chairman
- Mr. Dave de Peiza Committee Member
- Ms. Sarah Hosein Committee Member
- Mr. Keston Mc Quilkin Committee Member
- Ms. Wilsa Wilson Committee Member

Ms. Sarah Hosein resigned from the position as a member of the Land Settlement Committee on January 11, 2018. Subsequent to this, Ms. Marie Hinds was appointed as a member of the Land Settlement Committee on January 12, 2018.

Members of the LSC also serve on one or more of four (4) sub committees, namely: Audit; Finance and Administration; Legal; and Tenders.

Sub-Committees

Committees	Name	Position
Audit Committee	Mr. Dave de Peiza	Chairman
	Mr. Keston McQuilkin	Member
Finance and Administration Committee	Ms. Wilsa Wilson	Chairman
	Mr. Kent Shields	Member
Legal Committee	Mr. Dave de Peiza	Chairman
	Mr. Keston McQuilkin	Member
Tenders Committee	Mr. Kent Shields	Chairman
	Ms. Wilsa Wilson	Member
	Mr. Keston McQuilkin	Member

Organisational Structure

In the 2017-2018 financial year, the LSC engaged in a review of the Agency's organisational structure to ensure conformity with the needs of the Agency's current Development Programme. Pursuant to this, a new organisational structure was approved by the Land Settlement Committee on May 10, 2018. The structure provides for **Six (6) Units** and **One Hundred and Three (103) positions; Seventy-Two (72)** of which are Contract positions and **Thirty-Two (32)** of which are Temporary positions.

The Six (6) units of the LSA are as follows:

- Chief Executive Officer's Unit;
- Tenure Regularisation Unit;

- Community Development Unit;
- Containment Unit;
- Infrastructure Development Unit; and
- Corporate Services Unit.

Legislative and Regulatory Framework

LSA is mandated to implement the provisions set out in the SLRT Act. This involves the issuing of Certificates of Comfort, Statutory Leases and Deed of Leases to applicants found to be squatting on State lands prior to 1998 and who applied for protection from ejection during the stipulated period from 1999 to 27th October, 2000.

It had been recognized that any efforts to preserve and protect State lands which had been rapidly lost to squatting activities would have been rendered futile without the necessary legislative change to enable the Agencies charged with the management of State lands to take necessary actions. As such, a draft Policy document proposed that certain amendments should be made to the State Lands Act Chapter 57:01; and the State Land (Regularisation of Tenure) Act No. 25 of 1998, Chapter 57:05.

Office Locations

The LSA began the reporting period with offices in three (3) locations in Trinidad. These were as follows:

1. Head Office- Orange Grove Road South, Orange Grove Estate, Tacarigua.
2. Port of Spain Office - Agostini Building, Cor. South Quay & Duncan Street, Port of Spain
3. Ste. Madeleine Office - No.1 Factory Road, Ste. Madeleine

These offices assist in making the services offered by the Agency more accessible to members of the public. Clients can access information about the Agency's services and also be updated as to the status of their matters. The sub-offices also serve as de-centralized hubs by which clients can submit documentation as necessary as well as collect documents from the Agency, inclusive of letters for access to utilities. This has served to not only accommodate members of the public but also reduce a bottle-neck at the Orange Grove Office thus increasing the efficiency in the provision of services.

For the 2017-2018 period, Five Thousand Three Hundred and Nineteen (5,319) clients visited the LSA's Offices for assistance as outlined in the Table below.

Clients seen at Agency's Offices

Office/Sub Office	Clients Seen
Head Office- Tacarigua	2,185
Port of Spain Office	1,818
Ste. Madeleine Office	1,316
TOTAL	5,319

Services Provided

The following list depicted the key services provided by the LSA during the 2017-2018 period:

- Provision of Security of Tenure-
 - Certificate of Comfort (COC)
 - Statutory Lease
 - Deeds of Lease
- Infrastructure Development and Upgrade of Physical Infrastructure of Squatting Sites
- Undertake Environmental Impact Assessments (EIAs) of all its sites in formulating land-use and layout plans for regularization and relocation of persons where these may be necessary in accordance with the Environmental Management Act of 2000
- Implementation of the Government Aided Self-Help Housing Programme (GASHHP)
- Establishment of Settlement Councils
 - Fostering community spirit and development
 - Dispute Resolution- settlement of disputes
- Support Micro Enterprise
- Support sites under its jurisdiction, into making communities more sustainable
- Patrol and monitoring of State land to identify new incidences of squatting
- Facilitate a squatter containment network with the Commissioner of State Lands (COSL) and the Regional Corporations
- Conduct Research on issues relevant to the LSA
- Establish Public Education activities / programmes to inform the population on issues of squatting
- Development of Land Settlement Areas

Development Programme Expenditure

The total allocation for the 2017-2018 financial year was Twenty-One Million Five Hundred Thousand Dollars (**\$21.5 MN**). During this period the Agency expended Nine Million Five Hundred and Sixty Four Thousand, Two Hundred and Sixty Three Dollars and Sixty-One Cents (**\$6,386,192.22**) from Government Funds.

From its Recurrent Expenditure for 2017-2018, LSA expended Twenty Million Nine Hundred and Seventy-Three Thousand Nine Hundred and Forty One Dollars and Eighty-Four Cents (**\$20,973,941.84**).

PSIP Expenditure for fiscal 2017-2018

Programme	Revised Provision	Expenditure from LSA Funds	Expenditure from Government Funds	Total Expenditure
E233: Survey of Squatter Sites	1,500,000.00	-	213,478.14	213,478.14
E234: Residential Lots (Land for the Landless) Programme	356,920.00	-	-	
E235: Rural Housing & Village Programme	5,000,000.00	1,586,514.26	1,059,109.67	2,645,623.93
E236: Regularisation & Regeneration of Communities - Greater P.O.S. Region	5,000,000.00	2,271,724.53	300,733.88	2,572,458.41
E237: Regularisation of Squatter Communities	4,777,620.00	-	2,832,707.19	2,832,707.19
E239: Government Aided Self Help Programme		412,735.58	-	412,735.58
H002: Squatter Settlement Regularisation	4,865,460.00	42,796.87	4,852,175.57	4,894,972.44
H005: Home Improvement & New Housing Subsidies Programme		106,924.80	-	106,924.80
H011: Sector & Institutional Strengthening Programme		-	306,059.16	306,059.16
Total	21,500,000.00	4,420,696.04	9,564,263.61	13,984,959.65

Achievements

Security of Tenure

Regularisation of Tenure involved the provision of security of tenure to eligible squatters, that is, those who were in occupation of State Lands without probable claim or pretence of title thereto, prior to 1st January, 1998. To qualify for protection from ejection and for regularisation to take place, applicants must satisfy the requirements as set out in accordance with the provisions of the State Land (Regularisation of Tenure) Act No. 25 of 1998, Chapter 57:05.

There were three (3) milestone outcomes to attaining security of tenure as follows:

- i. Certificate of Comfort;
- ii. Statutory Lease for a period of 30 years; and
- iii. Deed of Lease for a term of 199 years.

Certificates of Comfort

Applications for acquiring a COC extended between 1999 to 27th October, 2000. During that period, the LSA received approximately Twenty-Two Thousand Three Hundred and Three (22,303) applications.

During the 2017-2018 period the TRU completed the review of One Thousand Two Hundred and Ninety-Two (1,192) files. LSA prepared Three Hundred and Four (304) COCs for applicants who qualified based on this review. Over the period, Three Hundred and Sixty (360) COCs were distributed to successful beneficiaries.

Statutory Leases

Based on the 2017 Pricing Policy, the LSA continued the processing COC recipients in order to move towards a Statutory Lease. The Statutory Lease is a lease for a term of Thirty (30) years. It functions as a mortgage document by providing the recipient with the Thirty (30) year Statutory Lease period to complete payments, based on the approved Pricing Policy, towards obtaining a Deed of Lease.

In accordance with the requirements outlined in Section 22 of the SLRT Act, as it pertains to determining whether applicants qualify for a Statutory Lease, the LSA published the names of claimants in respect of the hereunder Twenty-Five (25) sites:

- 1) Ackbarali Trace, Arima
- 2) Arena Road, Freeport
- 3) Base Road, Arena
- 4) Bon Air North, Arouca North
- 5) Brazil Village, San Raphael
- 6) Carlsen Field East (Cashew Gardens)
- 7) Diamond/ Picton via San Fernando
- 8) Graham Trace, Sangre Grande
- 9) Harmony Hall Estate near Lady Hochoy Home, Gasparillo
- 10) K.P. Lands, Valencia
- 11) La Paille Village, Caroni
- 12) La Savanne, Guayaguayare
- 13) Milton Village, Couva
- 14) Picton Road Extension, Sangre Grande
- 15) Race Course, Arouca South
- 16) Ramlal Street, Penal & Sunrees Road, Legal Trace, Oliver Drive, Penal
- 17) Rice Mill Road, Bon Air, Arouca
- 18) Samaroo Village, off O'meara Road, Arouca South
- 19) Southern Gardens, Warden Road, Point Fortin
- 20) Springle Avenue, New Village, Point Fortin & Springle Street, Egypt Village
- 21) Squatterville, Macaulay
- 22) Valencia Long Stretch (N). (Pine Settlement/ Bois Bande, Sangre Grande)
- 23) Valencia Long Stretch (S), Scientific Area. (Kangalee Street, Valencia)
- 24) Wallerfield, off Churchill- Roosevelt Highways (Jacob Hill)
- 25) Warden Road, Cap-de-Vile, Lower Hollywood Road, Point Fortin & Warden Road, Point Fortin

During this period, LSA prepared One Hundred and Seventy-Four (174) Lot Cost Letters in respect of potential Statutory Leases. Additionally, LSA also identified One Hundred and Thirty-One (131) Statutory Leases in respect of seven (7) sites. One Hundred and Six (106) has been distributed and Twenty-five (25) was uncollected as at September 31, 2018 as outlined in the Table below.

Applicants for Statutory Lease Processing

Site Name	Statutory Leases Prepared	Statutory Leases Distributed	Statutory Leases to be Collected
Ackbarali, Arima	4	0	4
Graham Trace, Sangre Grande	22	22	0
John Boodoo, Brazil	16	12	4
KP Lands, Valencia	21	13	8
Pine Settlement, Sangre Grande	61	57	4
Samaroo Village, Arima	4	0	4
Wallerfield	3	2	1
TOTAL	131	106	25

Infrastructure Development

Infrastructure Development involves the upgrading of roads, drainage systems, water systems, sewer systems and electricity. The LSA conducted infrastructure upgrade as stipulated in the provisions of the SLRT Act. Planning and Engineering Designs for projects were undertaken in-house or out-sourced, when necessary, with all out-sourced activities monitored by the in-house team.

Surveying forms an integral part of the work of the Infrastructure Development Unit. The Land Surveying Sub-Unit handles all surveying related activities of the Land Settlement Agency. There are different classifications of surveys that are required to fulfil the mandate of the Agency. This includes Cadastral Perimeter Surveys, Topographic Surveys and Cadastral Sub-Division Surveys (General Plan). These surveys are done at different junctures during the regularisation process.

Perimeter Surveys are required to accurately identify the State land parcel. Previously, the Ward Sheets were used to determine the location of the State lands parcels. However, this is, at best, only useful in ascertaining the possibility of an occupant falling within the State parcel. Ward sheets however, are not cadastral maps. Perimeter surveys must be done to establish the true boundaries on the ground for both the private and state land parcels and accurately ascertain if an applicant is located within the State parcel.

Topographic Surveys are done to identify the topography of the land and all the physical features present on the ground. These surveys are needed to properly plan and design infrastructure for the sites to be regularised.

Cadastral Sub-Division (General Plan) Surveys are required after construction activities are completed. These surveys define individual lots for the site occupant and facilitates the process to proceed to the issuances of leases to individuals.

There are a number of projects that are currently being undertaken, both internally by the LSA's team and externally by contracted Surveying Firms and Individuals. At the end of the financial year 2017-2018 there are Thirty Two (32) external projects ongoing. The following Table provides an outline of the Survey Projects for 2017-2018.

Land Surveying Projects for 2017-2018

No.	Project	Completed	Ongoing	Started	Cancelled
1.	Cadastral Perimeter Surveys	9	28	1	2
2.	Cadastral Sub-Division Surveys (General Plan)	1	7	5	-
3.	Preparation of Individual Lot Plans	2	1	-	-

Completion of Corrective Works

As part of the squatter regularisation process, statutory approvals are required to ensure that marketable Leases can be issued to eligible persons occupying state lands. Sites that were developed by the LSA during the years 2002-2010 require certain corrective works to provide proper drainage and to ensure a supply of potable water and fire hydrants. The corrective works has been agreed upon by the Water and Sewerage Authority of Trinidad and Tobago, the Drainage Department and the Fire Services in order to obtain the relevant approvals. For the reporting period, LSA engaged in the following Corrective Works Projects.

Status of Corrective Works

Civil Works		
Project	Status of Works	Comments
Jacob Hill Recreation Ground, Wallerfield		Works ongoing.
Sunrees Road And Ramlal Street, Penal – Infrastructure and Development Works		Final Payment certificate processed on 11 th Sept, 2018. Performance certificate and discharge letter due.
Drainage		
Balmain, Couva	100% completed	Drainage Division reviewing survey containing new river alignment. Payment for previously completed works certified.
La Platta (KP) Detention Pond, Valencia	80% completed	Construction of pond 95% complete. Fencing work ongoing. Construction of culvert crossing and drainage 95% complete.
La Paille, Caroni, Site A – Drainage	100% completed	

La Paille, Caroni, Site B – Drainage	100% completed	
Harmony Hall, Gasparillo, Site A – Drainage	87% completed	Casting of the detention pond incomplete.
Harmony Hall, Gasparillo, Site B – Drainage	100% completed	
Picton Extension, Sangre Grande – Drainage	100% completed	Site inspection from Drainage requested.
Water		
La Paille, Caroni – Water Reticulation	95% completed	Overall completed works 95%. Water meters installation completed.
Pine Settlement, Sangre Grande – Water Reticulation	100% completed	Awaiting inspections from WASA.
Glenroy, Princes Town – Water Reticulation	100% completed	
Jacob Hill Wallerfield, Core House – Water Reticulation	95% completed	Overall completed works 95%. Water meters installation completed.
Retrench, San Fernando – Water Reticulation	100% completed	
Ackbarali Trace, Arima – Water Reticulation	100% completed	Defects being addressed 95% complete.
Racecourse, Arima – Water Reticulation	100% completed	Water meters installation completed. WASA inspection ongoing for water meters.
Samaroo Village, Arima – Water Reticulation	95% completed	Additional works incomplete.
Picton Extension, Sangre Grande – Water Reticulation	100% completed	
Rice Mill Road, Bon Air, Arouca – Water Reticulation	100% completed	Awaiting inspections from WASA. Water meters installation 25% completed.
La Platta (KP Lands), Valencia – Water Reticulation	100% completed	Water meters being installed 98% completed. Issues with lots listed as vacant to be addressed. WASA inspection of meters ongoing.

The Regularisation and Regeneration of Communities-Port-of-Spain and Environs

The Regularisation and Regeneration of Communities project focuses on the neglected squatter communities in the city of Port of Spain and the highly urbanised areas surrounding the main capital of Trinidad. The project is expected to bring relief to more than 10,000 families who live in slum conditions in squatter sites in the principal capital city of Port of Spain and its Environs. It was envisaged that this project will involve Early and Emergency works to address critical issues facing these urban dwellers.

Interventions

The interventions to be addressed by the LSA are proposed as follows:

- Security of tenure

- Infrastructure upgrade-roads, drainage
- Provision of infrastructure to support utilities such as potable water and safe electricity
- Community development
 - Enhancement of Self Esteem
 - Inculcation of positive sense of place
 - Training programmes in Micro- enterprises
 - Micro- enterprise and business development

Initial social surveys were conducted by the LSA to ascertain the needs of the communities and meetings held with institutional stakeholders and with residents to prioritise projects. Subsequent to this, projects were short listed and identified for implementation.

The following are the projects and the status as at the end of September 2018

Project	Status	Comments
Off Wee Road #2 and Hillview Lane, Factory Road, Diego Martin	100% complete	Correction of defects in Progress.
Field Trace, River Estate, Diego Martin	100% complete	Correction of defects in Progress.
Andrew Trace, River Estate, Diego Martin	100% complete	Correction of defects in Progress.
Mahogany Trace, River Estate, Diego Martin	95% complete	Correction of defects in Progress.
Charles Drive , Off Jean Avenue, Diego Martin	100% complete	Correction of defects in Progress.
LP#17 Sea Trace and Mahogany Trace, Diego Martin	75% complete	Additional Works being completed.
Hillview #2, Factory Road, Diego Martin	25% complete	Works ongoing.
LP#61A and LP68, Mahogany Trace, Diego Martin	100% complete	Correction of defects in Progress.
LP#61A/2, Mahogany Trace, Diego Martin	45% complete	Works ongoing.
Sogren Trace, Gonzales, Laventille	100% complete	Correction of defects in Progress.
Upper Mc Kai lands, Belmont	95% complete	Retention to be paid.
Abbe Poujade, Carenage	75% complete	Overall progress 75% complete.
Victory Lane, Scorpion Alley Abbe Poujade, Carenage	100% complete	Correction of defects in Progress.
SL32/1 Scorpion Alley, Abbe Poujade, Carenage	95% complete	Works ongoing.



Figure 1: Construction of Stairs in Progress



Figure 2: Construction of Box Drains

San Fernando Waterfront Relocation

The LSA is part of a team collaborating on the San Fernando Waterfront Project. The LSA is task with the temporary and permanent relocation of approximately one hundred and forty four (144) families identified in the locality of the project.

Interventions as at September 30, 2018

- Completion of Social surveys
- Validation of occupancy of families on the waterfront
- Mapping of waterfront of all of the structures by type
- Identification of households for relocation
- Identification of relocation site
- Development plans for the construction of homes

Future actions

- Engagement of community on relocation;
- Relocation of squatters to temporary homes; and
- Development of a permanent site and construction of homes using an aided self-help approach.

Bayshore, Marabella Project

This is an extension of the San Fernando Waterfront Relocation. The squatter site is in the project area for the Waterfront Redevelopment. It is a high-crime community with sub-standard housing and inadequate living conditions. In that regard, this project will make recommendations on the development of the community to improve housing and quality of life for the residents. The following activities were undertaken during this project:

- Three hundred and twenty-one (321) social surveys were conducted and 93 surveys to be completed;
- Data entry on HAFS for the 321 social surveys were completed;
- The Office of the MP for San Fernando West assisted with the 93 residual surveys. LSA is verifying the data to ensure these were completed;
- Validation of occupancy of site - 414 residential structures;
- Construction of emergency housing for two (2) families;
- Mapping of sites; and
- Investigation of COC applications (ongoing).

Squatter Containment

The LSA continued to conduct mobile patrols of squatter sites throughout Trinidad during the reporting period. Whilst it is the responsibility of LSA to identify the new illegal structures under construction on squatter sites, it lacks the necessary powers to remove illegal structures. The SLRT Act does not afford the Agency with such authority. As such, reports are forward to the Commissioner of State Lands and the various Municipal Corporations for action in accordance with their respective legislative powers.

During the 2017-2018 period, the Agency identified **Four Hundred and Seventy-Five (475)** new illegal structures. Additionally, LSA referred **Five Hundred and Thirty-Five (535)** structures to the Commissioner of State Lands and **Four Hundred and Twenty-One (421)** structures to the various Municipal Corporations as outlined in the following table.

Illegal Structures Reported

Illegal Structures Identified	Illegal Structures Forwarded to COSL	Illegal Structures Forwarded to Municipal Corporations
475	535	421

Land for the Landless Policy and Residential Lots Programme

In fiscal 2016-2017, LSA reviewed and discontinued the Land for the Landless Policy and Residential Lots Programme. However, for the **Four Hundred and Eighteen (418)** persons who were successfully processed and who signed agreements, the commitments would be honored under the Land for Landless Policy and Residential Lots Programme.

During this reporting period, **Fifty-Four (54)** Sale Agreements were executed by both the Commissioner of State Lands and clients. Additionally, **Three (3)** Deeds of Lease were issued to clients whilst a further **Six (6)** are to be issued. The Table below outlines the processing of these **Four Hundred and Eighteen (418)** persons as at September 30, 2018.

Status of the LFLRLP at September 30, 2018

	As at 30/09/2018
Total No. of Persons to be Engaged	418
<i>Less Persons Not Interested / Refunded / To be Refunded / Deceased</i>	
Not Interested and To be Refunded	9
Not Interested and No Deposit Made	22
Not Interested and No Deposit Made / HDC Agreement Found	1
Not Interested and Refunded	35
Deceased	3
Sub-Total 1	70
<i>Less Persons Disqualified</i>	
Property Found and To Be Refunded	1
Property Found and No Deposit Made	3
Property Found and Refunded	1
Sub-Total 2	5
<i>Less Sub-Total 1 + Sub-Total 2</i>	75
Total No. of Persons to be Processed	343
Persons who constructed through Habitat for Humanity Trinidad & Tobago (HFHTT)	6
Persons who constructed on their own (relocatee)	1
Persons with \$180,000 and over for Construction	165
Persons with \$150,000 to \$180,000 for Construction	18
Persons with \$125,000 to \$150,000 for Construction	16
Persons with \$100,000 to \$125,000 for Construction	6
Persons with less than \$100,000 for Construction	38
Persons that did not qualify for enough to purchase Lot Assigned	12
Persons that did not qualify for Financing	11
Persons that are Unemployed	5
Persons who have not returned financial assessments	20
Persons who have not collected TTMF Letters	28
Persons Pending Clarification with respect to Property Ownership	8
Persons that could not be located	9
Total	343
Selection of House Plan	
No. of Persons Interviewed:	

Cashew Gardens, Carlsen Field <i>N.B. - Building Permits were already obtained for these clients.</i>	19
Orange Field, Carapichaima	21
Milton Village, Couva	36
Total	76
Sale Agreement	
No. of Names forwarded to the Legal Unit for the Preparation of Sale Agreement	202
No. of Agreements Executed by both COSL and Client	54
Deed of Lease	
No. of Leases issued to clients (<i>paid in full</i>)	3
No. of Leases to be issued to clients (<i>paid in full</i>)	6

Government Aided Self-Help Housing Programme

In July 27, 2017 by Cabinet Minute No. 1351, the Government's Aided Self-Help Programme (GASHHP) was established; this project is currently managed by the LSA.

Under the GASHHP, citizens benefit from fully developed lots at subsidised prices (**30% of the market value**) supported by subsidised mortgage loans from the Trinidad and Tobago Mortgage Finance Company Limited. This initiative also includes pre-approved house plans, technical assistance and oversight for the construction of affordable, high quality homes. The actual construction of the houses is achieved through collaboration of self-help and the engagement of small contractors.

Initiative targets:

- applicants who qualify and want to build on lands provided and
- applicants who qualify to build on their own parcel of land.

Processing of applicants

Application

Members of the Public were invited to apply to the programme between the periods November 20, 2017 to January 12, 2018. The number of applications received were as follows:

- Application for Lots - 4999
- Applicants with land for Technical Support- 194

Data Entry, Validation and Audit

The applications were recorded and validated during the period January 13 2018 to April 5 2018. The Internal Audit Department of the Ministry of Housing and Urban Development assisted with the auditing.

Allocation of Housing Lots

In light of the number of lots available, 1000, it was determined that a computerized random draw be conducted to select 700 applicants for land.

The housing lots are being allocated to beneficiaries under the following categories:

- 70% via random draw; and
- 30% on the recommendation of the Minister with responsibility for Housing for persons with special cases and members of the protective services.

A computerized random draw was conducted on April 6 2018 and Seven Hundred (700) applicants were chosen based on the points system that was developed for the programme. Applicants as well as senior officials from the Ministry of Housing and Urban Development and its Agencies witnessed this live draw.

Randomly Drawn Candidates

The Table below outlines the processing status in respect of the Seven Hundred (700) randomly drawn applicants:

Status of Randomly Drawn Applicants as at September, 2018

No. of Persons Randomly Selected	700
Contact with Clients	
Letter of Selection and Financial Assessment Letter collected	687
Collected Letters but No Longer Interested	6
Not Interested / Did not Collect Letters	3
Acquired Land after submission of Application	1
	697
Unsuccessful Contact via phone	3
	700
Title Search Reports	
No Property Found	676
Property Found	24
Payment for Title Searches	
Deposit Slips returned	674
Interviews	
Interviews Conducted	643
Financial Assessments	
No. of Persons forwarded to TTMF for Financial Assessments	592
No. of Financial Assessments Received	172
Land and Construction Assessments:	
\$300,000 and over	121
\$250,000 - \$299,999	12
\$200,000 - \$249,999	10
less than \$200,000	19
Unable to qualify	10

Recommended Candidates

The Table below outlines the status of the Five (5) cases recommended by the Minister of Housing and Urban Development as at September 30, 2019.

Status of Recommended Candidates

No. of Persons Recommended	5
Contact with Clients	
Letter of Acknowledgment and Deposit Slip collected	4
Not Interested	0
Sub-Total	4
Uncollected Letters	0
Unsuccessful Contact via phone	0
Total	4
Payment for Title Searches	
Deposit Slips returned	4
Title Search Reports	
No. of Title Searches conducted	0
No Property Found	
Property Found	
Interviews	
Interviews Conducted	2
Financial Assessments	
No. of Persons forwarded to TTMF for Financial Assessments	0
No. of Financial Assessments Received	1
Land and Construction Assessments:	
\$300,000 and over	1
\$250,000 - \$299,999	0
\$200,000 - \$249,999	0
less than \$200,000	0
Unable to qualify	0

Applicants with Land

The Table below outlines the status of the **One Hundred and Ninety-Eight (198)** applicants who applied with land as at September 30, 2019.

Status of Candidates with Land as at September, 2018

No. of Persons Applied	198
Contact with Clients	
Letter of Acknowledgment and Deposit Slips collected	156
Not Interested	0
Sub-Total	156
Uncollected Letters	20
Unsuccessful Contact via phone	22
Total	198

Payment for Title Searches	
Deposit Slips returned	62
Unable to qualify	0

Housing and Village Improvement Programme

In November 30, 2017, The Housing and Village Improvement Programme (HVIP) was approved by Cabinet on as part of the Government’s Housing Policy in keeping with the major development theme in the National Development Strategy (Vision 2030), “*Putting People First-Nurturing our Greatest Asset*”. The Programme is an affordable, high quality housing initiative under the Ministry of Housing and Urban Development. It is project managed by the LSA with oversight by a Committee established under the said Ministry and the LSA.

Merikens Village Of Samuel Cooper Trace, Moruga

The first project was at the Merikens Village of Samuel Cooper Trace, Moruga. The selection of this village as the Pilot Project was based on Social Surveys conducted by the LSA, available data from the Central Statistical Office of the Ministry of Planning and Development and an approved selection criteria established in the Programme’s Policy document. Preliminary assessment of housing conditions were completed and households were selected and approved for emergency home construction and also identified for home improvement.

The Agency targeted the construction of **Thirty (30)** new single family dwelling units and the repair of **Ten (10)** existing residential structures as well as drainage works for the community. As at September 30, 2018, the status of the project is as follows:

- **New House Construction - Single Family Dwelling Units**
Construction commenced on a total of Thirty (30) new houses with Thirteen (13) reaching practical completion. This project utilised small contractors from the village and utilised an aided Self Help approach where the homeowner supplemented labour.
- **Infrastructure Works - Drainage**
Drainage works reached Eighty-Five percent (85%) completion.
- **House Repairs**
Ten agreements have been signed and works are progressing.

Some of the positive outcomes include:

- **Improvement of Physical Capital** - living conditions, access to basic amenities
- **Increase in Skills Capital** - training, occupation
- **Enhancement of Social Capital** - community integration, cooperative ventures
- **Transformation of Psychological Capital** - empowerment, civic attitudes, motives for achievement

Community Development

Settlement Groups

Over the 2017/2018 reporting period, representatives from the Community Development Sub-Unit continued to liaise with the **Twenty-Two (22)** Settlement Groups with respect to infrastructural and community development issues as well as to assist with dispute resolution and mediation.

Settlement Groups/Councils

NO.	NAME OF GROUP	SITE NAME
1	Arena/LSA Settlement Group	Arena Road
2	Bholai Trace/ LSA Settlement Council	Bholai Trace
3	Carli Bay/LSA Settlement Group	Carli Bay
4	Dookiesingh Street Extension/LSA Settlement Group	Dookiesingh Street
5	Glenroy/LSA Settlement Group	Glenroy Village
6	Guapo/LSA Settlement Group	Guapo
7	Harmony Hall/LSA Settlement Group	Harmony Hall
8	Julien Trace/LSA Settlement Group	Julien Trace
9	La Phillipine/LSA Settlement Group	La Phillipine Estate
10	Lawrence Wong /LSA Settlement Group	Lawrence Wong
11	Manohar & Ramsabad/LSA Settlement Group (Rochard Rd)	Manohar & Ramsabad
12	Milton/LSA Settlement Group	Milton Village
13	Ponderoza/LSA Settlement Group	Ponderoza
14	Pranz Gardens/LSA Settlement Group	Pranz Gardens
15	Southern Gardens/LSA Settlement Group	Southern Gardens
16	Macaulay/LSA Settlement Group	Squatterville
17	St. Mary's/ LSA Settlement Group	St. Mary's Village
18	Sunrees/Ramlal/LSA Settlement Group	Sunrees Road/Ramlal Street
19	Teak Village/LSA Settlement Group	Teak Village
20	Moonan Road/LSA Settlement Group	Moonan Road
21	Rice Mill Road/LSA Settlement Group	Rice Mill Road
22	Bagatelle/Blue Basin/LSA Settlement Group	Bagatelle/Blue Basin

Municipal Corporations

The Agency has also continued to engage in monthly meetings at the various Regional Corporations so as to assist in addressing matters from members of the public. For the 2017-2018 period, the Agency had Twenty-Four (24) meetings with the various Municipal Corporations.

Scanning and Digitization Project

Over the 2017-2018 period, the Agency has been engaged in scanning and digitization exercises aimed at converting physical COC files in hard format towards digital platform so as to ensure preservation of documents and ease of access to all necessary users. As at September 20, 2018 **Eighteen Thousand Nine Hundred and Seven (18,907)** files were scanned under this project.

Comprehensive Social Survey of State Lands in Trinidad

The LSA, under Section 10 of the Act, is charged with, *inter alia*, conducting sociological and physical surveys in carrying out the functions of the Act. The last data collection exercise engaged in by the LSA was during the period from 2009 to 2012. In the period from January 1, 2013 to September 20, 2018, a total of **Five Thousand Four Hundred and Eighty-One (5,481)** new illegal structures were identified by the LSA.

In the absence of data, there is uncertainty as to the true extent of living conditions of persons and families residing in squatting communities in Trinidad. This unavailable data, if acquired, would facilitate more informed decision making on issues of State land management and allow for the establishment of effective policies towards the management of squatting on State lands in particular.

In July 17, 2018, the LSA held a consultation with various stakeholders with the view towards conducting a national comprehensive social survey in the 2018-2019 financial year. The primary objective was to ascertain the number of squatters, location and living conditions on State lands and lands of State Agencies in Trinidad.

De-Reservation of Forest Areas

The LSA has estimated that there are five (5) squatting communities within the Valencia Forest Reserve, these are; Clarence Rd, Plantation Rd, Tattoo Trace, Benny Road, Valencia and Farmlands Turure. The Long Stretch Reserve has nine (9) squatting communities, namely; Valencia North, Valencia South, Cumuto Train Line, Kangalee Settlement, Pine Settlement, Bois Bande, Picton Rd and Graham Trace.

In August 2018, a Cabinet Minute was approved for the removal of Kangalee Street and the By-Pass Road, Valencia from the Protected Area designated under the Forests .The Order for removal of these areas has to be prepared by the Attorney General, in accordance with the Forests Act.

Legislative Review

The Ministry of the Attorney General and Legal Affairs convened an ad hoc Committee to coordinate the review and update of the National Squatter Containment Policy. This policy would inform the proposed amendments to the State Lands Act, Chap. 57:01, the State Land (Regularisation of Tenure) Act Chap. 57:05 and the State Suits Limitations Ordinance. It is a working document being reviewed by various stakeholders. To date, the stakeholders engaged are as follows:

- Ministry of Agriculture, Land and Fisheries

- Commissioner of State Lands
- Land Settlement Agency
- Ministry of Housing and Urban Development
- Ministry of Public Utilities
- Maritime Services Division of the Ministry of Works and Transport
- Property and Real Estate Services Division of the Ministry of Public Administration
- Trinidad and Tobago Defence Force
- Trinidad and Tobago Police Service

To date, LSA has submitted the following comments, instructions and recommendations on the Policy and subsequent Draft Bill. LSA is currently awaiting advice from the Ministry the Attorney General and Legal Affairs as to the way forward.

Public Education Campaign

The LSA Art Competition

During the 2017/2018 fiscal year, the LSA maintained the momentum gained in its Public Education and Awareness campaign and hosted other events aimed at educating young people in particular. The media was utilized to bring awareness and encourage discussion on this critical issue in the public domain. The activities included an Arts Competition / Exhibition comprising both primary and secondary schools.

Students of the Adonis Academy stand in front of some of their artwork at the Open Gallery held at the Gulf City Mall, La Romaine





Mr. Hazar Hosein, Chief Executive Officer of the Land Settlement Agency (right) and Mr. Ossley Francis, Chairman of the Land Settlement Committee (second from right) stand alongside the finalists of the LSA's National Primary and Secondary Schools Art Competition

Urban Development Corporation of Trinidad and Tobago

Mission, Vision and Core Values

The guiding principles of the Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) are embodied in its Mission, Vision and Core Values. UDeCOTT's stance is such that these values are fully embraced by all levels of the organisation, including the Board of Directors, Management and Staff.

Mission

To stimulate national development by transforming our urban landscapes in a sustainable manner through value driven conceptualization, planning, construction and facilities management.

Vision

To be the zenith of innovative, service driven, self-sustaining urban development and management, igniting and inspiring our national, regional, and global communities.

Core Values

UDeCOTT's Core Values form the foundation on which work is performed and how people conduct themselves. The Core Values underlie work, how people interact with each other, and which strategies will be employed to fulfil the Mission.

- Good Governance

Strict adherence to the principles of transparency and accountability in all operations, decision-making and policy-setting; following the rule of law for the benefit and protection of stakeholders.

- Service Excellence

To be the best-in-class service providers, proactively and professionally conducting operations via responsible decision making and effective leadership and management.

- Integrity

Guided by sound moral judgement, honesty, trustworthiness and the highest ethical standards in all facets of our operations.

- Transformative

Committed to using innovation and creativity to transform the landscape for the optimal benefit of our communities.

- Service Driven

Purposely geared to use gold standards in its core competencies with a view to continuously providing service excellence to its clients.

- Cost Efficient (value driven)

To perform activities in the most economical manner to produce the optimum result in all operations.

- Results Oriented

A purpose driven organization focused on the timely delivery and cost-effective execution of its mandate to satisfy all stakeholders.

Organizational Structure

Organizational Profile

While the Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) has a reporting relationship to the Ministry of Housing and Urban Development, it is a private company that is wholly owned by the Government of the Republic of Trinidad and Tobago and is responsible to the Corporation Sole - the Minister of Finance.

UDeCOTT's primary objective is to deliver projects that meet our clients' objectives using the highest quality project management and development services. Its critical focus over the last three years or so has been on social infrastructure projects including hospitals, police stations and fire stations. Within the broader context, however, UDeCOTT is responsible for developing the urban renewal of the Capital City, Port of Spain, into a business and financial centre, and San Fernando for positioning as Trinidad and Tobago's energy capital.

The urban centre of the 21st century is a community in which the critical needs of the people including interest and culture, history and education, entertainment and government are met and balanced with commercial activity. The realisation of this vision will create a rich urban environment comprising well-designed and managed public spaces, the preservation of historic sites, medium and large scale commercial and residential needs, and the development and growth of small business.

Corporate Structure - Departments, Divisions, Units etc.

The departmental structures and reporting relationships are currently being approved for implementation on a phased basis so they are considered works in progress. Some of the structures are under review at this time based on the on-going strategic planning exercise.

Services /Products Provided

In order for UDeCOTT to fulfil its mandate and objectives, it provides different services which range from Project Management during construction, to Facilities Management and Maintenance after construction.

As a Project Manager, UDeCOTT is retained by Government Ministries and other clients to provide project development services from project conception to the delivery of the completed

project. In relation to its role as Facility Manager, UDeCOTT ensures that all facilities under its purview are maintained to the best quality and standard and that all maintenance contractors are properly managed.

Corporate Policies, Procedures and Guidelines

UDeCOTT has documented its Policies, Procedures and Guidelines and is also in the process of drafting and documenting additional/modified Policies, Procedures and Guidelines. These documents are required to ensure proper and efficient management of the Corporation’s business, finances, personnel and its projects and create formal guidelines for parameters in which employees perform their tasks.

UDeCOTT’s approval process for the Corporation’s Policies, Procedures and Guidelines is as follows:

1. Policies are reviewed by the Chief Executive Officer, approved by the relevant sub-committee and subsequently, final approval must be received by the Board of Directors before implementation.
2. Procedures are reviewed by the Chief Executive Officer before implementation.
3. Guidelines are approved by the Chief Executive Officer before implementation.

The following table provides a list of all Corporate Policies, Procedures and Guidelines, presented by Department, which are approved or in the process of being approved and implemented.

No.	Title	Type of Document	Details
Facilities Management Department (FMD)			
1.	Port of Spain International Waterfront Centre (IWC)	Manual/Guideline	This manual provides the procedures by which the IWC is managed by the Facilities Management Department (FMD).
2.	IWC Emergency Response Plan (ERP)	Manual/Guideline	This manual is for the use by Tenants of the IWF to guide the response to general and specific emergencies. It describes the role and responsibilities of each stakeholder and in conjunction with the ERP presentation acts as both a guide and a training tool.
3.	IWC Security Post Orders	Manual/Guideline	These Post Orders serve to guide the operations of any Security Service Provider (SSP) contracted to provide manned security for the common areas at the IWC. It also forms part of any Tender Document and Contract for the (SSP).

No.	Title	Type of Document	Details
5.	Government Campus Plaza Emergency Plan	Manual/Guideline	This is the manual for use by the Building's Tenants to guide the response to general and particular emergencies. It describes the roles and responsibilities of each stakeholder and in conjunction with the ERP presentation acts as both a guide and a training tool.
6.	Government Campus Plaza Tenant Services Manual	Manual/Guideline	This manual outlines the roles and responsibilities of both Tenants and UDeCOTT and forms the basis for the Facilities Management Agreement with the Client (Property and Real Estate Services Division).
7.	Government Campus Plaza Parkade Policy	Policy and Procedure	Being developed for the approval of the Board of Directors. The document will establish policies for the management of certain aspects of the GCP Parkade Facility in order to ensure its efficient and effective operation.
8.	Use of Public Spaces	Policy and Procedure	Being developed for the approval of the Board of Directors. This document will outline the policy and procedure to handle requests for and the use of Public Spaces owned and/or managed by UDeCOTT
9.	Ministry of the Attorney General	Manual/Guideline	Being developed for the approval of the Board of Directors. This manual provides the procedures by which the AGLA building is managed by the FMD.
10.	Ministry of Education (MOE)	Manual/Guideline	Being developed for the approval of the Board of Directors. The manual will outline the roles and responsibilities of both Tenants and UDeCOTT and it will also form the basis for the Facilities Management Agreement with the Client.
11.	Ministry of Education (MOE)	Manual/Guideline	Being developed for the approval of the Board of Directors. The manual will provide the procedures by which the MOE building is managed by FMD.
Human Resource Department			
1.	Employee Handbook	Policy	<p>Being reviewed by the HRC before being submitted for UDeCOTT Board approval.</p> <p>Designed to acquaint employees with UDeCOTT and provide employees with information about their working conditions and policies regarding their employment.</p> <p>Objectives of the handbook are to communicate clear guidelines and procedures on the company's practices, procedures and employee benefits; and to ensure prompt and consistent treatment of all employment related issues.</p>

No.	Title	Type of Document	Details
2.	Predictive Overtime Procedure	Policy, Procedure and Guideline	<p>Approved by HRC and UDeCOTT's Board of Directors.</p> <p>The purpose of this procedure is to improve the management of overtime within the Corporation and thus reduce expenditure. The document outlines the procedures to be followed for the management of overtime work.</p>
3.	Time and Attendance Guidelines	Guideline	<p>These guidelines establish how the corporation handles scheduling, lateness and lunch breaks.</p> <p>The objective is to reduce the daunting task of employees trying to figure out exactly what the expectations are of them. The information was presented in a clear and concise manner.</p>
4.	Payroll Guidelines	Guideline	<p>These guidelines are intended to provide the framework for UDeCOTT's management of one of the largest expenses at the Corporation. The payroll guidelines assist with establishing internal checks and balances to control and protect this expense. Additionally, it reduces the incidence of errors and create efficiencies in terms of time collection, document processing, data entry, payment and record keeping.</p>
IT Department			
1.	Information Technology	Policy	Being developed for the approval of the Board of Directors.
2.	Electronic Mail	Policy	Being developed for the approval of the Board of Directors. The purpose is to mitigate against any security and/or confidentiality risks by making users aware of acceptable and unacceptable use when using the Corporation's official e-mail account.
3.	Internet Usage	Policy	Being developed for the approval of the Board of Directors. The purpose is to establish a framework that outlines standards for access to the Internet through the Organisation's network infrastructure. The objective is to minimize the risks to the network thereby ensuring business continuity. UDeCOTT has established controls for use of the internet in order to protect the network from abuse and ensure that each user is accountable for their actions.

No.	Title	Type of Document	Details
4.	Requesting IT Services	Procedure	Being developed for the approval by Board of Directors. Being established in order to ensure that requests for services are documented in a centralized location thereby allowing requests to be tracked, addressed in a timely manner and provide users with a timely update on their requests. It also facilitates the extraction of reports for further analysis of issues and for the provision of reports to Senior Management.
5.	Procurement and Assignment of ICT Hardware	Procedure	Being developed for the approval of the Board of Directors. It is the aim of UDeCOTT to provide all employees with the essential tools to perform their duties in a timely and efficient manner while being cognizant of the cost to the organization. These tools will be provided based on requirement and job functions as determined by the Human Resource Department.
6.	Document Processing and Dissemination	Procedure	Being developed for the UDECOTT Board approval. These procedures were established in order to achieve UDeCOTT's objective of curtailing printing, copying, wastage and improper usage of office equipment and supplies. It will thereby reduce costs, increase efficiency, and provide employees with the requisite tools to efficiently carry out their functions.
Records Management			
1.	Records Management Policy	Policy	Being developed for the UDeCOTT Board approval. This Records Management Policy establishes guidelines for the creation, retention, protection and disposal of the records either created or received on behalf of UDeCOTT. Its purpose is to maintain information in a secure, well-organised manner to facilitate ease of retrieval for business continuity.
2.	Records Management Procedure	Procedure	Being developed for the UDeCOTT Board approval. This procedure provides employees with the procedures to be followed when managing the Corporation's Records throughout its life cycle. It relates to information received or created irrespective of format.

No.	Title	Type of Document	Details
3.	Document Referencing System	Procedure	Awaiting UDeCOTT Board approval. The procedure notice to include Form Control Log.
4.	Templates for Creation of Forms Administration	Procedure	Awaiting UDeCOTT Board approval. This will serve to aid in the standardization of all administrative forms.
Office Administration Department			
1.	Company Vehicle Policy	Policy	The purpose of this policy is to act as a guide to all employees who maintain or operate company vehicles either that are assigned to them on a daily basis or to which they have access. All employees must utilize vehicles in a prudent manner and adhere to all motor vehicle statutes, laws and regulations.
Health, Safety, Security and Environmental Department			
1.	HSE Policy	Policy Statement	This policy was developed by UDeCOTT to meet the requirements of the Occupational Health and Safety Act 2004 as amended 2006. It shows management commitment to providing a safe place of work.
Legal Department			
1.	Legal Department Policy and Procedure	Policy and Procedure	Guides the management of legal issues, which arise in the Corporation. The document is mandatory within the Corporation and establishes guidelines for the proper engagement management and performing of all legal functions. The document applies to all persons involved in any legal function within the Corporation as it relates to its operations, its business or its projects. Approved on June 02, 2016.
2.	Bond Policy	Policy	Establishes guidelines for the requirement/establishment of Bid Bonds, Advance Payment Bonds, Performance Bonds and Retention Bonds in contracts as a tool for ensuring value for money, security, standards of performance and accountability are achieved. The Bond Policy was approved on April 28, 2016.

No.	Title	Type of Document	Details
Procurement Department			
1.	Vendor Pre-Qualification Policy and Procedure	Policy and Procedure	<p>This policy and procedure is designed to allow vendors to be assessed against pre-determined criteria.</p> <p>Further, this policy and procedure was established in order to achieve the objective of creating a manageable and competent database of approved vendors, thereby avoiding the risk of awarding contracts to unsuitable vendors</p>
2.	Advertising Policy for the Publication of Tender Notices	Policy and Procedure	<p>This policy and procedure establishes guide lines for the publication of tender notices for the procurement of articles, works and services as the first step towards ensuring that the process is transparent and open to competition, affording all interested and qualified tenderers the opportunity to participate in tendering process.</p>
3.	Government to Government Nominated Contractor Procurement Policy and Procedure	Policy and Procedure	<p>This policy and procedure was established to ensure that appropriate assessment and risk management strategies are employed in projects governed by Government-to-Government Arrangements.</p> <p>Additionally, it was created to ensure that value for money is obtained in projects and that the highest standards of transparency, accountability and international best practice are observed in award of Government-to-Government Contracts to nominated contractors.</p>
4.	Procurement Policy and Procedure	Policy and Procedure	<p>This policy and procedure is in alignment with those of the Government of the Republic Trinidad and Tobago (GORTT), which are transparency, integrity, accountability and value for money in accordance with the Public Procurement and Disposal of Public Property Act of 2015.</p>
5.	Procedure for Disposal of Assets	Procedure	<p>This procedure outlines and standardises the procedure to ensure that assets, which have been deemed unserviceable, obsolete or surplus, are properly disposed.</p>

No.	Title	Type of Document	Details
Finance Division			
1.	Procedure for The Procurement of Private Sector Financing	Procedure	Established to identify the steps required to achieve the objective of administering and managing the financing arrangement provided by the Successful Financier for the projects for which the GORTT may require UDeCOTT to source private financing. The Procedure solely relates to Projects which have been approved by Cabinet to be financed privately.
2.	Debt Settlement Policy	Policy	Developed for the UDECOTT Board approval. This document details the process with respect to the settlement of outstanding amounts owed to contractors in excess of the agreed upon credit period. It shall support the company's debt management policy and is designed to provide alternatives for debt settlement.
3.	Procedures for Payment Transaction Processing	Procedure	This procedure is being developed for the UDeCOTT Board approval. This document was established to provide guidance on the organisation's processing of invoices to ensure they are processed and cheques disbursed in a timely manner.
4.	Actual Accounting	Procedure	Being developed for the UDeCOTT Board approval. Developed to ensure the Corporation's financial statements always demonstrates the most accurate position available to ensure Management has all the necessary information for the decision making process.
5.	Petty Cash Procedures	Procedure	Being developed for the UDeCOTT Board approval. It seeks to guide the petty cash custodians as well as any user of petty cash on the accurate way to treat with disbursement and management of petty cash funds required to carry out the organisation's business.
6.	Budgeting Guidelines and Monitoring Framework	Guidelines	Being developed for the UDeCOTT Board approval. These guidelines propose a methodical approach to ensuring all budgets that are presented to the stakeholders have been prepared in line with the management's strategic goals and objectives.

No.	Title	Type of Document	Details
7.	Account Reconciliation Procedure	Procedure	Being developed for the UDeCOTT Board approval. The procedural document proposes a methodical approach to ensure the amounts posted to various accounts are accurate. It also ensures any discrepancies are identified and addressed in a timely manner.
8.	Overseas Travel Policy	Policy	Being developed for the UDeCOTT Board approval. This policy document provides guidelines to officers of the organisation when travelling overseas on business for the purpose of site visits, conferences, etc. This document seeks to safeguard the organisation against misappropriation of assets.
9.	Credit Card Policy	Policy	Being developed for the UDeCOTT Board approval. The Credit Card Policy was developed to safeguard the corporation's funds and ensure the use of the credit card stays within the guidelines of the organization.
10.	Advance Payments Policy	Policy	Being developed for the UDeCOTT Board approval. This document was established to ensure the organisation treats with advance payments according to industry standards thus safeguarding the organisation against losses.
11.	Procedures Check List	Check List	The Procedures Check List is being developed for the UDeCOTT Board approval. This List was created to ensure all documentation was in place for the execution of projects before the actual accounting took place within the Finance department.
12.	Procedures for Cash Collection	Procedure	The Procedures for Cash Collection is being developed for UDeCOTT Board approval. This document was developed to ensure all revenue collected at the GCP Parkade is accurately treated with thus minimizing any losses and misappropriation of funds.
13.	Invoice Logging and Payment Tracking Procedures	Procedure	The Invoice Logging and Payment Tracking Procedures document is being developed for the UDeCOTT Board approval. This document was established to ensure timely processing of invoices into the SL Dynamics system.

No.	Title	Type of Document	Details
Construction Division			
1.	Construction Department Policy and Procedure	Policy and Procedure	The document provides policies for day-to-day administration of projects by UDeCOTT's professional staff.
2.	Policy and Procedure for Use of Contingency Sums	Policy and Procedure	This serves to ensure that when unforeseen works arise during a contract, funding is allocated appropriately.
3.	Policy and Procedure for Use of Retention Sums	Policy and Procedure	This policy is established in order to ensure that defects, which are not addressed by the Contractor, are remedied in a timely and effective manner by applying the Retention to finance another Contractor for the works.
4.	Project Closeout Procedure	Procedure	This document is being developed for UDeCOTT Board approval. Project Closeout is one of the last phases in the project life cycle. This Procedure is developed to in order to ensure that the Closeout Phase of a Project is carried out in the most efficient and effective manner.
5.	Contractor Performance Appraisal Procedure	Procedure	This procedural document is being developed for completion and UDeCOTT Board approval. The purpose of this Procedure is to define the method used for evaluation and reporting of a contractor's performance on a particular project. Contractors' Performance Appraisal (CPA) provides a framework for monitoring and providing feedback thereby affording an opportunity to Contractors for improvement in their operations.
Internal Audit Department			
1.	Internal Audit Charter	Policy	The Charter is to make clear the mission, authority and responsibility of the Internal Audit Department

Legislative and Regulatory Framework

UDeCOTT is a company incorporated under the Companies Ordinance, Chap. 31 No. 1, continued under the Companies Act of the Laws of the Republic of Trinidad and Tobago, and governed by By-Law No. 1. Based on its operations, UDeCOTT is required to be compliant with the laws of Trinidad and Tobago which include, but are not limited to, the Public Procurement and Disposal of Public Property Act 2015, the Securities Industry Act and the Freedom of Information Act. Additionally, UDeCOTT complies with the State Enterprises Performance Monitoring Manual Guidelines of The Republic of Trinidad and Tobago (SEPMM).

Reporting Functions

In compliance with the SEPMM, UDeCOTT is required to report to its line Ministry, the Ministry of Housing and Urban Development, as well as the Ministry of Finance and other client Ministries and external clients. The following is a summary of the external reporting requirements:

Type of Document	Receiving Agency
Strategic Plan	Ministry of Finance (MOF) and Ministry of Housing and Urban Development (MOHUD)
Annual Budget	MOF and MOHUD
Annual Financial Statements/ Annual Reports	MOF and MOHUD
Annual Performance Appraisal Report (Administrative Reports)	MOHUD
Board Minutes	MOF and MOHUD
Annual Administrative Report	MOHUD
Monthly Cash Statements of Operations	MOF and MOHUD
Quarterly Status on Loan/Overdraft/Investments in Security Portfolio	MOF
Quarterly Returns Report	MOF
Return on Award of Contracts	MOF
Quarterly Internal Audit Reports	MOF
Quarterly Status of Litigation Proceedings by and against the Corporation	MOF
Monthly Project Status Reports	Agencies/Ministries
Other Reports	Reports that may be required by Client Ministries, External Clients, MOF and MOHUD from time to time

In addition to the Statutory Reporting requirements, UDeCOTT also ensures that departmental reports are issued to the Executive, Management and/or Board on a regular basis. The various types of reports include:

- Unaudited and Unconsolidated Financial Reports;
- Monthly Management Accounts;
- Board Notes;
- Construction Weekly Flash Reports;
- Construction Monthly Report;
- Facilities Department Monthly Report;
- Legal Department Monthly Report;
- Internal Audit Report;
- Records Management Monthly Status Report;
- IT Department Monthly Report;
- HSE Department Monthly Report;
- Office and Administration Department Monthly Report;
- Business Development Department Monthly Report;
- Quarterly Report on the Records Classification Scheme;
- HR Department Monthly Report; and
- Other Reports

Project Management and Development Initiatives

UDeCOTT has delivered significant projects of immense value to not only the people but also to the overall development of Trinidad and Tobago. UDeCOTT is cognizant that its work affects citizens' well-being, safety and quality of life. The organisation through its mandate has been entrusted with developing many of the nation's critically needed infrastructure, consisting of hospitals, fire stations and police stations. Therefore, during the fiscal year 2017-2018, UDeCOTT continued in its efforts to positively impact the lives of the citizens of Trinidad and Tobago.

Healthcare Programme

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

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

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

Couva Children's Hospital

The Couva Children's Hospital includes a Children's and Adult Hospital, with full inpatient services including Emergency Departments, Surgery Department, Imaging and Radiology, Outpatient Clinics, Women's Services, Laboratory, Kitchen and 230 beds apportioned to private, semi-private and wards. A teaching and training building is positioned adjacent to the hospital to accommodate 300 students. The construction and outfitting cost of the project is being financed by a concessional loan agreement with the Government of the People's Republic of China.

The project scope include:

- The hospital facility to deliver services including:
 - Diagnostic and Imaging;
 - Surgeries – Same Day;
 - Burns and Plastics Program;
 - Critical Care – Paediatric Intensive Care Unit (ICU), Adult ICU's and High Dependency Unit (HDU);
 - Gynaecology and Maternity;
 - Endoscopy;
 - Paediatric Outpatient Clinic;
 - Paediatric Rehabilitation; and
 - Adult Outpatient Clinic;
- Other works include the installation and commissioning of all major Medical Equipment, FF&E, Security System Data and Wireless networking;
- A 230 bed Hospital consisting of 80 paediatric beds and 150 adult beds, the total area is 26.035 square meters;
- A Multi-Training Facility with an area of 7,790 square meters to accommodate 300 students;
- Construction of a Helipad for Emergency access;
- External works to include 598 parking spaces for both staff and visitors, access roads, drainage and landscaping within the site boundaries;
- A Waste Water Treatment Plant with capacity to treat wastewater from the Hospital and Multi-Training Facility; and
- A Central Energy Plant with all main service equipment for electrical, water, and gas.



Entryway into the Couva Children's Hospital



Paediatric Emergency Department



Operating Theatre



Fluoroscopy Unit



Labour Delivery Room



Computerised Tomography (CT) Scan

Point Fortin Hospital

This facility will offer services in the areas of General Medicine, General Surgery, Psychiatry, Burns, High Dependency (ICU) and Accident and Emergency. This Hospital will provide 100 beds comprising 26 medical beds, 24 general surgery beds, 10 gynaecology beds, 15 obstetrics beds, 6 psychiatric beds, 10 paediatric/adolescent beds, 5 burns beds and 4 high-dependency (i.e. ICU) beds.

This Hospital will include all major Medical Equipment, FF&E, Security System and Data networking. The facility will also have a Central Energy Plant, a Waste Water Treatment Plant and external works including Two-hundred (200) parking spaces, roads and Landscaping within project boundaries.

The Point Fortin Hospital is being implemented under a Government-to Government arrangement between the Governments of the Republic of Trinidad and Tobago and the Republic of Austria. Piling works were fully completed by October 2015. Due to unmet foreign financial obligations – Export Credit Arrangement (ECA), works were suspended for several months between November 2015, May 2016, however, works onsite resumed from June 2016, and the Design Build Contractor, VAMED, and was able to complete Milestone 3 (Pile Caps and Grade Beams) in December 2016.

During the reporting period, the contractor commenced works for milestone 4, structural steel works, fabrication and installation, procurement for the cladding, mechanical, electrical, plumbing works and other medical components.



Artists' Rendering of Point Fortin Hospital



Overview of works onsite



Decking Installation – North East View



Decking Installation – South East View



Decking Installation – South West View

Arima Hospital

The Arima Hospital will be the primary inpatient healthcare facility in the Borough of Arima, servicing Arima and its environs, including D’Abadie, La Horquetta, Malabar and Arouca. The facility will be furnished with one hundred and fifty (150) beds and services will include General Medicine, General Surgery, Gynaecology, Obstetrics, Psychiatry, Burns, High Dependency (ICU) and Accident and Emergency. This Hospital commenced in 2015 under an arrangement between the Governments of The Republic of Trinidad and Tobago and The People’s Republic of China.

During the reporting period, the masonry, plumbing, electrical and air handler units’ works were close to completion. Ongoing works include the installation of the chill water piping for the HVAC system; construction of the perimeter wall; installation of sewer manholes and storm drainage system; and construction of the external ramps from ground to first floor. Works started on installation of dry wall partition, painting, medical gas pipes, windows, elevators and MEP fixtures.

As at September 2018, the overall project completion was 52.70%, with construction at 50.32%. Ongoing was the finalization of the financing arrangement for the USD component. The major challenge to this project was, and continues to be, financing. In June 2018, The Ministry of Finance advised that ANSA Merchant Bank and Republic Bank was awarded the mandate to arrange Syndicated Term Loans in the sum of US\$99,601,001.00 and TT\$ 199,641,382.00 respectively to fund in part the Construction and Equipping of the Arima General Hospital.



Artist Rendering of the to be completed Arima Hospital



Port of Spain General Hospital

By letter dated December 21, 2017, UDeCOTT was informed that Cabinet agreed to the Ministry of Health (MOH) entering into a contract with UDeCOTT for the redevelopment of the Central Block at the Port Of Spain General Hospital (POSGH).

The details of the correspondence dated December 21, 2017 include:

- The project be constructed in two phases as outlined below:
 - I. Phase 1 – involves the construction of new structures to relocate the Central Stores, the Engineering Department and the Biomedical Department of the POSGH followed by demolition of the buildings that currently house the said Departments; and
 - II. Phase 11 – involves the full replacement of the central block at the POSGH including construction, outfitting and equipping;
- Phase 1 above activities include, UDeCOTT to engage in an open tender approach to construct new structures to relocate the Central Stores, the Engineering Department and the Biomedical Department followed by demolition of the buildings that currently house these Departments;
- Phase 11 above tasks

- b. with respect to Phase II above, UDeCOTT engage in an open tender approach utilizing design Build, Own, Lease, Transfer (BOLT) arrangements for financing in respect thereof, based on the scope of works and medical requirements to be provided by the Ministry of Health; and
- c. Government has not approved a Guarantee be given in respect of the BOLT financing arrangements referred to above.

Request for Proposal for a BOLT arrangement or the Re-development of the Central Block at the Port of Spain General Hospital was issued on April 13, 2018 and closes on October 24 2018.

Diego Martin Health Centre

The proposed Diego Martin Health Centre is a two- storey reinforced concrete structure of approximately 2000 Square meters located along the Wendy Fitzwilliam Boulevard, Diego Martin. The new Diego Martin Health Centre will provide Basic Health Centre Services, General Walk-in Services, Eye Screening Services, Dental Services, Imaging Services as well as Allied Health Support Services.

Works are expected to commence on November 01, 2018.



The proposed Diego Martin Health Centre

Ministry of National Security Programme

The development of infrastructure that will facilitate and/or enhance the country's ability to provide safety and security to its citizens is pivotal to both national growth and socio-economic progress.

Police Stations

The security of the citizens of Trinidad and Tobago is an integral feature of the Government's Development Strategy and the Trinidad and Tobago Police Service (TTPS) is central to ensuring that the national community can conduct its day-to-day activities without fear of criminal elements. As a means of increasing the efficiency and effectiveness of the TTPS,

UDeCOTT has been tasked with ensuring that the new building facilities are designed to meet fundamental operational needs with consideration for the new direction of modern policing.

The TTPS Programme currently comprises construction of seventeen (17) Police Stations (PS), including two (2) in Tobago, in three distinct phases of development. Each station will be equipped with the following basic spaces common to all stations:

- Public reception area;
- Private statement rooms; and
- Fingerprinting room and related offices.

Selected stations will feature elements that reflect an improved approach to offender management, such as:

- Additional juvenile holding rooms - to separate young offenders from adult offenders/suspects;
- Separate/secured access to cells and processing areas;
- Identification parade and viewing room to facilitate confidentiality when victims are required to identify offenders.

Several stations will also be outfitted with the following added amenities:

- In-house lecture rooms;
- Kitchen;
- Library;
- Laundry room;
- Gymnasium;
- Prayer room;
- Dormitories; and
- Private office for counselling.

Community-policing initiatives will be facilitated with the inclusion of the following;

- Large Community Meeting Rooms;
- Accessibility to differently-abled residents and visitors;
- Victim recovery rooms;
- Traffic Office;
- Power and Water Storage to independently supply stations for up to three days in the event of emergencies; and
- Parking.

Project Delivery 2017/2018

Police Station	Project Status
Phase 2C	
St Clair Police Station	Project to be undertaken at the new location on Serpentine Road, St Clair. Design-Build Contract awarded on September 21, 2017. Design phase at 98% completion with the Construction phase at 3% completion.
Carenage Police Station	Preferred site identified on Western Main Road, opposite Constabulary Street, to be confirmed. Commissioner of State Lands (COSL) served notices of Termination of Leases to existing occupants on September 20, 2017. Designs of facility completed June 30, 2017. Tender for construction services to be issued in October 2017.



Proposed New St Clair Police Station



Proposed Carenage Police Station

Fire Stations

UDeCOTT has been mandated to construct and outfit sixteen (16) modern Fire Stations (FS) with all of the requirements necessary to achieve the facility's functional programme of curbing and managing fires and other disasters. The Fire Stations are being constructed via a Design-Bid-Build method and are being delivered in three phases, as shown in the table below:

Expected Delivery of Fire Stations, by Phases:

Phase 1	Phase 2	Phase 3
Mayaro	Penal	Mon Repos
Lady Hailes (San Fernando)	Point Fortin	Rio Claro
Arouca	Blackrock (Tobago)	Princes Town
Chaguaramas (Includes a training facility)	Wrightson Road	Siparia
Woodbrook	Tunapuna	Four Roads
		Cove, including Headquarters (Tobago)

The basic design of the Fire Stations is standard and consists of a three (3) storey concrete, reinforced, fully air-conditioned building with wired glass windows and carbon monoxide monitors throughout. Also included are a special dry room to store fire kits; appliances room; annex, housing a fuel station; generator room; switch room; small gear storage and repair room; and a rescue equipment storage room.

The annex is proposed to accommodate small gear equipment storage, hose storage, foam concentrate storage, generator, switch gear room kiosk, laundry room, oil and grease storage room, mobile burn unit in close proximity to the decontamination room, breathing apparatus storage, repair and refilling room, and janitorial service. The Drill Tower will consist of a three (3) storey concrete structure with actual windows and an internal dog-legged stairway.

Other features Include:

- Vehicle Bay
- Vehicle Bay;
- Control Room;
- Administrative Offices;
- Dormitories;

- Officers' Quarters and Lockers;
- Meeting/Conference Room;
- Library;
- Gym;
- Kitchen and Dining Area; and
- Recreation Room.

Phase 1	
Station	Status
Mayaro FS	<p>Phase 1 of the Fire Station Programme commenced in 2013 with the design of the Mayaro Fire Station. After completion of the design, construction works began in May 2014 and the construction of the building was completed in September 2016.</p> <p>This FS is uniquely different from the others in that it will be equipped with Hazmat and Chemical Industrial Tenders to be able to cater to the industrial nature of the businesses within the Mayaro-Guayaguayare area. The building was handed over to the Trinidad and Tobago Fire Service on November 14, 2016. The Defects Liability period is to be completed on November 13, 2017.</p>
Arouca FS	<p>Design phase completed in the second quarter of 2014. Funding required to advance to the Construction phase. The Arouca FS will house the Music Band Building of the Fire Service.</p>
Woodbrook FS	<p>Design has been completed. RFPs for Construction Services expected to be issued in October 2017.</p> <p>Design and construction of this station will involve restoration of the historic building, formerly known as Woodbrook House, in which the station is currently housed. As such, the building is to be restored without any significant change in the façade.</p>



Mayaro Fire Station



Woodbrook Fire Station

Phase 2	
Station	Status
Penal FS	Phase 2 commenced with the design of the Penal FS in 2014. Construction, which commenced in August 2015, is currently 66% completed at the end of the reporting period..
Point Fortin	A new site for the Point Fortin FS has been identified. Internal architectural resources to be used to lead the design services. Point Fortin will be the pioneer station for this design approach.



Penal Fire Station

Phase 2 and Phase 3

Work on the remaining stations in Phase 2 namely Wrightson Road and Tunapuna Fire Stations will commence on the completion of Phase 1 stations. UDeCOTT is awaiting the mandate, scope and confirmation of the various project sites to commence Phase 3 of the Fire Station Programme.

Office Accomodation

UDeCOTT has been mandated to manage the construction, fit-out and maintenance of several office spaces throughout Trinidad and Tobago. With a large concentration of business activity centralised in the nation's capital, UDeCOTT is responsible for over three (3) million square feet of office space in Port of Spain. This includes the Government Campus Plaza; Ministry of Education Tower; Ministry of Public Utilities Building Complex; Parliamentary Complex, Port of Spain International Waterfront; and the Office of the Prime Minister.

Government Campus Plaza

The Government Campus Plaza (GCP) will fulfil the Government's goal of ensuring that the public can quickly and conveniently access the services of four (4) key Government Ministries/ Agencies, namely: Customs and Excise Division; Inland Revenue Division; Immigration Division; and Ministry of the Attorney General and Legal Affairs.

Comprising over one (1) million square feet of office accommodation, the GCP is located on Richmond Street and Wrightson Road in Port of Spain, and is one of the projects which has changed the skyline of the nation's capital. Not only does it provide office accommodation and parking, but it is also aesthetically pleasing with manicured gardens, auditorium and a restaurant. As at May 8, 2017, fit out works had been completed on all four sections of the GCP.

Ministry of Education Office Tower

This project is located at St Vincent Street, Port of Spain and consists of two buildings; a sixteen (16) storey, 237,370 sq. ft., office tower with a lounging terrace on the 4th floor; and a five (5)

storey, 35,420 sq. ft., adjacent/secondary building for additional office space. UdeCOTT's scope of works, which is to outfit the base building, started in February 2015 with contractual completion dates of June 2016 and August 2016 for Sections 1 and 2 respectively. However, a request for additional works in Server Room, Level 9 of Building A and Cheque Writing Room/Cashiers in Building B pushed the actual completion date to December 2016 for all added works, with the exception of the remaining works for the AC support, which was completed in March 2017.

The Defects Liability Period (DLP) has expired on June 27, 2017 and the Performance Certificate has not been issued to the Contractor due to some defects which have not yet been rectified. As part of the DLP requirement, the load testing of the Grano pavers was conducted on July 25, 2017 by Kee Chanona Limited (KCL) and witnessed by UDeCOTT representatives and the FIDIC Engineer. The result of the said test showed that the Grano Pavers passed the load test and as such, KCL has complied with this requirement, however, they will continue to rectify the defects of the finishes of the Grano Pavers.

An Employer's claim to extend the DLP was sent to the FIDIC Engineer on September 18, 2017, which has become necessary to address the issues of the Grano pavers listed in the Defects List. Rectification works of the Grano Pavers are still ongoing.

Ministry of Public Utilities

The Ministry of Public Utilities Complex will be a state-of-the-art multi-storey structure providing modern, user-friendly facilities for staff and the public. The building is to be constructed on the site of the Old Government Printery located at the corner of Tragarete Road and Victoria Avenue. The existing buildings were demolished in October 2014. In November 2015, UDeCOTT was given instructions to put this project on hold. The Project scope is the construction of the Base Building and Interior Outfitting of the same.

One Alexandra Place

The Ministry of Local Government was mandated by Cabinet to hand over the responsibility for outfitting the building referred to as One Alexandra Place to the Ministry of Housing and Urban Development (MOHUD). The Ministry of the People and Social Development (MPSD) was subsequently identified as the tenant for the building. To this end, the MOHUD was mandated to enter into a Contract with UDeCOTT for completion of the fit-out of the building located at Alexandra Street, St Clair.

In December 31, 2015, this project was realigned to the Ministry of Public Administration under the purview of the Property and Real Estate Division (PRESB).

Josephine Shaw House

The Ministry of Gender, Youth and Child Development (MGYCD) has been mandated by Cabinet to reconstruct the Josephine Shaw House, a facility used by the Salvation Army, in partnership with said Ministry, to provide safe and secure housing for young women who are entering the work force or completing their education. The project, once completed, will deliver a living and working space suitable for young women trying to get a start in life; catering to the needs of the Salvation Army; providing a multi-purpose area that can be used for emergency

housing during natural disasters; as well as for community meetings and training. The new facility is expected to be functional, safe, structurally sound and aesthetically pleasing.

In August 2016, UDeCOTT was informed that all projects under the purview of MGYCD would now be assumed by the Office of the Prime Minister (OPM) and referred to as OPM-Gender & Child Affairs Division (GCAD). End-User Requirements would be revisited based on the change of scope and availability of funds. In October 2016, UDeCOTT received a revised End-User Requirements from OPM-GCAD and, in November 2016, as requested by OPM-GCAD, UDeCOTT presented the designs and costs options for the project to the stakeholders in order to obtain Cabinet approval.

On May 31, 2017, following several follow-up letters to OPM-GCAD, both parties met to discuss the cost per bedroom and a request was made to revise the layout to accommodate more bedrooms on each level. On June 8, 2017, UDeCOTT submitted the refined layout and revised cost per bedroom to GCAD.

On October 24, 2017, OPM-GCAD and UDeCOTT determined in a meeting that the works would be in two (2) phases:

- Phase 1 - Demolition of the existing Josephine Shaw House; and
- Phase 2 - Modify-Design, Build & Equip for the Reconstruction of Josephine Shaw for use as a transition home for girls and young women.

Subsequent to the completion of the evaluation process for the reconstruction of the Josephine Shaw House, OPM-GCAD would seek Cabinet approval of the tendered price of the project.

Chief Justice Official Residence

The proposed official residence of the Chief Justice is to be situated on 25,000 sq. ft. of State Lands at No. 4 Hayes Street, St. Clair. The housing accommodation is to be of Super-Grade quality and shall comprise the following:

- Entry Porch, Lobby
- Family Room, Dining Room, Living Room, Kitchen etc.;
- Bedrooms (4), Toilet and Baths;
- Study and Library;
- Prayer Room;
- Fitness Centre;
- Laundry, Storage and Utility Room;
- Telecom Room;
- Swimming Pool with Shower Area; and
- Indoor Entertainment Area (130 guests), Outdoor Entertainment Area (200 guests).

In August 2016, UDeCOTT presented conceptual designs to the Judiciary of Trinidad and Tobago (JTT) based on JTT's Project Brief of March 20, 2013. Revised preliminary drawings were submitted in September 2016, October 2016, and on November 8, 2016, JTT responded with their no objection and requested an overall project budget to seek Cabinet approval.

UDeCOTT submitted same on November 30, 2016. On January 30, 2017, UDeCOTT and JTT met to discuss value engineering for the project and a review of the End User Requirements to try to reduce the cost of the project.

In March 2017, UDeCOTT submitted a revised construction budget for the project to which JTT provided a nonobjection shortly thereafter. Further, based on the revised construction budget, UDeCOTT also submitted the updated Overall Project Budget on May 15, 2017 and additional requested information on said budget on August 2, 2017. During a meeting held between both parties on September 22, 2017, JTT indicated that there is a need to revisit the project budget, conceptual design and the user brief of the project and that JTT would provide the new requirements before UDeCOTT can proceed with the said exercise.

In October 2017, a follow-up correspondence was sent to JTT, detailing the Pre-Construction activities completed, confirmation of items discussed in the previous meeting and pending invoice to be paid by JTT for the completion of the Schematic Design Services. In addition to an advance notice that additional PM fees will be charged by UDeCOTT to revisit the Schematic Design and Overall Budget of the project. To date, UDeCOTT has not received any feedback from JTT regarding the new information required to commence the said exercise.

Ministry of Foreign and CARICOM Affairs (MFCA)

Preliminary Architectural Drawings were presented to the Ministry of Foreign and CARICOM Affairs (MFCA) in May 2017, followed by a revised overall budget in June 2017. As requested by the MFCA, further information regarding the Pre-Construction Fees was submitted on August 28, 2017.

During a meeting held between UDeCOTT and MFCA on September 22, 2017, MFCA requested additional information to support their recommendation to the Cabinet in the approval of the Overall Project Budget, which was required before UDeCOTT could proceed further on the project. As at September 30, 2017, UDeCOTT was in the process of preparing the requested information (project cash flow; cost to date of works completed by UDeCOTT; and the definitions, risks and benefits of project delivery approach).

In October 2017, UDeCOTT submitted the required information (i.e. project cash flow; cost to date of works completed by UDeCOTT; and the definitions, risks and benefits of project delivery approach) .

MFCA still needs to seek cabinet approval for the Overall Project Budget before UDeCOTT can proceed further on the Project. The said approval is still outstanding until this time.

UDeCOTT has not received any further information on Cabinet approval for the Overall Project Budget to commence the project.

Historical Restorations

Pre-colonial buildings are witnesses to the aesthetic and diverse cultural history of Trinidad and Tobago. Historical buildings are of intrinsic cultural, educational and economical value to Trinidad and Tobago.

Refurbishment of President's House

President's House was constructed in 1876 and is the official residence of the President of the Republic of Trinidad and Tobago. Over the years, it has fallen into severe disrepair due to lack of maintenance. In 2016, UDeCOTT was mandated to refurbish and outfit the President's House to accommodate His Excellency and his family. These works included historical renovations, modifications and historical conservation management of the original cottage and the extension building.

During the reporting period, UDeCOTT obtained the services of a design-build restoration Contractor, and the work is 16% completed as at September 2018. It is anticipated that the project will be completed by June 2019.

Refurbishment of Stollmeyer's Castle

Stollmeyer's Castle (also called "Killarney") is a historic house located at Queen's Park Savannah, Port of Spain. UDeCOTT was mandated to undertake restorative and refurbishment works at Stollmeyer's Castle. The original project scope is to restore Stollmeyer's Castle to serve as a guesthouse (Protocol House), however, subject for confirmation by OPM. The works must ensure compatibility and adherence to historical restoration designs and technical specifications of approved and acceptable standards and quality.

During the Fiscal Year 2015-2016, UDeCOTT had obtained the services of a Restoration Contractor for the complete restoration of Stollmeyer's Castle and Ancillary Works. As at the end of the reporting period, the restoration works to both Stollmeyer's Castle and Stable Building was 100% completed, and was handed over to the Client Ministry on August 2018.

Red House Restoration Project

The Red House is located in Port of Spain bounded on the North by Knox Street and the South by Hart Street, the East by Abercromby Street and the West by St. Vincent Street. The total useable building floor space is approximately 54,340 square feet in an overall building gross floor space of 90,000 square feet inclusive of circulation and corridor areas.

By Cabinet Minute Nos. 1780 and 2424 of June 28, 2012 and September 8, 2011 respectively, Cabinet agreed and/or, inter alia:

- To approve the project proposal for the restoration of the Red House and the establishment of a distinct parliamentary precinct for the permanent occupation of the Parliament of the Republic of Trinidad and Tobago.
- That the restored Red House form the nucleus within a distinct parliamentary precinct;
- Knox Street must be closed to vehicular traffic and be converted to a pedestrian area only;
- UDeCOTT will provide project management services for the execution of the works.

In May 2015, UDeCOTT issued an RFP for a General Contractor on the local and international market, however, no submission was accepted given that all costs far superseded the estimated cost of works. In May 2016, after consultation with the Ministerial Committee, headed by the Honourable Prime Minister, it was decided that the Red House would be restored as the official seat of the Parliament and that the project would be retendered, with consideration for

alternative delivery methods. In this regard, UDeCOTT commenced the process for the procurement of fifteen (15) packages, details of which are illustrated below.

Package	Element of Work	Estimate Excl. VAT	Revised Estimates VAT Excl.
#1	Site Work and Demolition	\$4.5M	\$2.7M (actual)
#2	Structure and Blockwork	\$40.5M	\$31.3M (actual)
#3	Seismic Retrofitting	\$29M	\$37M (actual)
#4	Internal and External Render	\$7.5M	\$9.6M (actual)
#5	Roofing and Associated Carpentry Works	\$12M	\$17.8M (actual)
#6	Bird Eradication and Termite Treatment	\$2M	\$1.9M
#7	Doors and Windows	\$16M	\$14.4M
#8	Metal Works	\$8.5M	\$5.7M
#9	Plumbing Installation	\$7.2M	\$6.9M (actual)
#10	Air Conditioning Installation	\$25.5M	\$27.4M
#11	Sprinkler Installation	\$5M	\$3.4M
#12	Lift Installation	\$5.9M	\$5.9M
#13	Electrical Installation	\$46.3M	\$46.6M (actual)
#14	Floor, Wall and Ceiling Finishes	\$43M	\$45.2M (actual)
#15	External Works	\$12M	\$26.4M
	Total	\$265M	\$282.2M

The following packages are awarded with the following respective level of completion:

- Package One (1) - 99%
- Package Two (2) - 60%
- Package Three (3) - 28%
- Package Four (4) - 0%; contractor is mobilizing
- Package Five (5) - 9%
- Package Nine (9) - 3%
- Package Thirteen (13) - 2%
- Package Fourteen (14) - 0%; contractor is mobilizing

Packages 10, 11 and 12 are currently in the tender phase. Packages 6, 8 and 15 are scheduled to be tendered on November 17, 2017.

Refurbishment of Whitehall Building

Whitehall holds an integral place in the historical record of Trinidad and Tobago, having been central to several key events including the country's role in the World War II. UDeCOTT has been mandated to do further restoration Works and outfitting upgrades on Whitehall, including construction and outfitting of a reception and service building and resident staff facility, internal building works, external works, specialty works such as architectural refurbishment, roofing works and landscaping.

During this reporting period, UDeCOTT utilized the services of Rudylynn Roberts Architects Ltd for the provision of full design and supervision consultancy services for the restoration of Whitehall and Mews Building. In addition, UDeCOTT proceeded to procure several contractors for the restoration works of Whitehall and Mews Building via 10 Work Packages. As at the end of the reporting period, the project was 8%, and the expected completion of restoration works is May 2019.

Refurbishment of Mille Fleurs Building

The Project will include the restoration and transformation of the building from a private residence to a public museum, the only one of the Queen's Park Savannah's Heritage Houses to be open to the public.

Another building, named "The Mews" building will be constructed on the site of the former stables, at the rear of the property. This will comprise offices for the Museum Staff; a Restoration and Heritage Library; an area for storage of Antiques; Public Bathrooms and a small cafeteria and shop for visitors.

During the reporting period, UDeCOTT engaged a Consultant for the provision of Dilapidation Survey and Condition Assessment, on which a complete report was prepared and submitted to the Client Ministry, in preparation of designs for the restoration of the building.

Recreation and the Arts

The government has made strategic efforts to provide adequate state-of-the art spaces/infrastructure for recreation and leisure activities, as they enrich the lives of our citizens in many ways. UDeCOTT is tasked with delivering modern infrastructure that not only facilitates recreational activities but also supports the showcasing of our national talent and the growth of the creative sector.

National Academy for the Performing Arts Port of Spain

This project is located on the former site of the Princes Building, at the corner of Keate Street and Chancery Lane, Port of Spain. The total site area is approximately 39,860 square meters with a total floor area of 25,452 square meters and will include the following main features: -

- **Theatre:** 1,200 seats, one VIP box, one VIP Lounge Room with a capacity for ten (10) persons, a Box Office, and a 1,089 square meter Stage capable of moving in sections;
- **Academy Area:** ten (10) small classrooms, three (3) large classrooms, two (2) multifunction halls; and
- **Hotel Area:** fifty-three (53) room accommodation consisting of standard single and double rooms as well as three (3) suites and two (2) restaurants.

The National Academy for the Performing Arts (NAPA) North project was completed and officially opened in November 2009 and the facility was officially handed over to the Ministry of the Arts and Multiculturalism in November 2010. However, during the period of operation, health and safety issues associated with inherent defects and maintenance shortcomings were raised which resulted in the full closure of the facility on July 31, 2015.

The post-handover and operation repair work commenced in December 2015. Major works including structural retrofit was completed, allowing for the re-occupation of the Academy on the September 5, 2016 and the entire facility in November 2016. The additional and remedial works were 96% complete and scheduled to be completed by October 31, 2018.

National Academy for the Performing Arts, San Fernando

On April 25, 2018, the MoHUD via correspondence informed UDeCOTT of the Cabinet decision dated April 12, 2018 to enter into a contract with the Ministry of Community Development, Culture and the Arts to provide remedial and additional priority works to be undertaken at National Academy for the Performing Arts, San Fernando (SAPA).

The remedial and additional priority works will include repair works for HVAC, Electrical, ELV Systems, Fountain, Plumbing, Fire Alarm & Suppression and Civil Works. Refurbishment works commenced on June 14, 2018 and is expected to be complete by February 22, 2019.

Community Centre Programmes

The Community Centre Concept as a social change agent requires the design and construction of an adaptive building to house the myriad of outreach programs. The centres shall provide for this in areas of education, health and general information to its members. The proposed facilities are expected to act as a catalyst for business and educational experiences.

In February 2016, Cabinet agreed that the Ministry of Community Development, Culture and the Arts enter into contract with UDeCOTT to provide procurement, project and contract management services for the construction of ten (10) named Community Centres as well as the construction/refurbishment of an additional sixty-four (64) such facilities across Trinidad and Tobago.

In November 2016, twelve (12) centres were identified out of the sixty-four (64) to be constructed/refurbished in Fiscal 2017; namely: Arima; Babilon; Quarry; Maitagual; Quarry Road; Chickland; Las Lomas #2; Indian Trail; Techier; New Village; Pleasantville; and La Pastora.

During the reporting period, the following Community Centres were completed:

- Ackbar Trace Community Centre
- Blanchisseuse Community Centre
- Mt. Hope/Mt. Lambert Community Centre
- New Village Community Centre
- Pleasantville Community Centre

Projects initiated during the 2017-2018 fiscal year and at various stages of the construction/refurbishment process included the following:

- Diego Martin South Community Centre
- Bagatelle Community Centre
- Bagatelle Community Centre
- Bon Air Community Centre
- Cantara Community Centre
- Chickland Community Centre
- Indian Trail Community Centre
- La Pastora Community Centre
- Las Lomas #2 Community Centre
- Maitagual Community Centre
- Quarry Road Community Centre
- San Fernando North Community Centre
- Tarodale Community Centre
- Tarouba Community Centre
- Techier Community Centre

Works are scheduled to commence on the following Community Centres:

- Arima Community Centre
- Corinth Hills Community Centre

Diego Martin Sporting Complex – Phase 1A and Phase 1B

The Northern Recreational Ground, renamed the Diego Martin Sporting Complex (DMSC) was envisioned by the Ministry of Sport and Youth Affairs to be a world-class sporting facility that meets international standards for multipurpose, multi-sport facilities for use by communities, individuals, clubs and associations for the conduct of training, and organisation of recreational activities and sporting events.

Construction was carded to be in two phases, Phases 1A and 1B. The Contractor engaged for the project was SRI Construction Limited, with construction period initially set from March 2016 to March 2017, for Phase 1A. Phase 1A represented the construction of a 1000 – seater capacity however a subsequent revision to the scope of works for 1624 seating was set to be accommodated in Phase 1B. All associated infrastructure, perimeter fence, internal circulation road, internal site drainage, superstructure and enabling works were also slated for Phase 1A.

As at September 2018, the project was 92% completed and at various stages of the construction process included the following:

- External Cladding - 85%
- MEP - 80%
- Ceiling works - 80%
- Ironmongery - 95%
- VIP & General Seating - Completed
- Field Mast lighting - 99%
- Finishes - 91%
- Tank Farm - 98%
- Lift Installation - 97%
- External Works - 30%

Mahaica Sports Complex

The Mahaica Sports Complex is located at George Road, Point Fortin. This sports complex includes a football field (constructed and currently in use) and a main pavilion.

The Main Pavilion comprises of the following:

- Seating capacity of approximately 1,875 persons;
- Ground Floor - 2 No. Change Rooms/Locker Rooms, 2 Public Washrooms, Services, Administration Rooms;
- First Floor/Mezzanine Level - 2 No. Public Washrooms, Services and Administration Rooms, 8 No. Concession Booths; and
- Second Floor/Lower Tier Level - Media centre, VIP Lounge, Washrooms and Kitchen.

UDeCOTT has established nine (9) work packages for the construction of the Main Pavilion, details of which are illustrated below.

Package	Description
#1	Preliminaries/ Enabling Works - Hoarding, Site Office, Toilets, Security, Electricity, Water, Wifi, etc.
#2	Substructure/Foundation
#3	Structural Steel Erection
#4	Builders Works – Concrete works, External works, Roofing, Finishes, etc
#5	Seating
#6	Plumbing - including pumps, tanks, sewer treatment plant
#7	Electrical
#8	Air Conditioning

Package	Description
#9	Elevator

The foundation works package commenced in August 2018.

Carenage Fishing Centre

This Fishing Facility located at the Western Main Road, Carenage is envisaged to readily accommodate revenue generating initiatives, meet security and functional standards, exhibit modern architectural characteristics, and provide for meaningful participation by a wide cross section of stakeholders.

This project was originally under the purview of the former Ministry of Agriculture, Land and Food Production (now the Ministry of Agriculture, Land and Fisheries) and the National Insurance Property Development Company Limited (NIPDEC). The initial design, erection and completion of a single-storey Fishing Centre with a gross floor area of approximately 28,557 square feet was estimated to cost twenty-eight million Trinidad and Tobago Dollars (VAT inclusive) (TT\$28,000,000.00 (V.1.)). Construction works commenced in 2009, which resulted in the erection of a superstructure, however work was discontinued in 2010.

Cabinet rescinded its decision in relation to NIPDEC and mandated that the Ministry of Agriculture, Land and Fisheries (MALF) by correspondence dated March 01 and May 05, 2016, enter into contract with UDeCOTT for project management services related to the completion of construction of this Project.

Construction works on the Carenage Fishing Facility recommenced on March 03, 2017 and was completed on June 08, 2018.

Brian Lara Cricket Academy, Tarouba

UDeCOTT was tasked with the provision of a world class cricket stadium and academy by the Government of Trinidad and Tobago in early 2004. This was in preparation for the ICC World Cup being held in the year 2007.

The Brian Lara Cricket Academy (BLCA) is envisaged to be a state-of-the-art competition venue and training facility for the development of world-class cricketers. This facility comprises of a North Tower which houses the Writing Press, Broadcast and Operations Floors. The Main Level contains facilities for concessionaries and rental spaces for the sale of refreshments and novelties, and toilet areas. The South Stand is comprised of the Club Level, which would be able to potentially accommodate a restaurant, lounge area and three (3) conference rooms; and the Suite Level has twenty-four (24) individual suites, which are to be furnished by the end users.

Other features include:

- Capacity of 10,000 permanent - expandable with additional 5,000 temporary seats for a total capacity of 15,000;
- 79 metre radius or 19,610 square metre playing field encompassing six (6) pitches on the playing field;
- Twelve (12) outdoor practice pitches;
- Digital Score Board; and
- Officials and Team locker rooms, gymnasium, facilities and operational equipment
- Two car parks located in the North and South with a capacity to accommodate 1,760 cars.

Tobago Projects

Ongoing 2017/2018

- Prime Minister's Residence, Tobago;
- Administrative Buildings – Roxborough, Division of Health and Services, Calder Hall, The Policy Research and Development Institute (PRDI);
- Sporting & Community Facilities – Whim, Dwight Yorke Stadium;
- Primary Schools - Signal Hill, Patience Hill, Whim Anglican, Hope Anglican;
- Police Stations – Old Grange and Roxborough;
- Fire Stations – Roxborough, Black Rock; and
- Health Facilities – Moriah, Roxborough.

Other Projects

Moruga Agro-Processing & Light Industrial Park, Point Lisas

The Moruga Agro Processing and Light Industrial Park is to be located along Saunders Trace, Moruga. This project site is 18.82 acres (7.6187 hectares) of land, the park will contain facilities to enable the processing of raw material and intermediate products origination from agriculture, forestry and fisheries industries. The design phase commenced in May 2018 and the construction is scheduled to begin in September 2018.

The scope of work includes the following:

- Five Factory Shells;
- Civil Engineering Works and its associated Services Infrastructure;
- Two Access Roads (Major Rehabilitation of portions of one access road off Saunders Trace and construction of another on the road reserve to the west of the site.); and
- Flood Mitigation Design along Saunders Trace.

San Fernando Waterfront Redevelopment

This project will provide the necessary infrastructure to stimulate the revitalization of the City of San Fernando. The purpose of this project is to undertake urban regeneration for the economic, social and cultural benefits of the city of San Fernando and by extension the country.

In 2014, a Feasibility Study was conducted for the waterfront with a view to the following:

- Implementing measures that would enable San Fernando to ensure that the waterfront is a truly public place that welcomes all residents and visitors;
- Respect the principles of sustainable development;
- Regain its identity as a coastal city;
- Restore the historic link between the waterfront and the city; and
- Create an attractive healthy and secure environment by promoting functional, educational and recreational activities.

Subsequent to the completion of the Feasibility Study, the project was disseminated it into several phases. Several projects comprise Phase 1 which includes:

- Reclamation of 3.8 hectares of land at King's Wharf North; Relocation of Informal Settlers;
- Relocation of the Public Transport Services Corporation (PTSC) Maintenance facilities; Upgrade of the Plaza San Carlos;
- The widening of Lady Hailes Avenue to a dual carriageway; Repair of the seawall along the King's Wharf Central Node;
- The establishment of a boardwalk along King's Wharf Central and South Nodes; The establishment of a small fishing facility and jetty along "Hatter's Beach"; and
- The construction of a Mixed Use Development at Lady Hailes Avenue, San Fernando; and utilising Public Private Partnership Arrangements.

UDeCOTT is tasked with the following projects:

- Reclamation of 3.8 hectares of land at King's Wharf North;
- The establishment of a small fishing facility and jetty along "Hatter's Beach"; and
- The construction of a Mixed Use Development at Lady Hailes Avenue, San Fernando; and utilizing Public Private Partnership Arrangements.

Facilities Management Department

During the 2017-2018 fiscal year, UDeCOTT continued to expand with the addition of the Inland Revenue Division building located in the Government Campus Plaza under its management. UDeCOTT have the largest portfolio of facilities in the country with over 3.5 million square feet of property under management.

On August 21, 2018, a 6.9 earthquake caused minor damages to several properties. Repair works included gypsum repairs, restoring ceiling tiles systems, cracked non-structural walls, and numerous repairs to elevator systems.

The following is a list of the facilities for which UDeCOTT has been tasked with the responsibility to manage the preventive, corrective and breakdown maintenance of the respective systems and equipment:

- Port of Spain International Waterfront Centre (IWC);

- Office of the Prime Minister (OPM);
- Government Campus Central Plant (GCCP);
- Government Campus Plaza Customs & Excise (GCPC&E);
- Government Campus Plaza Immigration Building;
- Government Campus Plaza MAGLA Tower;
- Official PM Residence and Diplomatic Centre (PMR&DC);
- Couva Children's Hospital;
- Inland Revenue Division Tower;
- Ministry of Education Towers;
- National Academy for the Performing Arts (NAPA);
- Southern Academy for the Performing Arts (SAPA);
- UDeCOTT - Head Office; and
- UDeCOTT Office - 17 Richmond Street.

Financial Operations

Expenditure versus Income

UDeCOTT's core business is Project Management, Facilities Management, Parking and Rental Income (Parkade shops and owned premises at Government Complex Plaza). Total revenue from core business decreased by approximately ten percent (10%) between 2017 and 2018, seventy-one million, eight hundred thousand dollars (71.8M). The following table shows 2017 Actual, 2018 Actual, 2018 Budget and High Level Comparative Analysis.

2017 Actual, 2018 Budget, 2018 Actual and High Level Comparative Analysis						
CORE BUSINESS	ACTUAL 2018	BUDGET 2018	VS ACTUAL VARIANCE	VARIANCE %	ACTUAL 2017	YOY %
Project Management Fees	35,522,082.85	77,551,802.44	(42,029,719.59)	-54%	29,253,597.70	21%
Procurement Fees	544,811.94					
Development Fee					18,833,014.25	-100%
Total Income from Construction	36,066,894.79	77,551,802.44	(42,029,719.59)	-54%	48,086,611.95	-25%
Car Park Revenue	19,538,710.34	20,910,000.00	(1,371,289.66)	-7%	18,057,381.34	8%
Shop Rental	3,175,141.71	4,403,400.00	(1,228,258.29)	-28%	3,541,076.00	-10%
Caution Fee Income	215,359.17				76,875.00	
CAM Income	932,607.50	966,600.00	(33,992.50)	-4%	988,792.50	-6%
Total Car Park Revenue	23,861,818.72	26,280,000.00	(2,633,540.45)	-10%	22,664,124.84	5%
Rental Income	2,266,697.54	12,803,892.96	(10,537,195.42)	-82%	621,072.17	265%
Interest Income	2,058,897.58		2,058,897.58	0%	3,536,073.70	-42%
Facilities Management Fees	5,776,466.87	7,509,090.00	(1,732,623.13)	-23%	2,025,036.54	185%
Other Income	1,771,713.06	6,050,000.00	(4,278,286.94)	-71%	2,481,717.49	-29%
	11,873,775.05	26,362,982.96	(14,489,207.91)	-55%	8,663,899.90	37%
Total Core Income	71,802,488.56	130,194,785.40	(58,392,296.84)	-45%	79,414,636.69	-10%
Expenditure- Core Business	125,601,385.40	131,410,676.25	(5,809,290.85)	-4%	105,080,242.21	20%
Profit(Loss) from Core Business	(53,798,896.84)	(1,215,890.85)	(52,583,005.99)	4325 %	(25,665,605.52)	110%

The decrease in Core Business revenue was due primarily to the decrease in Development fees as no billings occurred in 2018. There was a one million, one hundred thousand dollars (1.1M) increase revenue generated from the car park, when compared to 2017; however, an adverse variance was experienced compared to 2018 budget of \$2.6M. In 2018, UDeCOTT continued its works on the historic buildings, mainly the Red House and began works on the Dwight Yorke Stadium, Tobago and renovations to the Cabildo Chambers, but due to budgetary constraints the associated Project Management fees were significantly curtailed by GoRTT.

There was a significant increase, exceeding hundred percent (100) % when compared to 2017. However, when compared to 2018 budget there was an adverse movement of 23% one million, seven hundred and thirty-two thousand, six hundred and twenty-three (1,732,623.00).

UDeCOTT developed the commercial spaces within the GCP and Parkade. Income from shop rentals decreased in 2018 when compared to 2017 by three hundred and sixty-five thousand (365,000). The decrease in income can be attributed to the departure of some tenants.

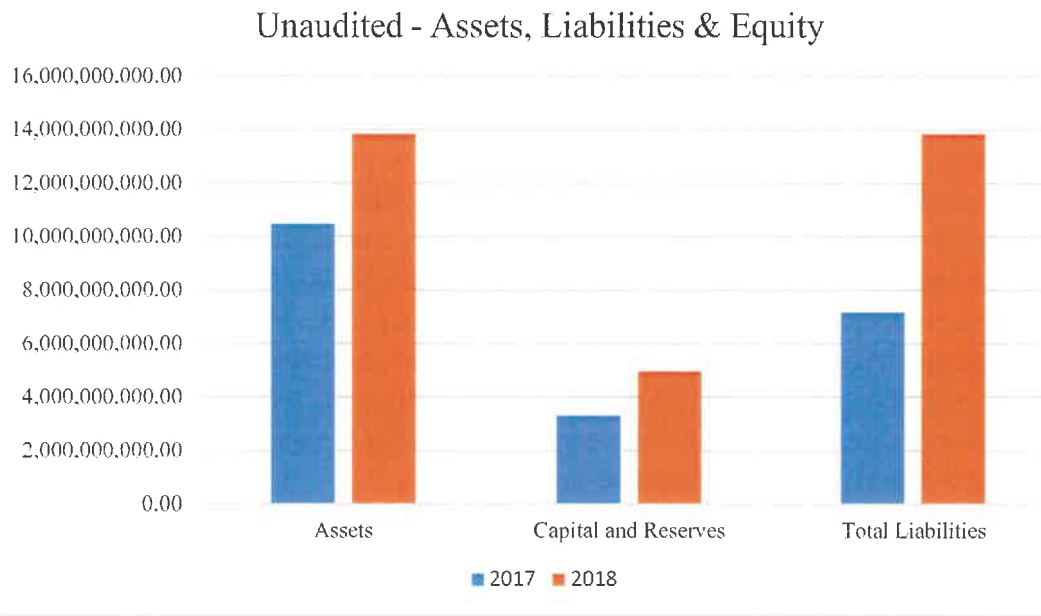
The financial performance from Core Business tends to be subsumed by earnings from the Hyatt both in the financial sense and in the minds of many of UDeCOTT Stakeholders. In 2018 Hyatt earnings (Income less Expenditure + Management Fees) averaged \$72M, in 2017 the earnings \$57M.

UDeCOTT (Unconsolidated Financials)			
Unaudited Income & Expenses-Actuals for 2018 and 2017			
	Actual December 2018 YTD	Actual December 2017 YTD	Actual 2017/2016 Variance YTD
Income from Core Business	71,802,488.56	79,414,636.69	(7,612,148.13)
Direct Expenditure	125,601,385.40	105,080,242.21	20,521,143.19
Earnings before Non-Core, Depreciation and Taxes	(53,798,896.84)	(25,665,605.52)	(28,133,291.32)
Non-Core Activities			
External Projects:			
Construction Revenue	(882,373.00)	542,571,402.84	(543,453,775.84)
Less: Cost of Sale	(882,373.00)	542,571,402.84	(543,453,775.84)
Hyatt Regency Hotel			
Hyatt Operating Income	263,299,808	240,476,645 .00	22,823,163.00
Less: Hyatt Operating Expense	.00		
	190,468,671.00	182,502,196.00	7,966,475.00
	72,831,137.00	57,974,449 .00	14,856,688.00
Flow Through Activity:			
Rental Income	11,309,892.96	11,582,640.68	(272,747.72)
Interest Income	97,719,795.93	97,520,733.24	(199,062.69)
Less: Finance Cost	97,719,795.93	97,520,733.24	(199,062.69)
	11,309,892.96	11,582,640.68	(272,747.72)
Depreciation Expense	1,963,296.18	1,643,843.99	319,452 .19
Profit/Loss Before Taxes	28,378,836.94	42,247,640.17	(13,868,803.23)

In summary, the unaudited Financial performance for UDeCOTT inclusive of the Hyatt is a profit of \$28M primarily due to the Hyatt's YTD earnings of \$72M, however \$13.8M decrease over 2017, as expenses increase in 2018 by \$20M.

Financial Position

UDeCOTT's asset base increased by \$3.3M in 2018 over 2017, adjusted balance to TT\$ 13.8b. UDeCOTT is in the process of completing outstanding financial statements. The process includes entering and correcting data, the impact of which is reflected in the balances on the "Statement of Financial Position" as this statement captures the finances of the institution from inception.



The Total Assets, Liabilities, Capital & Reserves of UDeCOTT 2017 & 2018		
	2017	2018
Total Assets	10,458,699,695.05	13,834,666,097.33
Capital & Reserves	3,293,490,450.30	4,953,141,331.08
Total Liabilities	7,165,209,244.75	13,834,666,097.33

Details of Total Asset Base (Unaudited)			
	2018	2017	% Change
Fixed Assets	8,856,245,484.48	8,205,067,286.50	-7%
Accounts Receivable	4,203,754,619.22	1,743,527,810.20	-59%
Investments-Long term	71,113,047.62	76,559,047.62	8%
Cash & Cash Equity	703,552,946.01	433,545,550.73	-38%
Total	13,834,666,097.33	10,458,699,695.05	-24%

Therefore, while key capital projects are completed and are adding value to UDeCOTT's asset base it should be noted that the liquidity position of UDeCOTT has increased over the year, with Cash & Cash Equity increasing by 38%. Additionally, the AR (Accounts Receivable) increased by 59% however most of the AR is over 90 days and all of the AR is due from Client Ministries, thus highlighting the financial strain.

Internal Audit Functions

The Internal Audit Department is an independent appraisal function established by the Board of Directors of UDeCOTT to examine, evaluate and recommend improvements to the Corporation's processes, procedures and internal controls as a service to the organisation. To provide for the independence of the Internal Audit Department, staff of the Department report to the Senior Internal Auditor who reports functionally to the Chairman of the Audit Committee and administratively to the Chief Executive Officer. This dual reporting relationship is designed to ensure independence, promote comprehensive audit coverage and ensure adequate consideration of audit recommendations and findings.

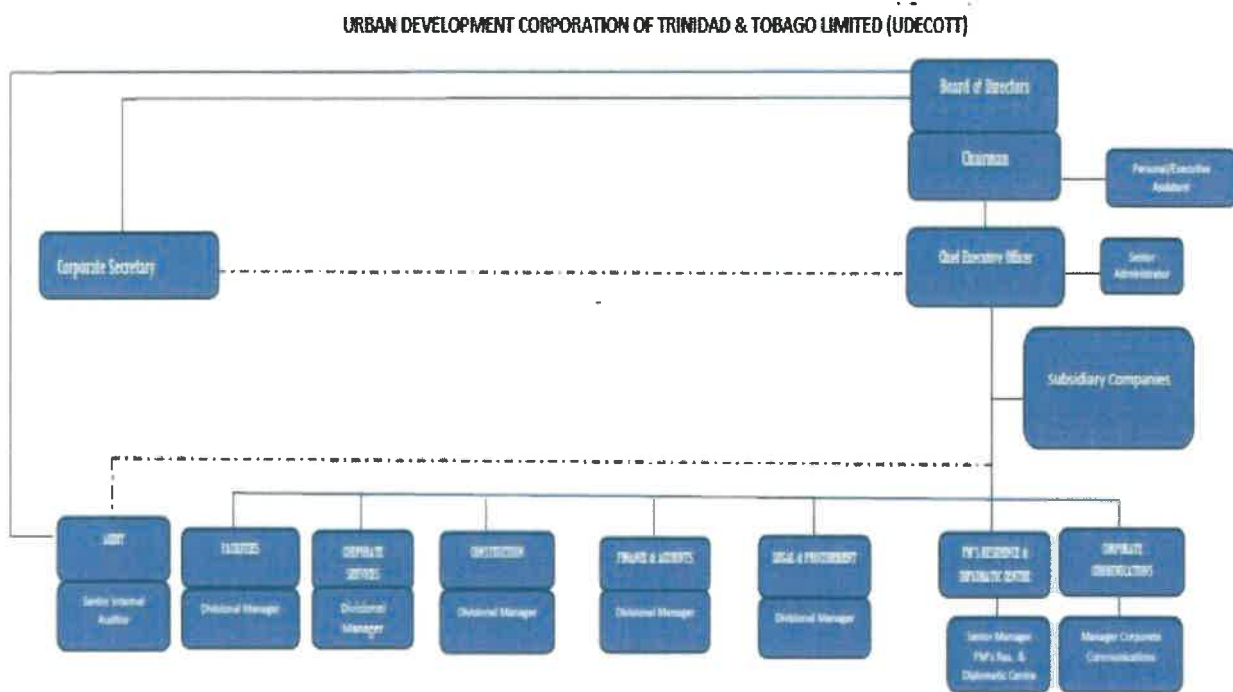
Human Resource Development Plan

UDeCOTT recognizes and accepts that significant value is added to an organisation by building individual/team competencies. Accordingly, its Human Resource Development Plan was crafted to address identified gaps in both individual performance and departmental outputs. Specialist knowledge, skills and abilities required to achieve UDeCOTT's future strategic objectives have also been incorporated into the Plan.

Organisational Establishment

The UDeCOTT Organisational Establishment reflects approved positions as at November, 2017.

Shown below is the core structure of the organisation.



The categories of employees at UDeCOTT are permanent or contract, where contracts are either long-term or short-term. See the following table for a summarised listing of the number of employees per unit/division, effective August 2018.

Categories of Staff as at August 2018	
Item	Amount
Number of Permanent Staff	41
Number of Staff on Long Term Contracts	182
Number of Staff on Short Term Contracts	44
Total number of Employees	267

Procurement Department Development Plans

Implementation of an E-Tender System

UDeCOTT is dedicated to modernizing its operations and is therefore, pursuing the development of a robust system for the management of documents in the tender process to support the easy storage and retrieval of documents for recordkeeping and reporting purposes.

E-Tendering system benefits:

- Reduction in the cost of advertising, resulting in increased net revenues in the sales of packages and boost in productivity;
- Reduction of the paper trail “clutter” on tendering activities, reducing storage of physical data;
- Secure and efficient document storage and retrieval of information in one system;
- Improved audit trail by watermarking of documents; and
- Enhanced quality management of information, reduces the probability of documents/information being destroyed or concealed.

In light of the above, training and support will be provided to employees to improve the execution of procurement activities.

Public and Community Relations

Given UDeCOTT’s mandate to deliver infrastructure such as hospitals, police stations, fire stations, community centres, sporting facilities, office accommodation, among others, these projects, by their very nature, require and ensure UDeCOTT’s continued interface with the users of such facilities and the general public.

As a socially responsible organisation, UDeCOTT therefore ensures that it incorporates the input and feedback of all key stakeholders into the development of projects under its purview. In this regard, there are several stages throughout the project life cycle during which UDeCOTT

maintains active presence in the communities it serves. For instance, prior to the commencement of construction, in projects where a Certificate of Environmental Clearance (CEC) is required, UDeCOTT conducts public consultations and distributes Project Information Briefs. These are usually attended by key stakeholders including area representatives, residents and members of the public.

Once all regulatory approvals have been acquired, through distribution of flyers and hosting of sod turning ceremonies, UDeCOTT signals to the public community that construction will commence.

During construction of projects, UDeCOTT also regularly interfaces with the public to ensure that issues such as noise, dust and waste disposal are adequately managed; in that way fostering cordial relationships with residents, members of the local business community and NGOs. In this regard, UDeCOTT establishes liaison offices at its project sites, which are staffed by members of the community and are available for community interface. Persons also provide feedback via UDeCOTT's dedicated email address, feedback@udecott.com. Upon the conclusion of its projects, UDeCOTT hosts official opening or hand-over ceremonies, to which members of the general public are invited to attend. After project handover, UDeCOTT maintains its relationship with the public by actively following up with end users and members of the public who access services at these projects.

During the reporting period October 1st 2017 to September 30th 2018, UDeCOTT completed the following:

- Carenage Homework Centre – February 24, 2018;
- New Village Community Centre – March 20, 2018;
- Pleasantville Community Centre - March 27, 2018;
- Carenage Fishing Facility - June 09, 2018;
- Las Cuevas Beach Facility Upgrade Phase 1 – December 21, 2018; and
- Dwight Yorke Stadium Refurbishment Phase 1 – December 31, 2018.

Security Management Unit

The UDeCOTT's Security Department currently falls under the ambit of the Corporate Support Services Division and is currently staffed by a Security Manager and two (2) Security Supervisors. The role of this Unit is to provide direction both at a policy level and at an operational level for the Security Operations of UDeCOTT. The operations include the following main areas:

- Facilities fully under the control of UDeCOTT e.g. GCP Parkade, Hyatt Car park and Salvatori Car park;
- Facilities where UDeCOTT is responsible for common areas e.g. Tower C/Tower D, GCP Plaza;
- Inactive Construction sites e.g. Invaders Bay, Penal Fire Station

- Active Construction sites e.g. Red House (Parliament), Arima Hospital, Point Fortin Hospital;
- UDeCOTT Offices e.g. Head Office, 17 Richmond Street; and
- UDeCOTT owned property currently inactive e.g. Purcell Street, San Fernando.

The Security Department continues to review the security regime of the company using traditional security countermeasures, new technologies and partner with the Trinidad and Tobago Police Service in its continued efforts to achieve its mandate of securing UDeCOTT's assets, including employees, customers and clients.

Strategic Business Unit (Temporary Unit)

A Strategic Business Unit was added to the landscape of UDeCOTT in June 2017 and has continued to co-exist with other Departments and perform efficiently. It has successfully begun to accomplish its mandate of improving the revenue generation from Assets held by the Corporation. Projects assigned to this unit include but not limited to:

- UDeCOTT-owned Car parks e.g. Hyatt Car park, Salavatori Car park;
- Commercial Rental space e.g. Government Plaza Parkade and Rental Shops;
- Venue Rentals e.g. Government Plaza Open-Air Courtyard, and Auditorium, and Parkade Rooftop; and
- Rental of Restaurant Space.

Conclusion

An account of the Ministry's performance for the reporting year 2017/2018 was presented. The Ministry continue to strive to achieve operational excellence, build organisational capacity, create social value and facilitate the creation of sustainable communities. Notable achievements include the commencement of construction of thirty (30) single family dwelling units under the Housing and Village Improvement Programme (HVIP) pilot project at Merikens Village, Moruga, the disbursement of five hundred and forty (540) home improvement grants and the distribution of three hundred and sixty (360) Certificates of Comfort to qualified applicants under LSA's Squatter Settlement Regularization programme. Additionally, the successful completion of the Construction Skills Training and the Youth Entrepreneurship Programme managed by the East Port of Spain Development Company Limited.

Trinidad and Tobago economy continued to decline in fiscal 2017/2018. In light of this, the Ministry's goals for 2017/2018 were frustrated in an environment of continued requests for assistance by the public. The Ministry experienced challenges such as reduced finances, competing land use and delay in execution of activities due to cumbersome approval processes.

The Ministry of Housing and Urban Development and its Agencies is committed to achieving its goals to expand and develop new programmes whereby everyone benefits, both individuals and communities.