



Government of the Republic of Trinidad and Tobago

Ministry of Housing and Urban Development

Response by the Ministry of Housing and Urban Development to the Thirteenth Report from the Public Administration and Appropriations Committee examination of the Management and Operations of the Housing Development Corporation (HDC) including the restructuring of the HDC into three distinct State Enterprises

19th October 2023

Thirteenth Report from the Public Administration and Appropriations Committee examination of the Management and Operations of the Housing Development Corporation (HDC) including the restructuring of the HDC into three distinct State Enterprises

ISSUES, OBSERVATIONS AND RECOMMENDATIONS

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
<p>Page 10</p> <p>1. Allocation Process</p> <p>Observation: The Committee notes the policy as per Cabinet Minute #2730 dated September 25, 2008 regarding the allocation process utilised by the HDC.</p>	<ul style="list-style-type: none"> ➤ The MHUD should conduct an assessment on the transparency and effectiveness of the allocation process used. The assessment should elaborate on the methodologies used to derive 60% random selection, 10% joint protective services, 5% elderly and disabled and 25% ministerial recommendations. The MHUD should submit the findings to Parliament by September 29, 2023; and ➤ To alleviate the public's lack of confidence in the selection process used by the HDC, the MHUD should retain an independent auditor to assess the transparency of said process. The MHUD should report to Parliament by September 29, 2023 on its progress to assign an independent auditor inclusive of other measures to improve the transparency of the allocation process. 	<p>The Ministry of Housing and Urban Development proposes to conduct an assessment of the Housing Allocation Process as stipulated in Cabinet Minute #2730 dated September 25, 2008 and is working on the Development of Terms of Reference to engage an External Auditor to undertake an independent assessment of the process.</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
<p>Page 12 2. Outstanding Arrears</p> <p>Observation: The Committee noted the strategies proposed by the HDC to recover and pay its outstanding debt.</p>	<ul style="list-style-type: none"> ➤ The HDC should submit a status of its indebtedness to contractors including a breakdown of payments made and the amounts outstanding per contractor; ➤ The HDC should submit a status update to Parliament by September 29, 2023 on the following: <ul style="list-style-type: none"> i. The steps being considered and/or taken by the HDC to recover arrears; and 	<p>As at August 30th 2023, the HDC's outstanding payment to Contractors is \$889,125,702.60. It must be noted that in light of the risks to the safety of Contractors, the HDC has taken a decision to not place the names and amounts owed or received by Contractors in the public domain. Appendix I provides a detailed breakdown of payments made and Appendix II provides a detailed breakdown of outstanding payments per Contractor.</p> <p>The HDC has taken several steps to recover arrears owed by Tenants including the following: -</p> <ol style="list-style-type: none"> 1. The Credit and Recoveries Committee, chaired by the HDC Divisional Manager of Finance, was established in February 2022, to monitor and report on the delinquency portfolio and put in place mechanisms to improve the recovery rate for outstanding monies owed by Tenants. 2. The 'More Ways to Pay' Platform was launched in January 2023. HDC is the first Agency to launch this system on the Trinidad and Tobago International Financial Centre (TTIFC) platform which allows customers to pay online via several platforms (not limited to PayPal and credit cards) from anywhere in the world.

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
		<p>3. Launch of the '5 in 5' Initiative commenced in July, 2022. This is a process whereby the Five (5) highest delinquency communities with the 5 highest delinquent Tenants are targeted every month to execute and address the reduction of delinquency. From those 5 communities, the 5 highest delinquent tenants are further subjected to evictions arising from refusal to reduce delinquent balances after all due process was taken via notices to pay, notices to quit, notices to vacate etc. Under this Initiative, collections from the 5 in 5 Initiative as at June 2023 was \$1,196,201.29 i.e. 4% of the initial arrears of \$27,390,265.85.</p> <p>4. Monthly Digicel Blast Texts commenced in July, 2021. Texts to mobile phones are being sent to remind customers who are in arrears, to pay towards their accounts.</p> <p>5. Engagement of Collection Agencies -The HDC re-engaged AV Knowles and Company Limited and TransUnion for the continuation of debt collection services. AV Knowles and Company Limited now goes after errant Tenants after 90 days instead of 120 days. TransUnion will flag persons indebted to the HDC which could affect their credit rating and hinder transactions with other financial institutions.</p> <p>6. HDC will resume in person visits on weekends to deliver letters to delinquent clients and to collect payments via LINX machines.</p> <p>7. TTMF Customers conversion to mortgages. (see Special Task Force below).</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<ul style="list-style-type: none"> ii. the application to its debt including the establishment of the Special Task Force to treat with delinquent tenants. ➤ The HDC should provide a status update (as at June 2023) on: <ul style="list-style-type: none"> i. the amount of arrears collected from delinquent tenants; and ii. the arrears still outstanding from tenants including the age of the outstanding balances. 	<p>Special Task Force The Special Task Force, comprises of seven (7) persons, who are assigned the task to engage eighty (80) customers in the first instance, under the License To Occupy (LTO) and Rent to Own (RTO) arrangements, inviting them to visit the Corporation to initiate the process of conversions from rental to ownership.</p> <p>Of these eighty (80) customers approximately 28 received 'Final Notices' due to lack of response; following which pre-action protocol letters will be issued. Pre-action protocol letters are the final step. Fifty-two (52) customers are in the process of converting to mortgages.</p> <p>Please see response at Appendix III.</p> <p>Please see response at Appendix IV.</p>
<p>Page 15 3. Restructuring of the HDC</p>	<ul style="list-style-type: none"> ➤ The HDC should submit a status update to the Parliament by September 29, 2023 on the following: <ul style="list-style-type: none"> i. The cost of the restructure to date; 	<p>The cost of the restructuring, to date (September 30, 2023) is \$10,967,029.39M.</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<p>ii. The final cost as determined by Pricewaterhouse Coopers; and</p> <p>iii. The status of the restructuring exercise to date;</p> <p>➤ The HDC should also submit a status on the discussions with the MRDLG on the transfer of responsibilities from the HDC to the respective Regional Corporations regarding the cleaning of drains, collection of garbage and cutting of grass including the category and the number of Corporation workers that will be cleaning the drains, cutting the grass.</p>	<p>Pricewaterhouse Coopers did not make a determination on the final cost. However, they provided some financial modelling on cash flows and financial statements for each Subsidiary based on the data provided at that time.</p> <p>A Status on the restructuring of the HDC, to date, is provided at Appendix V.</p> <p>Discussions have commenced with officials from the MRDLG for this issue to be addressed via the proposed Local Government Reform.</p>
<p>Page 17</p> <p>4. Status of the Housing Construction Incentive Programme and the Public Private Partnership Programme</p>	<p>➤ The HDC should provide a status update on the completion and delivery of the remaining 542 units to Parliament by September 29, 2023;</p> <p>➤ In order to improve the transparency of achieving the objectives and evaluating the progress of these programmes the HDC should report to Parliament by September 29, 2023 on the following:</p> <p>i. the identification of matrices/indices to evaluate the impact of housing demand on the construction of new homes;</p>	<p>Please see Appendix VI on the HDC's Public Private Partnership Programme.</p> <p>The HDC utilizes the Pricing Bands, as detailed at Appendix VII, in the conduct of its analysis of applicants on the Ministry's Home Application Fulfilment System (HAFS). Some additional Indices used are: -</p> <ul style="list-style-type: none"> • Housing Price Index- This measures the average price changes for single family properties • Pending Sales • New Home Sales as a percentage of HAFS

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<p>ii. an examination of the private sector participation in the HCIP and devise strategies to use this financing more innovatively to increase housing supply and home ownership;</p>	<ul style="list-style-type: none"> • Regional Price Indices • Interest Rates <p>Only one (1) Contractor has completed and sold units in accordance with the requirements of the programme.</p> <p>i) Contractors were unable to achieve the HCIP price point, which ultimately resulted in a lessening of the number of Contractors retained. It recommended that: -</p> <ul style="list-style-type: none"> a) the number of Contractors retained to construct houses on state lands and private lands be increased. b) Ascribed selling prices fall within the range of the HDC's applicants/ clients on the HAFS data base, which relaxes the selling price ceiling. <p>ii) The terms and conditions of the programme were a challenge to Developers, and concerns expressed where the Developers were unable to finance the project cost which exceeded the mandatory selling prices under the programme.</p> <p>Strategies to utilize this financing more innovatively to increase housing supply include: -</p> <ul style="list-style-type: none"> i) Project Feasibility to be conducted to determine the financial viability, given the mandatory selling prices imposed under the programme. ii) Establishment of a Ministerial Oversight Committee to expedite the process of obtaining building approvals from regulatory agencies. iii) Improved education and awareness programmes to assist in providing the mandatory documentation prior to engagement, to ensure sufficient explanation and project support is provided for

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<p>iii. explore whether new strategies can be devised to increase the quantum of houses which can be constructed under the existing circumstances and environment.</p> <p>➤ Given one of the objectives of the HCIP is intended to stimulate private construction in the housing sector by encouraging private Developers to construct housing units to satisfy the present demand for housing, the HDC</p>	<p>Developers to have a clear understanding of the demands of the project.</p> <p>iv) The implementation of the following mechanisms has also been recommended to address these challenges:</p> <ul style="list-style-type: none"> a) Cash incentive to be allocated under the Accelerated Housing Project under the MHUD to shorten the time frame for receipt of funds, and b) Land incentive to be retained in the programme and the Cash incentive to be revised to a fixed price for all categories of units to be constructed. <p>New strategies are being explored which include but are not limited to:</p> <ul style="list-style-type: none"> • Unsolicited Bids to increase the quantum of houses which can be constructed under the existing circumstances and environment. • Consultations with TTEC and WASA to establish special prices for low cost housing as it relates to capital contribution for infrastructural development works. • Consultation with the Commissioner of State Lands for the provision of available state lands for housing construction. • Build new cities and towns along new transportation routes in accordance with the Town and Country Planning Division's (TCPD) proposed development plans. <p>It is proposed that the HDC will undertake: -</p> <ul style="list-style-type: none"> • Awareness campaigns which explain and encourage Developers to produce the mandatory documentation on statutory requirements and processes, prior to and throughout engagement.

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<p>should provide a status update on mechanisms to increase the number of Contractors retained to construct houses on State Lands and private land to Parliament by September 29, 2023.</p>	<ul style="list-style-type: none"> • Training for potential Developers in relevant areas. • Use of HDC personnel to liaise with Statutory Bodies and guide Developers to obtain Approvals. • Reengineering of the process for the review and approval of the actual cash incentive. • The land incentive will be retained in the programme. • The cash incentive to be revised to a fixed price of One Hundred Thousand dollars (\$100,000.00) for each Unit to be constructed. • Increased marketing of the HCIP Programme to the national community. <p>Trinidad and Tobago Housing Development Corporation Construction Company Limited (TTHDCCCL) will provide ancillary construction services to Developers in areas including but not limited to Architectural Design Services, Engineering Design Services, Statutory Approval Liaisons, Construction Monitoring, Quantity Surveying, Quality Management, according to negotiated terms and conditions. This will assist in reducing overheads and other operational costs.</p>
<p>Page 18 5. Payment of Tenants' Water and Electricity Bills by the HDC</p>	<p>➤ The HDC should prioritize the transfer of traditional rentals into the names of the tenants currently occupying units and institute sanctions for the tenants' failure to do so. A timeline for the start and completion of the transfer, inclusive of any progress made thus far should be submitted to Parliament by September 29, 2023.</p>	<p>As it relates to the regularization of utilities (water and electricity) the HDC as landlord is required to pay Land and Building taxes and water rates.</p> <p>However, there were instances where the transfers of the utilities (TTEC and WASA) from the HDC for units sold were not expedited in a timely manner resulting in customers' bills remaining the expense of the HDC.</p> <p>This process was refined over the years, as a consequence, the transfer of utilities must be documented and evidence provided, before keys are 'handed over to customers.'</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
		<p>In 2022 a project commenced to review HDC's utilities portfolio where several anomalies were identified. TTEC was completed in September 2022 and WASA is underway to be completed by October 2023.</p> <p>Further, transfers are a regular occurrence arising from the death of an original tenant, where the relatives seek transfer of tenancy, at which point electricity is transferred.</p>
<p>Page 19</p> <p>6. Unauthorized subletting by tenants</p>	<p>➤ The HDC should submit a status update to Parliament by September 29, 2023 on:</p> <p>i. The modifications to the Rental Verification process that became necessary upon conducting the Rental Verification Exercise;</p> <p>ii. the Rental Verification Exercise findings; and</p>	<p>The rental verification is currently a 3-year rotation process for manual checks by staff as an audit exercise. This process only needs to be modified in terms of frequency, automation of abnormal transactions and ad hoc visits by security.</p> <p>Forty-four (44) Developments were visited. Nine hundred and ninety (990) units were categorized as 'Unclassified'. The category 'unclassified' was as a result of the following issues: Inclement weather, gang related activities and the shortage of available personnel. Units were recorded as unclassified when the following occurred: -</p> <ul style="list-style-type: none"> • No response after repeated visits • No response despite evidence that unit is occupied • Inability to confirm occupancy <p>Please see Appendix VIII for the Rental Verification Exercise findings.</p> <ul style="list-style-type: none"> • Despite the low rental instalments, there is an expectation that all minor repairs are to be conducted by HDC. There was generally

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<p>iii. the rental agreement initiative implemented.</p>	<p>favourable feedback on the work completed by the HDC's Estate Management Division. However, there were those tenants who indicated that the response time by HDC to requests for repairs is delayed.</p> <ul style="list-style-type: none"> • The Corporation's inability to secure vacant units in a timely manner, results in illegal occupancy and vandalized units. • There is the expectation of continued occupancy after the death or relocation of the registered tenant, which reduces the stock available for upcoming applicants. • There are some residents who were desirous of purchasing their units. If given the opportunity, this would reduce the cost of maintenance. <p>The HDC is currently processing approximately two hundred (200) persons seeking regularization and transfer of tenancy to their names.</p> <p>The rental agreement initiative was revised, ensuring that tenants were required to pay a security deposit of three (3) months' rent upon renewal of their tenancy agreements. The security deposit is waived for persons in receipt of one of the following: -</p> <ol style="list-style-type: none"> 1. Senior Citizens' Pension 2. Public Assistance Grant 3. Disability Grant
<p>Page 20 7. Challenges faced by the HDC</p> <p>Observation:</p>	<p>➤ The HDC should determine the necessary actions that will address the challenges that were not highlighted, to improve its efficiency and fulfil its mandate, and</p>	<p>The HDC has determined that the necessary actions to address the challenges will include the: -</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
<p>The Committee notes the challenges faced and the lessons learnt</p>	<p>submit a copy of the actions to be taken to Parliament by September 29, 2023; and</p> <p>➤ The HDC should also submit a report to Parliament by September 29, 2023 on the monitoring mechanisms for Contractors that will be introduced and identify the standards to be met.</p>	<ol style="list-style-type: none"> 1. Strategic Alignment of all its operations to the Corporation's objectives, as measured by the Key Performance Indicators stated in its Strategic Plan. 2. Implementation of Operational Plans, currently under development for the HDC's Trinidad and Tobago HDC Construction Company Limited (TTHDCCCL). 3. Reliance on Automation and Integrated Software-Systems-Track 1 of the Yardi System has been completed. Track 2 will be completed by October 30, 2023. 4. New Software – Geographic Information System and Electronic Document Management System are both approved with implementation dates from 2024 – 2025. 5. Contractor Performance Appraisal to be reviewed. 6. Known Pipeline financing for projects. 7. Better management of Mortgage Conversions- these projects are funded from the sale of units, where delivery of units and timely closure of mortgages are crucial. 8. Government Subvention – the timely receipt of Government's subvention as it is integral to the HDC's operations. <p>The HDC has drafted a 'Revised Construction Performance Evaluation Policy' to monitor the performance of Contractors. Appendix IX refers.</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES														
<p>Page 23</p> <p>8. Inadequate Internal Audit Unit</p>	<ul style="list-style-type: none"> ➤ The HDC should submit to Parliament by September 29, 2023 a status update on the recruitment of the additional Internal Auditing staff, including the improvements made to its internal audit work plan since the additional staff was hired including the impact on the Department's efficiency and effectiveness; and ➤ The HDC should prioritise the acquisition of the relevant audit software training for its staff and submit an update to Parliament on the timeline for this training by September 29, 2023. 	<p>The Internal Audit Department (IAD), HDC has since advertised vacant positions and recruited one (1) Senior Internal Auditor and two (2) Internal Auditors to replace those Auditors who are no longer with the HDC. These vacant positions will be re-advertised in October 2023. The HDC continues to experience some challenges in the recruitment process, as candidates desired permanent employment as opposed to the two (2) year contracts, as well as higher salaries than those offered by the HDC for the said positions.</p> <p>There were no improvements required to be made to the Internal Audit Plan (IAP) at this time. The HDC continues to use Microsoft Office Suite for the execution of its audit engagement.</p>														
<p>Page 24</p> <p>9. The status of the Audited Financial Statements</p>	<ul style="list-style-type: none"> ➤ The HDC should submit a status report to Parliament by September 29, 2023 on the following: <ul style="list-style-type: none"> i. A timeline for the submission and completion of the Audited Statements; 	<p>The HDC has completed 4 periods (2014 – 2017) in 2 years and intends to complete up to 2024 by December, 2024. The timeline is as follows:</p> <table border="1" data-bbox="1623 1052 2553 1315"> <thead> <tr> <th>Audited Statements</th> <th>Projected time frames for completion</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>September 2023</td> </tr> <tr> <td>2019</td> <td>December 2023</td> </tr> <tr> <td>2020 & 2021</td> <td>March 2024</td> </tr> <tr> <td>2022</td> <td>April 2024</td> </tr> <tr> <td>2023</td> <td>July 2024</td> </tr> <tr> <td>2024</td> <td>December 2024</td> </tr> </tbody> </table> <p>The above timelines are also subject to the Auditor General's approval of an external auditing firm, arising from the Auditor General's limited resources.</p>	Audited Statements	Projected time frames for completion	2018	September 2023	2019	December 2023	2020 & 2021	March 2024	2022	April 2024	2023	July 2024	2024	December 2024
Audited Statements	Projected time frames for completion															
2018	September 2023															
2019	December 2023															
2020 & 2021	March 2024															
2022	April 2024															
2023	July 2024															
2024	December 2024															

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
	<ul style="list-style-type: none"> ii. The Auditor General's approval for the award of a contract for External Auditor services; and iii. The detailed actions taken to address the reasons for the non-submission of the financial statements as stated above. 	<p>The HDC has requested and is awaiting the approval of the Auditor General for the engagement of an external auditor for the 2019-2023 period.</p> <p>The following actions were taken:</p> <ul style="list-style-type: none"> a. A new Divisional Manager of Finance was appointed. b. Reporting requirements for the Board were revised. c. Re-organization of the Finance Department inclusive of the re-designation of responsibilities (completed). d. Execution of the Department of Finance (DOF) checklist (Started and Ongoing). e. Automation of some manual areas (On going). f. Integration of Yardi to Customer Ledgers (to be completed by September 30, 2030). g. Quarterly statements to be received by Suppliers for accurate Accounts Payable. h. Monthly Training Program of Accounting Staff. i. Establishment of Policies and Procedures approved by the Board.
<p>Page 25 10. Untimely Release of funds Observation: The Committee notes the untimely release of funding to the HDC.</p>	<ul style="list-style-type: none"> ➤ The HDC should submit a status update to Parliament by September 29, 2023 on the steps to be taken to improve the timeliness of releases. 	<p>The MHUD and HDC are working closely with the Ministry of Finance to reduce the time frame for releases.</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
<p>Page 26</p> <p>11. Demand and Supply of Housing</p>	<p>➤ The HDC should provide a status to Parliament by September 29, 2023 on the strategies that will be taken to address the reasons for its unmet demands and rising supply; and</p> <p>➤ The HDC should provide a detailed outline to Parliament by September 29, 2023 on how the restructuring exercise will alleviate the causes of the rising unmet demand for housing stock.</p>	<p>To fully satisfy the demand for any good or service can be difficult as resources are limited.</p> <p>Under Vision 2030 the HDC is mandated to produce 2500 units per year. Based on resources allocated the HDC will construct housing units to meet the housing demand. To ascertain the true demand for housing, a project has commenced to ensure accuracy of the housing database in collaboration with the MHUD's Information Technology (IT) Unit and works are ongoing to have an integrated system involving key Ministries/Agencies: -</p> <ul style="list-style-type: none"> • Ministry of Housing & Urban Development (Client / Sponsor) • Ministry of Legal Affairs (To provide information relating to the legal status of applicants e.g., deceased verification for the purpose of cleaning up Application Database etc.). <p>This project is presently a work in progress and involves a high level of information sharing and collaboration.</p> <p>To meet the housing demand, it is necessary to review the HDC's financial adequacy, the accuracy of its database, supply chain economics and the ability of Contractors to perform at optimum levels. In this regard, the following are being pursued: -</p> <ul style="list-style-type: none"> • Accelerated Housing Programme • Cleaning up the Database • Reducing cost to stretch available financing through economies

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
		<p>of scale</p> <ul style="list-style-type: none"> • Review of the model houses for value re-engineering <p>Trinidad and Tobago HDC's Facilities and Estate Management Company Limited (TTFEMCOL)- The restructuring exercise of TTFEMCOL will promote ease of doing business for the population. This Subsidiary is focused on the maintenance of: -</p> <ol style="list-style-type: none"> a. rental units especially those without Management Companies b. structural issues (such as roof repairs) <p>Trinidad and Tobago HDC's Asset Management Company Ltd (TTAMCOL) can reduce the unmet demand through the execution of its mandate, by ensuring that all the rental units are occupied with rental costs paid up and available units for purchase, sold. Through its strategy approved by its Board of Directors, its KPIs are aligned to its objectives, thus ensuring that the Company staffing and operations are aligned to targets.</p> <p>Trinidad and Tobago HDCs Construction Company Ltd (TTHDCCL) efforts were refocused to accelerated programs, gentrification, infill lots and Public Private Partnership (PPP). These areas which were carefully aligned to its strategy and targets and reviewed by its Board of Directors, should produce better results going forward.</p>

ISSUES	RECOMMENDATIONS	HDC'S RESPONSES
<p>Page 27 HDC's Pricing Policy</p>	<ul style="list-style-type: none"> ➤ The MHUD should submit an update to Parliament by September 29, 2023, on Cabinet's approval of the revised pricing policy and when the implementation of the policy will take effect. ➤ The HDC should submit to Parliament by September 29, 2023 a detailed report on the impact of the new pricing policy on all stakeholders and the new company in the long-term given the restructuring exercise. 	<p>The pricing policy has not yet been implemented as a result of the contractual obligation of existing sales agreements. It is intended that the pricing policy will be implemented for new construction under the Subsidiary - Trinidad and Tobago HDC Construction Company Ltd (TTHDCCCL).</p> <p>The impact will be assessed after implementation.</p>

APPENDICES



Total Supplier Payments October 1 - August 31st, 2023

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
1	114 General Contracting Services	1,266,136.00
2	4 M's Brooks Enterprise	1,072,440.00
3	A Class Construction & Maintenance Company	260,458.33
4	A Moses & Sons	12,279.38
5	A Team Environment Servicing Company Ltd	419,605.60
6	A.V. Knowles & Co.Ltd	30,232.50
7	A+H Construction	101,098.40
8	Aaron Jarvis	1,300.00
9	Aaron Thomas	4,125.00
10	Abel Building Solutions	6,836.70
11	Ability Works & Company Ltd	349,052.55
12	Abraham Diaz	2,000.00
13	Access Records Management of Trinidad Ltd	80,092.12
14	Ad Vitam Advertising Ltd	34,000.00
15	Adatto Studios	3,400.00
16	Adesh Beephan	6,007.58
17	Advance Building Maintenance Ltd	900,615.00
18	Advanced Landscaping & General Maintenance Ltd	505,232.54

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
19	Aftermath Transport Services Ltd.	5,000.00
20	Agostini Interiors	27,696.40
21	Agricola Credit Union	59,500.00
22	AG's Landscaping & Construction	260,458.30
23	Ague's Construction and Maintenance Co. Ltd	133,200.00
24	Ahsan General Maintenance & Construction Ltd	115,581.94
25	Ainka Williams	17,500.00
26	Ainsbury Limited	3,000.00
27	Airport Gateway Services Limited	1,981,882.65
28	Ajay Phowdie	11,000.00
29	AJKJ Construction Co. Ltd.	583,694.45
30	Akeno Construction Company Limited	101,594.40
31	Akil Earle Construction & Maintenance Company Ltd	1,908,829.76
32	Alarie Concepts & Designs Limited	241,805.25
33	Albert Cummings	5,000.00
34	Alex Seunarine	66,000.00
35	All Angles Contracting Ltd	70,080.59
36	All Care Landscaping Company Limited	268,750.00
37	All Great General Contractors Ltd	98,969.25
38	All Solutions Limited	64,440.00
39	Allana Taylor	32,500.00
40	Allied Industrial Supplies	3,000.00
41	All-In-One Supplies and General Construction Ltd	4,181,505.36

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
42	Allison Preddie	1,743.02
43	Allister Sanderson	10,000.00
44	Almega Enterprises	254,100.00
45	Almond Construction Company Ltd	819,119.60
46	AM General Supplies & Contracting Services Ltd	345,780.82
47	AM Industrial Supplies	968,468.82
48	Amalgamated Facilities Management Limited	1,566.56
49	Amalgamated Security Serv. Ltd	3,263,920.43
50	Amaranth Business Solutions Limited	629,343.71
51	Amdita's Enterprises Limited	21,904,437.87
52	America's Marketing Co. Ltd	982,528.19
53	Amforce Security Limited	1,466,775.00
54	Anchor Housing and Industries Co.Ltd	1,462,106.40
55	Andaluc Limited	77,084.00
56	Anderson Richardson & Ousha Ramdathsingh	675,000.00
57	Andy and Liz General Maintenance Services	201,329.70
58	Andy Duncan	4,617.00
59	Anemics Marketing & Services	96,239.25
60	Angari Services Ltd	3,633,092.30
61	Anitha Jeffrey	2,374.35
62	Anna-Lisa Jeffrey	5,500.00
63	Ansa Coatings Ltd	351.00
64	Ansa MCal Group Empl Credit Union	27,144.26
65	Anson Deonanan	1,296.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
66	Anthony Dillon 360.84
67	Anthony Lezama	40,000.00
68	Anton Atteck	1,038.00
69	Antonette's Maintenance Services	450,000.00
70	Anya Oliver & Terrance Burgin	3,442.00
71	AOKI Imports, Transports and Construction Ltd	312,328.27
72	Aqucan Hardware & Construction Company Ltd	24,698.84
73	Arafat Lands Construction and Developments Limited	215,300.00
74	Ariel Newman Ltd	657,691.39
75	Arima Door Centre	332,398.31
76	Ark of Light Services Limited	217,882.01
77	ARK Outsourcing Ltd	77,655.72
78	Aronco Services Limited	763,751.25
79	Artarus Construction	1,084,496.90
80	ASMV Construction Company Ltd	66,600.00
81	A-Tech Security Solutions Ltd	65,587.51
82	Austin Rogers Holdings & Construction Company Ltd	3,562,586.68
83	Auto Masters Limited	2,500.00
84	Ava Hercules	5,251.50
85	Avant-Garde Construction and Services	1,966,150.00
86	Aveann Joyeau	8,370.00
87	Awardy Hardware & General Supplies Limited	129,989.48
88	Axis Road Pavers and General Contractors Ltd	425,844.56

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
89	B & S Construction Co. Ltd	917,606.13
90	B.D.A. Camejo & Company	1,330.00
91	B.K Holdings Ltd	868,232.25
92	Bacon Woodrow & de Souza Ltd.	328,635.00
93	Baker Enterprises Limited	5,559.76
94	Baker Tilly Montano Ramcharitar	478,125.00
95	Balou Engineering Construction and Maintenance Services Limited	11,316,063.10
96	Bank Employees Credit Union	7,234.00
97	Bas & Son Ltd	464,341.50
98	Bayne & Clarke Enterprises General Maintenance & Landscaping Ser	82,077.90
99	Bayshore General Construction Enterprise	595,920.00
100	B-COTT General Contractors Services Ltd	260,458.33
101	BCQS International	1,512,500.00
102	BD-MC Enterprise Ltd	9,422,816.09
103	Benchmark Construction Ltd	41,625.00
104	Benders Electrical Supplies Ltd	69,022.75
105	Bennan Construction Ltd	3,991,736.62
106	Beq-Qeb Construction & Maintenance Services Ltd	133,940.00
107	Bernol Construction Services Limited	1,013,678.57
108	Bess Lawn Ltd	391,043.31
109	Best Paint Hardware & General Contractors Ltd	68,442.92
110	Best Way Construction & Maintenance Ltd	156,400.00
111	Betty's General Purpose Ltd	293,015.62

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
112	Bevan Wilson	182,000.00
113	Beyond Office Solutions Limited	12,139.79
114	Big Q Consulting Services Ltd	837,596.25
115	Bio-Medical Laboratory	37,830.00
116	Bites by Virg	1,070.00
117	Bless Construction Company Limited	42,648.75
118	Blessed Home Environmental Company Limited	175,000.00
119	Blizz Core Technology	8,634.38
120	Blue Chip Maintenance Services Limited	255,675.34
121	BLUE WATERS	1,833.75
122	B-Mats Transport & General Services Limited	190,350.00
123	Board of Inland Revenue	5,383,755.21
124	Boldtak Quality Maintenance & Construction Services Limited	76,054.40
125	Bonne Nourriture	800.00
126	Boomerang Caterers	14,484.38
127	Bourgeoisie Home & Garden Centre Ltd	241,987.50
128	Brandon Lee Ragoonanan	8,452.57
129	Brent Llanos	55,000.00
130	Brent Simon Construction Company	657,018.40
131	Bri & Dira Contractors Limited	201,019.20
132	Bricha Ltd	5,287.50
133	British American Life	18,007.35
134	B's Gold Design	3,000.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
135	Bumpy General and Construction Company	68,120.00
136	Burges Adams	55,000.00
137	Businesscom Services Limited	90,722.15
138	Busy Business System&Equip.Ltd	3,937.50
139	C & H Associates Ltd	241,266.44
140	C.A.A.B Management Co Ltd	260,458.33
141	C.E.P Limited	398,992.50
142	C.J. Maintenance Co. Ltd	1,248,503.06
143	CAE Logistics	13,297.50
144	CAGS Real Estate & Construction Company Ltd	52,520.00
145	Caledonia's Construction Building & Maintenance Limited	387,538.13
146	Calypso Nite	6,000.00
147	Camille Mc Kenzie-Charles	28,222.00
148	Candy Roget	154,070.00
149	Cannings's Credit Union	7,500.00
150	Capil's Construction Company	101,922.30
151	Caribbean Coast Construction Ltd	235,320.18
152	Caribbean Corporate Governance Institute	45,600.00
153	Caribbean Facilities Corporation Limited	173,981.26
154	Caribbean Glass Specialist Ltd	9,000.00
155	Caribbean Industrial Research Institute	20,475.00
156	Caribbean Tourism Publications Ltd	5,850.00
157	Cashico Limited	285,975.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
158	CATER2U DELIGHTS	6,930.00
159	Cathedral Credit Union	587,391.40
160	Caves Contractors Ltd	378,561.60
161	Caystruction Services Limited	215,300.00
162	CDS Transport Ltd	122,781.21
163	Cecil & Eunice Pena	1,734.74
164	Cedeno's Construction Company Limited	3,981,560.72
165	Central Pavers & Maintenance Construction Co. Ltd	1,231,432.79
166	Central Wholesale Stores	138,582.05
167	Chain & Saw General Construction & Maintenance Co. Ltd	1,350,000.00
168	Chanelle's	5,550.00
169	Chasco Maintenance & Construction	31,150.24
170	Chase Gas Ltd	1,907,189.12
171	Chem Clean Limited	35,100.00
172	Cherrlyon Padmore	5,100.00
173	Christopher and Son General Construction	1,055,886.16
174	Christopher Daniel	1,500.00
175	Christopher Lennox Thompson	840.00
176	Cinco Familia Consulting Limited	428,746.88
177	Circuit Zone	1,960.00
178	City of Port Of Spain CR. Union	716,254.25
179	Civil Projects Caribbean Ltd	108,281.25
180	CJ's Hardware Limited	283,087.29

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
181	Claudette Williams-Sarjeant	82,952.00
182	Clico Credit Union Co-operative Society	10,000.00
183	Clifton Ferguson	55,000.00
184	Climate Control Ltd	19,721.25
185	CME Services Limited	2,082,070.02
186	Cole & Associates Engineered	956.25
187	Colonial Life Insurance	37,749.92
188	Colossal Innovative Services	1,237,590.00
189	Commercial Shelving & Solutions Ltd.	222,075.00
190	CompleServ Ltd	974,377.84
191	Comprehensive Insurance Brokers Limited	318,000.00
192	Computer Power & Supplies Ltd	17,201.25
193	Conaft Limited	1,227,359.27
194	Concepts & Services Co. Ltd	1,541,757.59
195	Consulting Geotechnical Eng.	304,205.75
196	Convenient Supplies Services Limited	1,549,754.00
197	Costar Transport & Construction	20,245,907.18
198	Couva Glass Co. Ltd.	12,875.00
199	Cretelife Project Management Limited	10,660,569.97
200	Critical Engineering Solutions Limited	474,750.00
201	Custom Canopies and Coverings	14,400.00
202	Cynthia Greig	259.54
203	Czar Distrubution Ltd	1,364,402.57

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
204	D& G Jewellery & Variety Store	2,000.00
205	D&A Construction Ltd	215,453.76
206	D.A.D Comfort Cooling Ltd	9,225.00
207	D.E.S. LTD	4,177,700.04
208	D.H. Technical Services Ltd	276,705.45
209	D.V. Contracting Company Ltd	2,645,432.04
210	D.Wilson Welding Works & Transport	126,000.00
211	D'Abadie Discount Hardware	19,479.57
212	Daily News Ltd	71,890.25
213	Damion Seales Transport and Construction Company Ltd	229,364.00
214	Dane Deonarine Electrical Enterprise Limited	300,105.00
215	Dante Selman-Carrington	4,125.00
216	Darren Singh General Contracting Services	93,234.00
217	Darrion Phillip	5,500.00
218	Darwen Limited	4,742,412.68
219	Dave's Transport & Rentals Limited	2,700.00
220	David Rigsby	1,500.00
221	Davyn Ltd	28,792.44
222	Deborah Cheesman	180,000.00
223	Deborah Peake	356,250.00
224	Debra Catering	2,500.00
225	De-Bros Marketing & Services Company Limited	4,719,504.30
226	Decorlite Concrete Products Limited	100,575.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
227	Deep Down Grass Cutting	464,425.69
228	Deighton Barnes	9,900.00
229	DEKA Construction and Maintenance Ltd	995,839.21
230	DELIVERANCE Security Services Ltd.	414,720.00
231	Delivery One Limited	452,538.13
232	Deryck's Catering Service Events Etcetera	28,600.00
233	DG Construction Limited	323,887.15
234	Dharmendra Punwasee	1,979,471.88
235	Diamond Bright Janitorial Services	74,234.71
236	Didier Construction and Maintenance	260,458.33
237	Digicel	96,111.27
238	DIGI-DATA	10,245.56
239	Diptee's Hardware Ltd	281,414.64
240	Dirt B Gone Janitorial & Maintenance Service Ltd	264,656.00
241	DJ Private Ryan Ltd	5,500.00
242	Donna Worrell-Marshall & Chereseah Marshall-Bruce	3,735.00
243	Donny Samlal	50,000.00
244	Double X Workshop Ltd	39,489.31
245	DP Enterprises	77,809.50
246	Drawing Office Plan Printers	7,200.00
247	DSD Williams Limited	171,900.00
248	Dusty Dusty Ltd	228,000.00
249	Dwayne Stephen Mitchell	118,368.19

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
250	E. M Reid Limited	292,959.37
251	Earl Woods	500.00
252	Eastern Credit Union	2,170,058.40
253	Eastman & Associates Ltd	51,081.50
254	Easy Does It General Contracting Ltd	68,120.00
255	Echelon Construction & Maintenance Services Ltd	250,470.00
256	Edmoy Contracting and Development Limited	390,201.61
257	Effective Concept Company Limited	344,639.21
258	El Pecos On The Grill	4,668.00
259	Elegance Customizing Ltd	1,000,940.45
260	Elizabeth Beckles	1,323.93
261	Endeavour Hardware Supplies Ltd	1,961,644.80
262	Endeavour Traders Ltd	284,786.61
263	Eniath's Printing Co. Ltd	6,187.50
264	Envion Marketing Company Limited	360,000.00
265	Environmental Management Authority	500.00
266	ENVIRONSANS	469,348.33
267	Eric & Rosalie Edwards	9,065.68
268	ESAU Concrete Products & Contracting Ltd	196,943.40
269	Esther Byron	8,216.83
270	Europa (Trinidad & Tobago) Ltd	46,608.75
271	Eutrice Alleyne	2,939.82
272	Exclusive Contractors	366,277.10

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
273	Ezra Mondesir	17,728.34
274	F&S Electrical Co.	594,208.14
275	F.T Farfan Limited	361,448.78
276	Facilities Management Systems	31,034.76
277	Fairline Enterprise Limited	215,675.34
278	Fans Plus Electrical and Electronics Ltd	6,260.52
279	Faraz Pirali	60,000.00
280	Fast Contractors Limited	133,292.02
281	Favor of God General Contracting Ltd	62,824.48
282	Fen Mohammed Stores Ltd	4,500.00
283	Fideas Services Limited	3,985,742.23
284	Fides Ltd	13,439,162.69
285	Fine Choice General Contractors Company Ltd	622,883.56
286	Fire & Safety Specialist Ltd.	6,056.25
287	Fire King General Contractors Ltd	197,750.71
288	Fitzroy Francis Company	496,024.00
289	Fitzwilliam,Stone,Furness-Smit	350,119.39
290	Forward Industries Limited	68,954.63
291	Francis Family Contracting and Services Ltd	1,105,415.58
292	Francis Quamina	3,220.00
293	Frank Mouttet Limited	2,812.50
294	Fraser Maintenance Services Company Limited	171,562.50
295	From D' Heart Catering Limited	19,540.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
296	Frontline Contractors Limited	91,250.00
297	Gabrielle Maria Gouveia	6,242.26
298	Galavision Industrial Services Limited	226,735.43
299	Galt & Littlepage Limited	8,012.26
300	Garvin Fox	1,864.97
301	Gatwick Transportation & General Contracting Limited	225,548.32
302	Gebion Construction Ltd	66,433.06
303	GELISTER ENTERPRISES LTD	2,034,771.75
304	Gem Radio Five Ltd	61,762.50
305	Gemma Lee France	3,364.22
306	Genius General Contractors Ltd	918,803.00
307	Geographic Info Sys Soc of T&T	1,000.00
308	GeoImagery Services	145,000.00
309	George Gonzalez	18,000.00
310	Gerarda Antrobus-Walcott	10,290.70
311	GG Racobe Contractors Limited	522,489.58
312	Gideon Harry	4,230.61
313	Gillian Rigsby	22,247.00
314	Giselle Joseph	15,805.10
315	Giselle Turner	4,840.00
316	Gisvanni Construction Company Limited	204,000.00
317	Githol Global Solutions Limited	65,472.00
318	GMESH Limited	82,609.50

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
319	GNU Dimension Construction Company Ltd	1,388,900.00
320	Good Vibes & Company Ltd.	5,143,899.05
321	Gopeesingh,Martineau,Edwards & Co	406,008.87
322	Govinda Seunarine	50,000.00
323	Gowrie Persadsingh Contracting Co. Ltd	328,990.50
324	GPR Developments Limited	3,044,166.06
325	Grandeur View	68,000.00
326	Granger Go Green Maintenance Services Ltd	1,138,714.55
327	Graphic Fusion	148,284.84
328	Grass Barbers Co. Ltd	731,160.06
329	Green Engineering	1,350.00
330	Green Hornet Landscaping & Drainage	264,933.40
331	Green Velvet Construction and Landscaping Ltd	127,840.19
332	Guardian Life Of The Caribbean	266,213.36
333	Guardian Media Ltd	81,250.39
334	Guardsman Security Services Ltd	12,307,020.01
335	H. Lewis Construction Ltd	28,677,554.64
336	Hafeez Karamath Limited	31,755,328.62
337	Halkyon General Contracting Limited	705,696.19
338	Hannah & Pete Ltd	1,025,945.00
339	Hanover Construction Co. Ltd	27,500,000.00
340	Hans Aaron Des Vignes	6,500.00
341	Harepierre Gen Const, Bldg of Drains, M'tce & Landscaping Co Ltd	229,228.60

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
342	Hazel and Irving Burkette	1,552.40
343	HDDL & D Paving and Construction Ltd	242,212.50
344	Hebron Construction and General Contracting Services Ltd	288,811.44
345	Hilti Agostini's Fastening Systems	51,666.10
346	Hitlal's Construction and General Maintenance	260,458.33
347	Hobsons	187,182.00
348	Holdtech Technologies Limited	25,000.00
349	Horizon Environment Services Ltd	164,884.13
350	Housing Development Corp.	10,120.95
351	HRplus Software Ltd	902,610.00
352	HSMDT Limited	12,327,239.55
353	I.T. McLeod Projects Limited	31,299,373.29
354	ICON ENVIRONMENTAL Services Company Ltd	356,339.21
355	iEnt Digital Marketing	15,550.00
356	IESL Engineering Limited	2,069,236.64
357	Instyle Interiors Limited	479,086.92
358	Int Ter Trad Company Ltd	1,238,987.28
359	International Caterers Limited	29,203.15
360	Iron Mountain Construction Co. Ltd	74,115.00
361	Irvin Blackman	3,204.54
362	Ishfrank Beautifying Services Ltd	323,000.00
363	Island Finance T&T LTD.	4,357,193.08
364	Ixanos Limited	27,731.25

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
365	J. Gittens Land Maintenance	272,279.00
366	J.C Edwards Construction & General Services Ltd	1,419,961.00
367	J.Chai Trading Co. Ltd	3,000.00
368	JABCO Limited	392,308.83
369	Jaffa Caribbean Consultancy Services Ltd	143,154.00
370	Jah Marie Company Limited	31,150.21
371	Jahkim Joseph	575.00
372	Jakaya General Construction Ltd	68,120.00
373	Jamaica Automobile Association (Services) Limited	609,987.96
374	Jamal Joseph Enterprises Ltd.	465,648.40
375	Janap Tech Services Ltd	843,750.00
376	Janice Vance	4,570.00
377	Jao Contractors	225,120.00
378	Jaric Environment Safety & Hea	34,245.00
379	Jason Group of Companies Ltd	166,984.62
380	Jason Mills Contracting Services Co. Ltd	901,242.35
381	Javed Chattoo	66,000.00
382	Jawanza Carter	4,113.03
383	Jcon Service & Supplies	74,840.62
384	JD Sellier & Co.	1,816,360.95
385	Jel's Construction and Grounds Maintenance	1,171,625.14
386	Jendex Catering & Contracting Services	11,700.00
387	Jenelle Mollineau	60,000.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
388	Jenny's on The Boulevard	7,627.23
389	Jerome Rajcoomar	561,295.00
390	Jeron's Maintenance and Construction Ltd	31,150.24
391	Jessie & Offsprings General Contractors Limited	229,254.97
392	Jessop & Associates	393,120.00
393	JLM's Construction Limited	365,675.16
394	JMC Christian Landscaping Services	68,400.00
395	JNCO Enterprises	7,038,201.05
396	Jodie Belissa Sutherland-Phillip	51,408.10
397	Joel Gokool	1,904.76
398	Joel Hunte	25,000.00
399	Joel Jackson	3,095.69
400	John Bailey (JJ)	2,000.00
401	John Dickinson & Co. (WI Ltd)	120,173.40
402	John E Bake Environmental Enhancing Company Ltd	166,500.00
403	Johnny Q Sound Co. Ltd	51,103.13
404	Joint Consultative Council	1,147.60
405	Jojash Enterprise Limited	53,685.00
406	Jongen Services Co.	133,200.00
407	JONNY CONSTRUCTION COMPANY	210,768.75
408	Joseph Jacob	13,750.00
409	Joyce Ali Contracting Services Limited	99,728.04
410	Joyce Munro-Greaves	7,454.01

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
411	JSK Enterprise Limited	387,538.14
412	Jude Mason & Avalon Mason	25,500.00
413	Junior Ansyl Thompson Draughting & Construction Services Ltd	367,853.62
414	Junior Sammy Contractors Ltd	10,200,472.57
415	Just Matthew Contractors Ltd	718,903.16
416	K&K Landscapers Limited	86,990.63
417	K. Scipio Construction Company Ltd	213,468.67
418	K.I.M. Engineering Co. Ltd	334,198.40
419	K.O Walters Construction	64,321.40
420	Kailash Persad	30,000.00
421	Kall Co Ltd	9,288,241.27
422	Kaloo's Auto Rental Taxi Ser.	38,925.00
423	Karen Ann Fingal	9,048.90
424	Karen Robley	1,647.00
425	Karik Marketing Company Ltd	31,050.00
426	Kariym Phillip	37,500.00
427	Kathleen Kallicharan	21,890.79
428	KCC Traders Limited	380,397.00
429	Keisha Ollivierre-Blackett	1,695.75
430	Keith Mohammed	66,000.00
431	Keith Singh	8,070.52
432	Ken W. Wright	150,500.00
433	Kenesha Lightbourne	9,573.25

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
434	Kern Shaquille Roberts & Shania Reason	18,750.00
435	Kerotronics Water Security and General Builders	344,639.21
436	Kerwyn Anthony Garcia	822,515.64
437	Kerwyn Garcia	60,918.75
438	Keston Guy	2,264.00
439	Keston Mc Quilkin	24,750.00
440	Kevin Huggins	30,000.00
441	Kex Ltd	80,403.75
442	Keya Marketing	25,150.00
443	Khatiyah Construction and Maintenance Co Ltd	344,639.21
444	Kierancan	3,700.00
445	Kimmel's Construction and Maintenance Services Ltd	399,069.00
446	Kimraj Glass & Aluminium Specialist	15,025.00
447	King Cairo Construction Maintenance Company Ltd	520,916.66
448	Kirk Newallo & Indira Newallo	5,435.10
449	Kirton Celestine	5,500.00
450	Kirton's Tiling Service and General Contracting	166,500.00
451	KJ Landscaping Ltd	235,778.00
452	KK United General Maintenance Services	569,448.80
453	Klydon Enterprises Ltd	12,896,656.71
454	Komas Company Limited	1,088,744.75
455	KS & P Limited	315,000.00
456	KSMC Sales Marketing & Construction	461,081.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
457	Kubicon Limited	5,408,245.21
458	Kudos Kleening Maintenance Company Ltd	118,542.20
459	Kyva General Contractors Ltd	204,466.00
460	L&S Surveying Services Ltd	25,245.00
461	La Brea Youth Company Limited	2,736,227.29
462	La Romain Discount Hardware	113,822.65
463	Ladnek Ltd.	17,487.50
464	Laing Sandblasting & Painting Co. Ltd	2,114,046.39
465	Larry McDonald	13,403.79
466	Latoya Crosby	24,167.66
467	Lauren Francis	5,964.66
468	Law Association of T & T	8,500.00
469	Law Engineering and Maintenance Services Limited	199,770.00
470	LCB Contractors Limited	10,359,327.12
471	Lee Young & Partners	401,625.00
472	Lego Brothers General Contracting Ltd	99,999.00
473	Leo Joseph General Contractors Limited	1,100,000.00
474	Lequar Construction Services	14,898,600.85
475	Lewis Building Maintenance Services Ltd	1,000,000.00
476	Leyann Pierre-Rampersad	13,980.25
477	Libre Holdings Ltd	15,000.00
478	Libsco Company Limited	2,213,191.35
479	Life of Barbados	4,853.60

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
480	Lifespan Physioclinic Ltd	1,000.00
481	Light House Limited	2,000.00
482	Linden Scott & Associates Ltd	117,569.50
483	Link-In Contracting Ltd	211,262.00
484	Lisa Charles Designs	35,000.00
485	L'Jaysan Maintenance & Construction Co. Ltd	111,340.40
486	LongYard General Maintenance Limited	68,120.00
487	Lorson Resources Ltd.	503,783.41
488	Los Alumnos De San Juan	10,000.00
489	LR Precision Maintenance Services Limited	18,433.58
490	Lucky Dollar	1,000.00
491	Lynette's Landscaping Enterprises Company Ltd	180,000.00
492	Lyra Panda	7,356.65
493	M&M Insurance Services Ltd	1,133,437.00
494	M.G. Daly & Partners	172,002.50
495	Magic Mist Services Ltd.	75,566.25
496	Magic-Care Solutions Limited	1,120.00
497	Mainstream General Contracting Limited	790,844.54
498	Mair & Company	1,293.75
499	Maitland & Sons Limited	3,337,509.13
500	Mandisa Leacock	532.65
501	Mandiz Building Maintenance Services Limited	1,286,000.00
502	Maraj Air Conditioning Ltd.	3,000.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
503	Marc Campbell	13,200.00
504	Margaret Alexander	500.00
505	Margaret Charles	3,391.50
506	Maria Graham	6,000.00
507	Maritime Life	14,216.34
508	Mark Llanos	55,000.00
509	Marlon Mahadeo General Contractor	1,173,340.00
510	Marlon Rennie Construction & Enviromental Services Ltd.	288,437.20
511	Marsha Mitchell- Lewis	500.00
512	Maslows Contracting Ltd	15,714,178.84
513	Massy Finance GFC Limited	164,309.95
514	Massy Machinery Ltd	10,687.50
515	Massy Motors Ltd	5,199,602.07
516	Massy Stores (Trinidad)	73,500.00
517	Mathura Company Ltd	399,924.00
518	Mattenai Maintenance Services Ltd	1,288,562.50
519	Maureen Jackman	499.93
520	Maurice Chevalier Decor	36,700.00
521	Mauricia Latiff	1,400.00
522	MC Engineering Aspect Ltd	35,156.00
523	Mc Kayda Augustine	4,569.00
524	McClatchie Construction Company Limited	346,345.76
525	MCE General Contractor Service	902,438.20
526	ME TEAM LTD	

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
		670.49
527	Mecca Industries Limited	86,230.35
528	Mechanical & Electrical Engineers Limited	337,499.00
529	Media & Editorial Projects Ltd	26,313.29
530	Mega Insurance Company Ltd.	3,750.00
531	Melicia and Mark Cyrus	45,500.00
532	Melissa London	3,085.00
533	Memory Bank Computers	753,524.00
534	Mendez Professional Services	1,420.00
535	MGM Construction Ltd	679,996.00
536	Midstream General Contracting Ltd	420,354.02
537	Mindks Rentals	405,635.00
538	Mirror Group Publication Ltd	522.66
539	Mobile Services Ltd	753,592.50
540	Modern Electrical Supplies Ltd.	231,073.69
541	Mootilal Ramhit&Sons Contr.Ltd	190,000,000.00
542	Most Imperial General Construction Company Ltd	629,594.10
543	Musan Enterprises and Company Limited	215,675.34
544	Naissal Construction & Maintenance Services Ltd	641,399.35
545	Natikki Mawasi Peterson	23,680.00
546	National Insurance Board	4,834,851.30
547	National M'tce Training & Security Co. Ltd	5,276,762.52
548	NATIONAL SHOE & OCCUPATIONAL	126,645.49
549	Nazjenco & Son's Limited	1,134,883.14

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
550	Neal & Massy Credit Union	140,562.50
551	Neat and Tidy Cleaning Maid Services Company Limited	707,211.68
552	NEBO Construction Company Ltd	162,018.18
553	Neil Parsanlal	64,000.00
554	Neil Williams	82,844.00
555	Next Level Building Construction	39,258.16
556	N'gozi Liverpool	4,681.80
557	NH International (Caribb) Ltd	55,394,993.51
558	NHA Credit Union	176,316.60
559	Nicholas Brian Percy	24,354.00
560	Nicholas Forbes	1,645.46
561	Nichols Plumbing Construction	1,626,843.77
562	Nick's Excellent Construction Services Ltd	125,918.40
563	Nigel and Carla General Contracting Servicing Ltd	31,150.19
564	Nigel Bernard	3,138.63
565	Nile Investment Ltd	1,461,089.80
566	Niles & Gemma Horsford	1,216.74
567	Nivlek Decor	64,867.50
568	Noel Garcia	57,750.00
569	Norman Fabio	200.59
570	Norman Gabriel Limited	485,325.40
571	Norman Gabriel Ltd	1,782,074.30
572	Northern H/ware&Bldg Supp. Ltd	22,387.50

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
573	NSR Enterprise Ltd	340,225.87
574	Nucore Security & Janitorial Services Incorporated Ltd	335,356.00
575	NUGFW Trade Union	484,030.98
576	Nvizege Solutions Ltd	436,058.33
577	Nzingha's Exclusive	3,206.00
578	Obzen Construction	243,182.25
579	Occupational Health & Safety Signage	31,250.00
580	OCK Enterprises	396,100.00
581	Office Authority - Trinpad Division	8,437.50
582	Omali Construction Ltd	1,002,500.00
583	On The Spot Electrical Services& Building Contractors Ltd	8,365.29
584	One-Soi Investments Limited	324,000.00
585	Onika Garcia	2,800.00
586	Oni's Enterprises	80,181.56
587	Orenthal J Contractors Ltd	131,170.53
588	Orion Holder	7,000.00
589	OSHTEC Safety and Security Services Ltd	137,576.25
590	Osprey General Contractors & Services Ltd	711,353.20
591	Output Solutions Central America (Trinidad) Ltd	5,150.57
592	Overpayment for Daily rated staff	22,935.50
593	Overpayment for monthly staff	9,033.30
594	Owusa Williams General Contracts Limited	195,818.40
595	Pace Construction Services Ltd	6,710,011.86

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
596	Palo Construction Company Limited	102,621.16
597	Pan American Life Insurance	718,591.15
598	Pan-American Life Insurance of Trinidad & Tobago Ltd	28,657.50
599	Paras Singh General Contractors Ltd	1,645,693.31
600	Parasram Sanitation Services Ltd	5,265.00
601	Parkertan General Contracting Maintenance Services	195,000.00
602	Parris Tobias	1,160.00
603	Patrick Gordon's Construction Ltd	1,679,638.95
604	Paul Lewis	135.20
605	Paul McLeod	5,000.00
606	Paula Greenidge	5,880.00
607	Peake Technologies Ltd	30,664.20
608	Pecu Credit Union Cooperative Society Ltd	519,525.50
609	Penny Sagan Maraj	13,440.99
610	Performance Matters Limited	448,000.00
611	Personalized Quality Systems	286,620.00
612	Petals Construction Company Limited	215,300.00
613	Peter O'Garrow	600.00
614	Peter Rodriguez Construction	715,570.06
615	Petrotrin EAP Services Ltd.	762,920.09
616	Pical Services Limited	16,266,337.75
617	Pierreson Industrial Ltd	28,557.00
618	Pillai's Tools Company Ltd	2,976.98

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
619	Pilot Property Solutions Limited	1,641,145.00
620	Pineapple Hills Company Limited	5,029.20
621	PJR&S Construction Enterprise	20,000.00
622	PKF Limited	1,283,820.00
623	Port Employees Credit Union	298,735.00
624	Port of Spain City Corporation	2,400.00
625	Porter's Agri-Industrial Agencies Ltd.	13,930.88
626	Power Pulse Company Limited	759,110.40
627	PR Contracting Limited	10,037,127.80
628	Prashant Rampersad	55,000.00
629	Prd Security Services Ltd	5,238,552.25
630	Premium Contracting Services	165,937.50
631	Price Water House Coopers	952,509.37
632	PriceSmart	14,000.00
633	Prime Lumber & Hardware Supplies Ltd	742,197.21
634	Prime Project Managers Ltd	94,300.00
635	Pro Cool Services Ltd	18,231.25
636	Proden Studios Company Limited	9,600.00
637	Professional Painters Construction Services	496,477.25
638	Profile Note	225,225.00
639	Progressive Cutters and Builders	484,368.80
640	Protran 97 Limited	386,775.00
641	PSA Trade Union	61,700.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
642	PSI Services Ltd	4,893.75
643	Public Services Credit Union Co-Operative Society Limited	138,426.00
644	Q&L's Enterprise Company Limited	174,600.00
645	Q.S. Services Ltd	2,239,075.95
646	Q.S.P Hardware, Electrical & Plumbing Services	159,312.86
647	Qlogik Technologies, Inc	12,747.88
648	Quow Val Limited	390,201.61
649	R & R Air Condition Limited	66,337.50
650	R and P Transport and Maintenance Co. Ltd	844,154.12
651	R.Baldeosingh Services Ltd	569,247.75
652	R.E.A.L. Media Entertainment Ltd	1,500.00
653	R.E.M. Consultants & Construction Services Ltd	42,736.00
654	Rachel Williamson & Jason Williamson	2,586.00
655	Radday General Services Ltd	174,000.00
656	Rainbow Construction Limited	3,497,941.09
657	Ramkissoon Construction Limited	185,346.56
658	Ramkissoon Mahabir Transport Company	171,000.00
659	Ramlagan's Gen. H/ware & Elec.	1,500.00
660	Ranjit Singh	3,800.00
661	Raquel Joseph	20,214.00
662	Ravi Heffes-Doon	291,250.00
663	Raymond Joseph	60,000.00
664	RBC Trust Trinidad & Tobago Ltd	22,132,490.01

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
665	RBP Lifts Ltd	2,984,787.63
666	RDC Creative Construction Ltd	91,725.68
667	Real Time Surveys Limited	10,500.00
668	Registrar General	20,000.00
669	Registrar of the Supreme Court	2,200.00
670	Renee Preudhomme	8,903.00
671	Rennie Mckie	5,000.00
672	Renovate Trinidad Limited	1,932,581.36
673	Rentokil Initial Limited	48,078.47
674	Republic Bank Limited	74,620.00
675	Revenue Officer IV St George East Tunapuna	3,825.16
676	Reynold Harripersad	55,000.00
677	RG General Construction & Maintenance	100,171.50
678	Rhand Credit Union	311,106.10
679	Richard Derrick	14,205.15
680	Richard Hope	55,000.00
681	Richard R. Julien General Construction Limited	195,818.37
682	Richard Wilson	4,887.75
683	Rickel Services Limited	696,489.35
684	Ricky Raghunanan Limited	6,343,039.42
685	RICO DEVELOPMENT CO. LTD	734,493.82
686	Risa Ramesar	11,299.48
687	Risbrooke Group Limited	70,080.66

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
688	Rise & Shine Landscaping & Maintenance Company	1,282,240.00
689	Riverside Enterprises Ltd	1,350,000.00
690	Rivulet Investment Group Ltd	7,085,720.80
691	Rizon	4,500.00
692	Roads & Building Services Ltd	198,773.17
693	Roanth Maintenance and Construction Limited	192,475.33
694	Robert Neptune	30,180.00
695	Roblac Ltd	3,002,330.91
696	RochPhotos	3,500.00
697	Rojan Marketing Limited	240,737.50
698	Romal Alique Maintenance Company Limited	338,019.20
699	Romel Ramarack	4,903.31
700	Ronald Brewster & Josanne Wellington-Brewster	12,000.00
701	Ronald Greene	55,000.00
702	Roopy's Contracting Services Limited	80,971.88
703	RRI-O-TEC Ltd	247,599.77
704	Russell Callender Construction and Maintenance	186,886.00
705	Russell Martineau	101,250.00
706	Ryan Budhram	10,000.00
707	Ryan Chance	5,803.00
708	S N Golding Financial Services Limited	238,500.00
709	S&N Williams General Contractor Ltd	161,742.75
710	S.Walter General Contractors Ltd	342,432.54

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
711	Safety Plus Limited	538,322.72
712	Sagicor	144,694.17
713	Salu Enterprises Limited	142,512.19
714	Sam Boucaud Construction	481,221.12
715	Sandi Caribbean Company Limited	342,801.95
716	Sapphire Consultants Limited	9,000.00
717	Sarah Sharada Ali	45,500.00
718	Sargeant & Associates Enterprises	114,365.00
719	Sarj Limited	683,923.50
720	SAS Marketing and General Contractors Limited	196,565.28
721	Sat Sais Company Ltd	300,000.00
722	Savitree Transport	194,503.00
723	Sca Con Contractors Limited	68,442.92
724	Schulere Construction & Maintenance Company	260,458.33
725	Scientia Surveying and Gis Solutions Limited	391,043.31
726	Screen Stars Limited	20,193.76
727	Scrip J	7,402.50
728	SEARLES GENERAL CONTRACTING LIMITED	19,665.00
729	SECU Credit Union	55,550.00
730	SECURISERV LTD	1,237,178.75
731	Security Analyst Services Limited	1,647,362.83
732	Security Force (1997) Limited	1,942,945.63
733	Seecharan Seunarine	72,000.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
734	Seepersad Catering Services	2,850.00
735	Seereeram Bros. Limited	1,324,638.83
736	Senior Superintendent Northern Division	168,840.00
737	SFCCU CR. UN. CO-OPER SOC. LTD	61,983.00
738	Shania Mohammed	41,000.00
739	Sharoz General Construction & Maintenance Services Company Ltd	826,901.95
740	Sharylyn Medas	500.00
741	Shawn Roseman & Genene La Fleur-Roseman	5,130.90
742	Shazeed Mohammed Construction Limited	147,041.53
743	Shennera's General Contactors Ltd	330,501.00
744	Sherman Peters	590.02
745	Sherwin-Williams	69,946.53
746	Shiatsu General Contractors Ltd	6,193,207.29
747	Shirley Alexander Mason	12,552.48
748	Sicon Enterprises	208,080.00
749	Simone Ashby	4,125.00
750	Simone Watson	500.00
751	SIMPSON FINANCE TRINIDAD LTD.	28,926.00
752	SIRR CATERERS LTD	5,203.53
753	Skymist General Contractors Ltd	95,515.91
754	Smart Alarms Company Ltd.	1,293.75
755	Smartt Security Services Co. L	638,413.00
756	SMH General Construction Ltd	2,257,084.17

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
757	Solid Construction 2015	733,974.83
758	Solveris Systems and Solutions Limited	10,000.00
759	Sound Room Productions	48,262.50
760	Southern General Limited	1,194,437.50
761	Southside Landscaping & Contracting Enterprises	680,806.93
762	SOVI Marketing	50,400.00
763	Spark Action Services Ltd	232,174.12
764	Sphinx Construction Ltd	1,914,740.82
765	Standard Distributors Ltd	15,500.00
766	Stanley's General Contractors	725,446.25
767	Stefon Phillip Andrews	10,000.00
768	Stephanie Gina Edwards & Anthony Stephen Clarke	33,592.00
769	Stephanie Wight Construction and Maintenance Limited	482,222.09
770	Steve & Associates Ltd	13,387.50
771	Strategic Alliance Security Services	7,968,107.16
772	Subhanie & Sons Transport Services	62,400.00
773	Sulton Industries (T & T) Ltd	588,044.14
774	Suntruclear Enterprises Ltd	32,343.75
775	Super Klean Services	83,652.88
776	Superior's Infinite Productions Ltd	9,483.75
777	SUPREME SERVICE TECHNOLOGIES	51,738.32
778	Sure Surv Ltd	5,574,937.75
779	SWMCOL	127,237.50

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
780	Sydco Ltd	467,883.66
781	Syne's Contracting & Industries 1988 Limited	2,291,043.39
782	T & TEC	12,719,057.75
783	T&T Fire Services Credit Union	34,787.27
784	T&T Housing Development Corporation	708,680.51
785	T&T Mortgage Finance	189.00
786	T&T Police Credit Union	156,620.00
787	T&T Unit Trust Corporation	774,380.00
788	T. Blanc Home and Garden Maintenance	1,366,976.00
789	T.A.W. Transport Construction & Maintenance Services Ltd	1,000,000.00
790	T.N. Ramnauth & Company Limited	145,185,954.55
791	T.Roach's Procurement & Enterprises Co.Ltd	98,807.07
792	Tamara Cozier-Bobb	20,750.00
793	Tariq Clarke	550.00
794	TATECO Credit Union	1,000.00
795	TATIL Life Assurance Limited	10,524,000.00
796	TATIL Life Assurance Ltd.	23,840.98
797	TECU Credit Union	385,023.45
798	Telephone Workers Credit Union	44,797.50
799	Tenament Yard Construction & Maintenance Company Ltd	76,635.00
800	Tensile Structures Trinidad Limited	115,088.00
801	Termite Attack Limited	60,496.95
802	Ternisha Hannibal	2,500.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
803	The American Stores Ltd	5,271.00
804	The Awning Gallery Ltd	7,200.00
805	The Ayana S. Dyette Foundation for Cervical Cancer	4,800.00
806	The DocuCentre Ltd	19,518.75
807	The Environmental Friendly Company Ltd	64,892.61
808	The Mat Man	27,568.14
809	The Officeworks Ltd	2,418.75
810	The Synthesis Group Limited	196,875.00
811	Theon Ramnansingh	55,000.00
812	Therml Impac Affordable Homes Company Ltd	285,259.85
813	Thinno's Enterprises Limited	112,711.48
814	Thomas Construction Co. Ltd	829,501.25
815	Three Star Sportswear Ltd	7,920.00
816	Tint Specialist Ltd	2,553.33
817	Titus Chase	6,000.00
818	TNG Construction Services Limited	33,893.98
819	ToastTT Events Ltd	4,068.00
820	Today's Optical	2,000.00
821	Took's Enterprises Limited	419,717.38
822	Tops Office Supplies LTD	10,997.80
823	Towers Maintenance Company Limited	292,126.50
824	Toya's Enterprise Limited	215,300.00
825	Toylin Limited	425,067.36

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
826	Training & Logistics Ltd	3,150.00
827	Transcorp Credit Union Co-operative Society	101,761.98
828	TransUnion	22,933.04
829	Trevko Surveys	41,268.97
830	Triad Electrical Contractors	14,908.43
831	Tricia Mathison	500.00
832	Trinbago Landscaper Maintenance & Beautification	1,968,163.75
833	Trini Bashment Limited	2,812.50
834	Trinidad & Tobago Housing Development Corporation	1,500.00
835	Trinidad & Tobago Landscaping Company Ltd	11,844,605.38
836	Trinidad Dataforms Ltd	52,740.00
837	Trinidad Express Newspaper Ltd	165,389.02
838	Trinidad Hose Co. Ltd.	2,227.50
839	Trinidium Group Limited	223,316.00
840	Trinifire Construction & Maintenance Services	215,300.00
841	Trintoplan Consultants Ltd	1,978,447.34
842	Triple K Maintenance Co. Ltd	4,698,423.45
843	Triple L Professional Maintenance Company Limited	401,737.82
844	Tripple J. Scavenging Transport Services	610,933.50
845	Triump Construction & Maintenance Co. Ltd	180,238.50
846	Tropical Electrical Supplies & Services Limited	506,415.13
847	Tropical Tent Rentals	333,812.50
848	TSTT	1,508,747.05

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
849	TTMF	1,883,306.82
850	TTT Limited	8,915.23
851	U.W.I Credit Union	1,984.00
852	UDECOTT LTD	1,547,024.91
853	UEM Inc.	5,540,839.31
854	Ultimate Construction Services Ltd.	2,939,077.89
855	Ultralift Limited	2,561,841.00
856	Umbrella Security Services Limited	3,921,042.16
857	Unicomer (Trinidad) Ltd	35,000.00
858	Unique Furniture & Appliances	2,000.00
859	Unlock Media TT	1,620.00
860	Upfront Contracting	29,449.00
861	Upwardly Mobile Ltd	460,258.33
862	Ursula Gordon	25,285.00
863	V. Boodram Engineering Limited	3,600.00
864	V.R. Gillette Holdings Ltd	564,169.32
865	Valko Construction Company Limited	297,022.39
866	Vasant B. Rampersad	55,000.00
867	Vashtie Lutchmie-Persad	55,000.00
868	Vee's Enterprises Ltd	85,608.88
869	Venture Credit Union	210,060.60
870	Victoria General Contractor & Supplies Limited	164,542.50
871	Victoria Keyes Management Company Limited	2,545,147.97

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
872	Vigai & Vijay Contracting Co Ltd	1,912,944.29
873	Virgo Consultants Limited	3,740,255.85
874	Vishal Tambie	5,500.00
875	Voltec Engineering and Surveying Services Ltd	56,700.00
876	VRW Superior Construction & Maintenance Services Ltd	101,250.00
877	W.Bishop Contractors Ltd	17,706.20
878	WAD Engineering Services Company Limited	201,019.20
879	WASA	15,004,493.28
880	Waste Control Services Limited	27,000.00
881	Water & Sewerage Authority	800.00
882	Water Tech Limited	6,152,238.35
883	Watts Engineering Ltd	1,599,186.06
884	Wendy Ann Lynch	4,340.41
885	Wesley's Transport	19,000.00
886	West Indian Distributors	1,778.63
887	Western United Credit Union	11,058.08
888	Wheeler & Co.	25,095.00
889	William H. Scott Ltd	751,331.26
890	Willis George	149,400.00
891	Winnib Consulting	153,748.00
892	Winreo Services Limited	2,236,366.56
893	Winston Kurt Salandy	4,125.00
894	Winston Young and Associates Company Limited	338,019.20

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
895	Winter's General Contractor Company Limited	300,665.24
896	Woodgreen Holdings Limited	1,243,451.88
897	Work of Art General Contractors Ltd	66,431.53
898	Works Credit Union	1,070,405.57
899	Wright Repairs Ltd	342,432.54
900	X.A.L. Transport & General Contracting Services Ltd	342,432.54
901	Xor-Serv Company ltd	139,500.00
902	Xtra Foods	209,230.00
903	Y.B.T.T. Construction Company Limited	387,719.11
904	Yeshuah Enterprises	95,428.12
905	Your Environmental Partners Co Ltd	101,250.00
906	Yuja Security Services Ltd.	981,200.00
907	Z.A.T.T Maintenance Co Ltd	511,632.54
908	Zahrin Ali Construction Co Ltd	55,525.00
909	Zeeton General Contractors Limited	576,146.59
910	ZJ Masterminds Construction	22,500.00
911	Zoe Transportation Waste Disposal and Recycling Company Limited	343,358.33
912	Zoho Corporation Pte Ltd	61,820.00
913	Zorina's Maintenance & Landscaping Company Ltd	10,590,970.63
914	Damian & Kyjondha Allamby	4,570.00
915	Ali Deonanan & Associates Ltd	35,437.50
916	Nicholas Alexander	3,333.33
917	Al-Shams Construction Company	64,039.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
918	Americas Marketing Co.Ltd	335,180.61
919	Americas Marketing Company Limited	1,184,429.98
920	Antoine & Associates Surveys Ltd	122,962.50
921	Appleville Catering Services	18,300.00
922	Architekton Ltd	98,027.69
923	Darrien Arneaud	15,000.00
924	Garvin Lewis & Kernisha Archie	1,048.80
925	Kareem Sutton & Charisse Archer	3,085.00
926	Atalo Ltd	90,830.48
927	Stephen Aziz	1,875.00
928	Ronnie & Yashomatee Balkaran	3,282.30
929	Pauline Bedeau	18,750.00
930	Bhagwansingh's H/ware & Steel	879,050.14
931	Reynold Bhikarry	15,000.00
932	Blackwell Construction Limited	1,439,870.45
933	Shayna Bobb	1,075.60
934	Trisha Burton	3,002.40
935	Caribbean Airlines Limited	3,000.00
936	CaribbeanJobs.Com	8,840.00
937	Catholic Media Services Ltd	7,875.00
938	Caribbean Safety Products Ltd	1,282.50
939	Cylisha Charles	3,000.00
940	Chenicce Mayers	4,288.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
941	CMR & Company Ltd	6,520.00
942	Comptroller Of Customs & Exc	2,058.23
943	CYRTOEN LTD	250,734.53
944	Davidson's Safety Garments & Industrial Supplies Ltd	652,162.50
945	Empirical Designs	13,000.00
946	Dexter Hackette	1,800.00
947	Joel Ricardo De Mille	45,500.00
948	DesalTech Limited	8,216.02
949	Destination Suites Limited	87,135.72
950	Yolanda Derpwell	3,960.00
951	Mahabal & Zahadia Dhansingh	2,886.30
952	Richardson Diaz	2,000.00
953	DM Contracting Services Limited	67,562.28
954	A.C.DOCTORS	3,000.00
955	Alana Dollaway	4,130.10
956	Antonio & Kathy Doyle	2,717.09
957	Doolay Construction Limited	135,708.75
958	John Douglas	-
959	Naila Holder-Douglas	14,185.38
960	Elorne Duncan	1,625.82
961	East Dry River Development Company Ltd	82,634.00
962	E Construction & Survey Consultants Co. Ltd.	7,875.00
963	ECO Waste Management Limited	744,352.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
964	Jamal Ellis	10,000.00
965	Elisha Jack	900.00
966	Evolution Freight Solutions Ltd	3,010.00
967	Fair Construction & Enterprise Ltd	80,449.60
968	Furniture House Ltd	2,998.00
969	Brendon George	2,400.00
970	Faeryal George	1,756.80
971	Keilon George	2,342.70
972	Marilyn George & Asenath Prayer George	1,761.00
973	Onicha George	3,515.00
974	G Murray Engineering Works Limited	1,035,447.19
975	Karen E.M Gonzales	20,147.00
976	Dwayne-Mac Hagley	5,000.00
977	Lequay Harper	1,681.02
978	Michael Haynes & Nikisha Collins	45,500.00
979	Onika Hackshaw	3,800.00
980	Roopnarine Hardware Limited	383,493.62
981	Darryl Henry	10,000.00
982	Lorraine Heath	5,209.00
983	Quain Hoyte	1,701.90
984	Winston Hunte	1,775.75
985	Ibis Holdings Ltd	287,719.80
986	Industrico Limited	191,857.50

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
987	Integrated Computing & Outsourcing Network Solution Co. Ltd	110,868.75
988	Allison John	9,375.00
989	Curtis & Levisia Joseph	3,280.00
990	Lamarsha Joseph	-
991	Stacy-Ann Mc Intosh & Onika Johnson	2,583.90
992	Jean Paul Llanos Contractors Ltd	151,818.75
993	Junior Charles Construction	66,621.46
994	KC Media	800.00
995	Kee Chanona Limited	1,630,411.36
996	Kevon James	1,800.00
997	Keron James	3,000.00
998	Donnie Khan-Boodram	4,650.00
999	Judy Kissoon	20,000.00
1000	Everard Lalla	1,406.48
1001	Land Images Design Group Ltd	1,336,500.00
1002	Dixie-Ann Creese-Lee	5,217.53
1003	Sheraz Carrera & Jameela Lewis	3,515.00
1004	Lloyd Springer	19,004.00
1005	L&W Engineering Equipment Ltd.	230,748.75
1006	Annette Mascall	1,868.76
1007	Ayanna Matthew	1,750.50
1008	Esi Marcial	3,917.70
1009	Karisa Marcelle	24,589.12

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
1010	Larry Matadeen	20,000.00
1011	Marlon Lewis	1,500.00
1012	Marryshow Maintenance Services Limited	174,375.00
1013	Apollonaris Theresa Marine	16,084.00
1014	Crystal Warren-Mc Kie	2,600.00
1015	MIC Institute of Technology Limited	113,062.50
1016	Adrian Moreno	1,800.00
1017	Christopher & Sheila Modeste	1,378.33
1018	Mojuba General Contracting Company Limited	536,800.00
1019	Lynette Morgan	18,330.00
1020	Master Mouldings Ltd.	3,000.00
1021	Shenelle Moses	3,180.00
1022	Renaldo Mullings	1,151.44
1023	Gesh Designs	3,000.00
1024	Rhea Naidoo	3,515.00
1025	Newel Lewis Broadbridge Assoc.	225,000.00
1026	Kayle & Anna Noel	2,775.00
1027	Paul Creedland	3,000.00
1028	Kimberly Pantin	4,800.00
1029	Payless Supermarket	6,754.83
1030	Peapsl Consultancy Limited	-
1031	Genieve Perryman	3,000.00
1032	Giselle Phillips	3,085.00

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
1033	Makayla Gilchrist-Pierre & Jodell Pierre	2,775.00
1034	Pinnacle Tank & Pipe Fabrication Maintenance Services Limited	175,308.00
1035	Prestige Services Ltd	153,215.04
1036	Procure Limited	80,190.00
1037	Rann's Agencies Limited	213,875.56
1038	Chris Ramsubhag	4,073.40
1039	Deo Ramkissoon	2,844.90
1040	Timmy Ramkissoon	10,000.00
1041	Conflict Resolution and Mediation Centre of Trinidad and Tobago	14,062.50
1042	Rennie Mohammed	5,598.00
1043	Cecil Moore & Valerie Rosemin	18,750.00
1044	Jamelia Roberts	2,775.00
1045	Kenneth Rodriguez	22,922.45
1046	Romall Phelps	3,000.00
1047	Roof Systems Ltd	661,464.17
1048	Cyrus Samuel	2,775.00
1049	Merlinda Williams Sarjeant	32,830.00
1050	S. Charlemagne And Son General Contractors Limited	75,500.00
1051	Marilyn Scipio	10,233.36
1052	Stabilizer Construction & Supplies Limited	513,492.92
1053	Maurisa Sebro	500.00
1054	Prakash & Seeta Transport Limited	73,039.04
1055	Renice Paul-Sealy	2,775.00
1056	Khaleel, Zafrulla & Soraya Shah	

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
		237.81
1057	Avinash Singh	15,000.00
1058	Quillan Osei Smith & Hadassah A. Taylor	85,874.00
1059	Alvin Sankeralli & Roopa Sookram	1,000.00
1060	Kevan Soloman	20,000.00
1061	Southern Paving Enterprises	305,693.00
1062	South Star Contracting and Equipment Rentals Ltd	2,391,221.25
1063	Dwayne & Paula Springer	4,070.60
1064	Ronnie Spencer	9,860.40
1065	Sri Construction Limited	1,718,453.92
1066	STECHERS LIMITED	3,000.00
1067	Tenille Sudan	1,200.00
1068	Survey Trinidad & Tobago Ltd.	16,875.00
1069	Dimitri Teekersingh	1,467.00
1070	The Cabin Electronics	2,500.00
1071	The Registrar, Industrial Court of Trinidad & Tobago	5,500.00
1072	Total Connections of Trinidad and Tobago Limited	98,027.69
1073	Trinpave Asphalt Company Limited	258,813.35
1074	Tru-Fit Garment Factory	1,500.00
1075	TRIBEC GROUP OF COMPANIES Ltd	385,236.61
1076	Trinity Supermarket Ltd	2,500.00
1077	Trinidad Mcktec Services Ltd	212,152.50
1078	TT Post	4,170.00
1079	T& T Quality General Services Limited	175,881.60

No.	Supplier Name	Total Paid Oct 1st 2022- August 31st 2023
1080	Unified Networking Development Systems Ltd	68,982.96
1081	Audio Video Xperts Company Limited	2,109.37
1082	Annette Borel - Williams	6,773.00
1083	Dexter Williams	1,986.15
1084	YBTT Construction Co Ltd	348,947.20
	Total Paid	1,254,334,230.46



Supplier Balances - August 31st, 2023

No.	Supplier Name	Balance as at August 31st 2023
1	114 General Contracting Services	264,200.00
2	4 M's Brooks Enterprise	153,900.00
3	Aaron Belmontes	480.00
4	Aaron Raghoonanan	3,470.40
5	Aaron Thomas	9,375.00
6	Aaron Thomas	16,500.00
7	Abbigail Mascall & Abby Mascall	3,138.95
8	ABEL - Alstons Bldg Ent.	3,047.50
9	Abena Paul	600.00
10	Abeni Jardine	3,412.80
11	Abigail Carter	3,137.40
12	Abi-Gail Gomez	1,400.00
13	Abigail Rampersad	13,210.20
14	Abigail Simmons	1,317.60
15	Access Records Management of Trinidad Ltd	47,091.47

No.	Supplier Name	Balance as at August 31st 2023
16	Accountant WASA	51,709.28
17	Acq & Associates	460.00
18	Adanna Mc Lean	2,912.40
19	Adatto Studios	1,700.00
20	Addana Lewis	1,513.80
21	Adesh Beephan	1,514.48
22	Adetayo Akingbala	1,500.00
23	Adika Pierre & Roxane Marchan	2,506.50
24	Adjua Enyella	2,504.70
25	Adolf & Vilma Bellamy	7,194.90
26	Adrian Bartholomew	1,953.34
27	Adrian Jack	16,585.80
28	Adrian Massiah	500.00
29	Adrian Mitchell	4,219.20
30	Adrian Rostant & Ria James	1,770.30
31	Adrian Salazar	17,624.31
32	Adrian Wilkinson & Taramatie Wilkinson	2,199.60
33	Adwin Pascall & Allison Cudjoe-Pascall	2,414.70
34	Agatha Edwards	1,007.66
35	Agnes Lee Shue Ling	183.01
36	Agnes Webster	5,787.00

No.	Supplier Name	Balance as at August 31st 2023
37	Agostini's Limited	273,579.44
38	Ahsan General Maintenance & Construction Ltd	1,463.06
39	Ainka Williams	6,500.00
40	Airport Gateway Services Limited	292,986.16
41	Ajay Phowdie	17,875.00
42	AJKJ Construction Co. Ltd.	61,229.25
43	Akash Persad	2,239.20
44	Akeal J'Rome Hosein	3,142.00
45	Akeisha Shelbourne	1,806.20
46	Akil Earle Construction & Maintenance Company Ltd	107,750.40
47	Akil Quaccoo & Colene Hercules-Quaccoo	1,698.67
48	Akila Henry	3,180.00
49	Akile Jeffrey & La Toya Jeffrey	1,982.87
50	Akimber Felix	500.00
51	Akiya Morris	4,219.20
52	Aklia Joseph	2,389.50
53	Ako Brent Phillip	6,285.00
54	Alana Conyette	300.00
55	Alana Howe	1,012.29
56	Alana Lee Ling Bholai & Deepak Kumar	4,656.60
57	Alana Leonard	2,638.80

No.	Supplier Name	Balance as at August 31st 2023
58	Alana Peterson	13,920.00
59	Alana Sorillo	500.00
60	Alana Zephyrine	2,650.60
61	Albert D. Sylvester	10,209.18
62	Aldwin Hylegar	3,776.42
63	Aldwyn Barnett	1,878.46
64	Aleshah Ramdial	2,055.60
65	Alessandro Charles & Krystal Bobb Charles	3,240.00
66	Alex Aguilera	3,794.85
67	Alex Seunarine	6,000.00
68	Alfred Franklin	3,010.00
69	Alice George	178.39
70	Alicia Boucher	2,238.30
71	Alicia Cobb	5,004.60
72	Alicia Edwards	690.00
73	Alicia John	500.00
74	Alicia Kipps-Rudder & Glendon Rudder	10,644.00
75	Alicia Mitchell	350.00
76	Alicia Mohammed & Kelvin Rechais	3,000.00
77	Alicia Sooknanan	10,665.00
78	Alisha Sookdeo	3,013.70

No.	Supplier Name	Balance as at August 31st 2023
79	Alison Joseph- Seales	10,258.47
80	Alister James	2,543.40
81	All Care Landscaping Company Limited	393,750.00
82	Allan Anthony	195.00
83	Allan Durham	8,950.00
84	Allan Mattook	7,381.80
85	Allana Trail	2,346.30
86	All-In-One Supplies and General Construction Ltd	398,188.56
87	Allison Daniel	14,875.73
88	Allison Medina	2,825.20
89	Allison Pereira	2,200.00
90	Allison Shade	1,856.29
91	Almaz Simpson	2,980.50
92	Almega Enterprises	84,700.00
93	Almond Construction Company Ltd	47,755.20
94	Almond Drive Tenant's Association	227,700.00
95	Alston Lewis & Nicole Clarke	3,973.50
96	Althea Lewis	310.67
97	Alvin Narine & Salima Khan-Narine	1,982.70
98	AM Industrial Supplies	374,502.71
99	AM Transport Services	39,864.55

No.	Supplier Name	Balance as at August 31st 2023
100	Amalgamated Security Serv. Ltd	356,162.43
101	Amanda Panchoo-Hosein	5,352.00
102	Amanda Toussaint	2,153.70
103	Amaranth Business Solutions Limited	194,605.54
104	Ambrose Ancil Dennis Pierre	7,180.00
105	Amdita's Enterprises Limited	19,065,486.12
106	Americas Marketing Co.Ltd	2,473.54
107	Americas Marketing Company Limited	321,674.64
108	Amforce Security Limited	7,560.00
109	Amin Parasram & Dianne Moolchan-Parasram	1,376.67
110	Amina Mc Kenzie	2,032.00
111	Ammrit Gokool	2,793.60
112	Amtar Fine Foods Catering Ltd	9,315.00
113	Amy Rogers	2,055.60
114	Anaika Gould Jarvis	2,286.00
115	Analisa Pierre	2,200.50
116	Analyn Chatterpaul-Ifill	9,656.00
117	Anand Bissessar	5,865.00
118	Anand Sobrian	1,956.60
119	Anasthasia Leon	28,317.60
120	Anchor Housing and Industries Co.Ltd	500,481.47

No.	Supplier Name	Balance as at August 31st 2023
121	Ancil Alleyne	6,211.83
122	Ancil Dorset	3,800.00
123	Andell Daniel	743.36
124	Andre Burgin	443.00
125	Andrea Jackson	1,365.00
126	Andrea Quashie	1,224.94
127	Andrel St. George & Arlene St. George	2,697.10
128	Andrew Alphonso & Karyl Alphonso	3,735.00
129	Andrew Branker & Linda Lugo	942.32
130	Andrew Clarke	3,059.87
131	Andrew Panday-Murray	3,390.30
132	Andrew Richins	7,000.00
133	Andy & Emily Bally	1,684.00
134	Andy and Liz General Maintenance Services	46,460.70
135	Andy Augustine	2,813.40
136	Andy Kelvin Alexander	736.06
137	Andy Mahadeo	1,979.10
138	Andy Pegus	1,339.60
139	Andy Ramlal & Donna Ramlal	5,435.10
140	Andy Williams	11,792.00
141	Aneicia Forde	6,300.00

No.	Supplier Name	Balance as at August 31st 2023
142	Angari Services Ltd	221,432.88
143	Angela Brizan	1,444.40
144	Angela Douglas	275.69
145	Angela Villafana	372.88
146	Angeli Ram	1,650.60
147	Anil Baliram	128.10
148	Anil Harrilal	4,681.80
149	Anisha Perez	2,055.60
150	Anjanie Nanlal-Rampersad & Randy Rampersad	4,646.15
151	Ann Grant Lewis	3,787.52
152	Ann London	60.75
153	Ann Marie Billouin	359.93
154	Ann Marie Fellis & Matthew Fellis	54,071.30
155	Ann Marie Franka Abraham	461.99
156	Ann Marie Metivier	4,560.00
157	Ann Marie Nurse	8,466.20
158	Ann Reynola Barton-Sylvester	1,489.85
159	Annalee Marcano	3,735.00
160	Annastasia Gallan	1,799.33
161	Annegret Branker	1,687.50
162	Annette Bobb-Joseph & David London	37,500.00

No.	Supplier Name	Balance as at August 31st 2023
163	Annette Corraspe	2,074.50
164	Annette Gonzales-Thompson	438.90
165	Annette Slinger	569.98
166	Annita Sudama	7,875.13
167	Ansa Coatings Ltd	342.00
168	Anson & Cuty Brache	74,300.00
169	Anson Clarke & Lydia Wattley-Clarke	3,123.00
170	Anthony & Judy Ann Hinds	266.04
171	Anthony Abraham	3,069.13
172	Anthony Augustine	27,335.75
173	Anthony Aziz & Nicole Alexander	48,450.50
174	Anthony Bullock	125,000.00
175	Anthony Chadee	4,248.90
176	Anthony Clement	153.42
177	Anthony Dillon	360.84
178	ANTHONY FRANCIQUE	360.00
179	Anthony Franklynn & Sally Roopchand-Sawh	1,954.80
180	Anthony Graham	35,000.00
181	Anthony Lezama	10,000.00
182	Anthony Ramkissoon	34.00
183	Anthony Rattan & Ronald Rattan	1,901.33

No.	Supplier Name	Balance as at August 31st 2023
184	Anthony Stewart	2,000.00
185	Anton Diaz	1,317.60
186	Antonette's Maintenance Services	210,000.00
187	Antonio Walker, Majorie David-Walker & Stefan Walker	2,449.60
188	Apollonaris Theresa Marine	23,351.00
189	Arbres Management Company Limited	500.00
190	Archibald & Deborah James	1,268.98
191	Archibald Henry	214.05
192	Ariel Newman Ltd	255,342.35
193	Arima Corporation	38,704.00
194	Arion Hercules	2,767.50
195	ARK Outsourcing Ltd	70,930.00
196	Arlene Henry	114.75
197	Arlene Julien	1,929.34
198	Artarus Construction	1,305,515.65
199	Arthur Marcus	716.34
200	Arthur Smith & Alison Martin	13,327.77
201	Arthur Welch	188.65
202	Arvel Edwards & Rolinda Vincent	2,332.80
203	Arvin Persad	3,919.50
204	Asha Martin	9,870.00

No.	Supplier Name	Balance as at August 31st 2023
205	Asha Seepersad and Marc Ramphally	937.80
206	Asim Francis	2,055.60
207	Atalo Ltd	351,092.59
208	Atiba Briggs	3,785.40
209	Atiba Ochoa	2,074.50
210	Atkinson & Greer Bedeshi	1,531.80
211	Auditor General	3,998.36
212	Augustus John	1,867.80
213	Augustus Joseph	196.56
214	Augustus Reyes	603.30
215	Augustus Riley	3,057.30
216	Austin Rogers Holdings & Construction Company Ltd	1,472,018.89
217	Ava Orié	12,065.00
218	Avalene Solomon	3,123.00
219	Avalon Straughn	400.00
220	Avant-Garde Construction and Services	1,155,525.00
221	Avarnell Burnett	6,000.00
222	Aveann Joyeau	7,020.00
223	Avenelle Alleyne	3,057.30
224	Avinash Bhajan & Sunita Bhajan	2,568.60
225	Avinash Singh	5,000.00

No.	Supplier Name	Balance as at August 31st 2023
226	Avril Carrington	7,691.20
227	Awardy Hardware & General Supplies Limited	51,983.45
228	Ayana Mack	5,052.60
229	Ayanna Richardson	960.90
230	Ayanna Wallace	500.00
231	Aynsley & Makeba Matthews	810.00
232	Ayoub Aziz & Nicole Tobas	10,675.00
233	B.K Holdings Ltd	218,437.50
234	Bacon Woodrow & de Souza Ltd.	84,375.00
235	Baker Tilly Montano Ramcharitar	153,682.88
236	Balou Engineering Construction and Maintenance Services Limited	6,942,395.27
237	Barrow's Event Catering	5,275.00
238	Barry Siew	2,338.20
239	Bas & Son Ltd	543,291.50
240	BD-MC Enterprise Ltd	275,781.49
241	Becky De Verteuil & Clint De Verteuil	2,793.60
242	Benesia Peters	2,208.60
243	Benjamin Downes	292.17
244	Bennan Construction Ltd	771,989.44
245	Berenice David	3,543.30
246	Berger Paints Trinidad Ltd.	1,579.50

No.	Supplier Name	Balance as at August 31st 2023
247	Berment Caterers	967.50
248	Bernadette & Clarence Claxton	1,888.78
249	Bernadette Bailey	3,365.04
250	Bernadette Lewis-Clarke & Stephan Clarke	250.00
251	Bernadine Carter	482.96
252	Bernard Felix	4,946.40
253	Bess Lawn Ltd	98,027.69
254	Beverley Augustus & Bianca Augustus	3,735.00
255	Beverly Barker	3,634.26
256	Beville Austin & Andrea Browne	874.50
257	Bevon Silverton	198.13
258	Bharat Brigdemohan	4,668.32
259	Bibiano De Freitas	1,860.15
260	Bio-Medical Laboratory	1,530.00
261	Blessed Home Environmental Company Limited	168,204.40
262	Blizz Core Technology	0.01
263	Blue Stream Services Ltd	10,996.88
264	BLUE WATERS	4,575.00
265	Board of Inland Revenue	72,993.46
266	Board of Inland Revenue	264,816.91
267	Bobby Kallie & Yasmin Ali	6,103.73

No.	Supplier Name	Balance as at August 31st 2023
268	Bois Management Company Limited	500.00
269	Bonald Sebastian	245.51
270	Bourgeoisie Home & Garden Centre Ltd	104,861.25
271	Brendon Rodney	2,043.90
272	Brent Brian Andrews	149.64
273	Brent Llanos	5,000.00
274	Brent Mc Neil	16,027.20
275	Brent Roberts	19,620.00
276	Brent Simon Construction Company	103,920.00
277	Brette Butler	2,593.94
278	Brian & Dianne Joseph	137.67
279	Brijesh Ram	3,339.00
280	Brittney Richards-Nelson	2,400.00
281	Bryan Forde	1,596.96
282	Bumpy General and Construction Company	61,308.00
283	Burges Adams	5,000.00
284	Burke and Company Limited	501,904.70
285	Business Equipment & Interiors International Ltd	2,992.50
286	Byron Campbell	160.81
287	C.J. Maintenance Co. Ltd	418,190.63
288	Calbert Radgman	608.83

No.	Supplier Name	Balance as at August 31st 2023
289	Calypso Nite	6,000.00
290	Camille Mc Kenzie-Charles	17,376.00
291	Camille Mohammed-Beharry	17,710.00
292	Camille Shand & Jason Rostant	3,606.00
293	Candace Simpson	10,800.00
294	Candice Elliot	14,198.60
295	Candice Mc Leod	2,552.40
296	Candice Sandy	1,650.60
297	Candice Taylor	1,650.60
298	Candy Balkissoon	2,229.30
299	Caribbean Airlines Limited	300.00
300	Caribbean Breast Centre Limited	1,800.00
301	Caribbean Facilities Corporation Limited	40,464,669.96
302	CaribbeanJobs.Com	7,425.00
303	Carl Ragoonanan & Ron Syed Ragoonanan	2,981.10
304	Carl Woods	370.13
305	Carla De Castro Carrington & Otto Carrington	4,582.80
306	Carlene Grant	504.90
307	Carlene McLean	500.00
308	Carlese & Camille Cayenne	3,527.41
309	Carllon Hartman	500.00

No.	Supplier Name	Balance as at August 31st 2023
310	Carlos Gregoir	3,520.00
311	Carlos Shade	65,000.00
312	Carlton John	2,110.58
313	Carmen Graham	142.17
314	Carol Franklyn-Rawlins & Sade Clarke	3,788.10
315	Carole-Ann & Oltonn James	3,682.47
316	Caroline James-Bowen	500.00
317	Caroline Ruiz & Carol-Ann Ruiz	165.00
318	Caron Broomes & Che Hart	3,735.00
319	Cashico Limited	85,725.00
320	Cassim Toussaint	274.15
321	Cassleton Greens Committee	7,000.00
322	Catherine Hansraj	5,103.00
323	Cathy Ann Ballah	8,884.00
324	Cathy-Ann Brewster	180.00
325	Caty-Ann Rampersad & Danielle Waterman	2,673.90
326	CBE Trinidad Limited	2,774,239.74
327	CDG Construction Company Limited	18,222.81
328	CDS Transport Ltd	120,657.66
329	Cecil Carrabon	583.01
330	Cecil Walker	1,059.01

No.	Supplier Name	Balance as at August 31st 2023
331	Cedric & Erlene Lee A Ping	283.09
332	Celia Lewis	117,925.18
333	Central Pavers & Maintenance Construction Co. Ltd	227,982.00
334	Central Wholesale Stores	838.13
335	Chadwick Gomez	21,850.00
336	Chain & Saw General Construction & Maintenance Co. Ltd	525,000.00
337	Chantal La Roche	4,582.80
338	Charlene Holder	5,280.00
339	Charlene Wallace	6,131.15
340	Charles Teloka	486.90
341	Charmaine Bowen	6,778.30
342	Charmaine Manzano Antoine	8,770.20
343	Charmaine Pierre	19,800.22
344	Che Rawlins	254.70
345	Chelsea Riley	500.00
346	Chervon Reid	3,790.80
347	Cheryl Ann Lewis	440.00
348	Cheryl Ann Reyes	24,650.00
349	Cheryl Garcia	2,758.80
350	Cheryl Joseph	1,922.67
351	Cheryl La Rosa	8,190.00

No.	Supplier Name	Balance as at August 31st 2023
352	Cheryl,Damien R.& Stacey N. Gonzales	576.86
353	Chesterfield Sealey & Shinelle Grant	3,735.00
354	Chet Forbes & Nicole Kalloo-Forbes	3,057.30
355	Chevon Rodriguez	14,349.00
356	Chevorn Ashton	4,054.50
357	Chima Jackman & Mika Jackman	298.00
358	Chinel Balcon Dennie	2,502.50
359	Chivion De Suze	1,865.70
360	Chris Wears	2,657.70
361	Chrisarlene Murrell	2,057.33
362	Christelle Hannibal-Duncan	18,633.20
363	Christian & Cheryl Mitchell	583.24
364	Christian Pritchard	20,640.00
365	Christina Charles	604.46
366	Christine Warwick	10,394.41
367	Christopher and Son General Construction	50,643.66
368	Christopher Daniel	2,400.00
369	Christopher Saunders	189.43
370	Chrystal Charles	1,466.67
371	Chrystal Davis-Mohammed	4,263.30
372	Cindy Bridgelal	1,025.10

No.	Supplier Name	Balance as at August 31st 2023
373	Cindy Guevara	7,350.00
374	Cindy Johnson	7,120.00
375	Cindy Samuel	3,085.00
376	Cipriani College of Labour and Co-operative Studies	3,000.00
377	Claire-Ann Leach-Lewis	10,215.60
378	Claudette Williams-Sarjeant	63,706.00
379	Clayton Applewhite	18,586.74
380	Cleavon Francis & Tenisha Forde-Edwards	1,552.50
381	Cleavon Noel	3,137.40
382	Cledman Holder	612.42
383	Cleopatra Borel	3,179.70
384	Clethea Mohammed	1,237.50
385	Clifton Ferguson	5,000.00
386	Clifton Shade	65,000.00
387	Climate Control Ltd	24,041.25
388	Clint Gibbs & Darrielle Taylor	1,467.00
389	Clint Moses	3,856.50
390	Clive & Yvonne Telemaque	2,947.49
391	Clyde Aberdeen	1,261.47
392	Clyde Botas	3,868.83
393	Clyde Christopher	2,677.40

No.	Supplier Name	Balance as at August 31st 2023
394	Clyde Samuel & Khema Dass-Sinanan	1,650.60
395	Clynton Mann	2,200.00
396	Colina Management Company Limited	500.00
397	Colinda Mardenborough-Roach	2,833.20
398	Collete Villafana & Stephen Villafana	6,640.00
399	Colman & Inez Edwards	3,417.83
400	Colossal Innovative Services	254,077.50
401	Columbus Communications Trini	33,204.93
402	Colville Seales	1,927.90
403	CompleServ Ltd	268,933.10
404	Conaft Limited	295,415.76
405	Conrade & Charmaine Munroe	125.05
406	Convenient Supplies Services Limited	1,488,974.40
407	Corey Sambury	2,493.90
408	Corinne Cowie-Straker	1,100.00
409	Corisia Isidore	5,141.40
410	Corrinne Cuffy	21,203.00
411	Courtenay & Lena Durham & Sandra Durham-Bachan	710.38
412	Credit Chex Ltd	24,196.46
413	Cretelife Project Management Limited	1,641,389.30
414	Crista Daniel	347.10

No.	Supplier Name	Balance as at August 31st 2023
415	Critical Engineering Solutions Limited	260,100.00
416	Crystal Anastacio-Primo	4,260.00
417	Crystal Andalcio O'Neil	1,865.70
418	Crystal Mahabir	2,280.00
419	Crystal Morancie-Forde	1,843.00
420	Crystal Ramraj & Sharlon Nanan	2,208.60
421	Crystal Roberts	3,674.70
422	Crystal Sugrim & Ranjeet Sugrim	2,208.60
423	Curtis Alfonso	1,083.87
424	Curtis Oliver	1,150.00
425	Cuthbert Alvarez	529.31
426	Cuthbert Wilson & Geraldine Wilson	2,895.30
427	CW INTERIORS	1,936.40
428	Cynthia Liverpool	609.20
429	Cynthia Peters	460.00
430	Cyril St Bernard	695.15
431	CYRTOEN LTD	250,734.22
432	D & A Hardware & Contractors Ltd	341,093.79
433	D Partee Shop	320.00
434	D.A.D Comfort Cooling Ltd	8,493.75
435	D.E.S. LTD	1,859,748.84

No.	Supplier Name	Balance as at August 31st 2023
436	D.V. Contracting Company Ltd	1,890,823.09
437	D.Wilson Welding Works & Transport	36,000.00
438	D'Abadie Discount Hardware	1,540.14
439	Daily News Ltd	11,000.73
440	Daisy De Freitas	1,546.67
441	Dale Lougheed	500.00
442	Dale Sookoo & Karlene Bynoe-Sookoo	5,740.00
443	Dalton & Carol Dillon	118.16
444	Damascus Sambrano	1,304.90
445	Damian & Aisha Thomas	1,800.00
446	Damion Bajnath & Prematie Bajnath	126.40
447	Damion Joseph	2,243.70
448	Damon Mora	12,410.00
449	Dana Brown	2,389.50
450	Dana Perry	4,054.50
451	Dana-Kristelle Billy	2,580.30
452	Daniel Abraham	179.15
453	Daniel Castello	4,731.40
454	Daniel Julien	2,695.21
455	Daniella Ishmael	3,178.50
456	Danielle Hackshaw	2,879.10

No.	Supplier Name	Balance as at August 31st 2023
457	Danielle James	1,650.60
458	Danielle La Touche	5,557.20
459	Dante Selman-Carrington	25,875.00
460	Dara Bharath	3,799.10
461	Darcel Scantlebury	1,770.30
462	Dario Ali & Melissa Jones-Ali	792.60
463	Daron Sam	1,296.80
464	Darrel Charles & Melissa Roxborough-Charles	3,000.00
465	Darren De Bourg	4,271.40
466	Darren Trudge	910.54
467	Darrion Phillip	16,500.00
468	Darryl Jeffrey	2,043.90
469	Darsan Heeralal	1,825.38
470	Darwen Limited	1,245,309.52
471	Daryl Bleasdell	2,398.00
472	Daryl Fermine	250.40
473	Dave Isaac	3,816.00
474	Dave Ramnanansingh	2,899.80
475	Daveraj Seenath	3,227.40
476	David & Cheryl-Ann Taylor	586.77
477	David Charles & Kristle Rechier	3,970.00

No.	Supplier Name	Balance as at August 31st 2023
478	David Dyette	4,717.50
479	David Hunte	3,824.10
480	David Milford	1,900.77
481	Davon Cudjoe	1,650.60
482	Davyn Ltd	20,026.88
483	Dayne Aguilera	5,263.20
484	Deandra & Keiron Fritz	1,800.00
485	Deann Pierre	1,367.46
486	Dearice Bernard	9,965.00
487	Deborah Cheesman	150,000.00
488	Deborah Edwards	500.00
489	Deborah Peake	84,375.00
490	Deborah Sween	1,800.00
491	Debra Brathwaite & Nakeisha Carrera	3,732.30
492	Debra Rochford-Mahabir	404.28
493	De-Bros Marketing & Services Company Limited	1,143,632.17
494	Debt Recovery & Administrative Services Ltd	25,169.34
495	Dehlia Craig	4,135.54
496	Deidra Charles	8,970.00
497	Deion Ambrose	3,732.30
498	Delando Patrick	7,000.00

No.	Supplier Name	Balance as at August 31st 2023
499	Deliar Cuffy	1,628.00
500	Denecia Mc Hutchinson	1,210.00
501	Denicia & Keeba Andrews	18,487.00
502	Denise Fraser	500.00
503	Denise Hypolite	9,307.50
504	Denise Ovid-Forbes	979.09
505	Dennis & Ann Bynoe	139.72
506	Dennis Baptiste	154.43
507	Dennis Bovell	3,810.23
508	Dennis Johnson & Deseriee Petrovanie-Johnson	2,889.00
509	Denyse & Fitzroy Gittens	4,300.00
510	Denzil James & Merlyn Mc Clean-James	3,165.30
511	Deon Nicholas & Marcia Mc Kenzie-Nicholas	1,999.80
512	Deowattie Singh - Narsama	500.00
513	Derek Gomez & Shelly-Ann Nicholls-Gomez	3,845.00
514	Derek Guevara & Gemma Guevara	1,900.00
515	Derek Hosein & Patrice Chance	700.00
516	Deryck & Tynisa Boca	34,620.00
517	Deryck Graham	2,687.40
518	Deryck Sammy & Deborah Raghunanan-Sammy	2,307.60
519	Desean Ellis	1,943.10

No.	Supplier Name	Balance as at August 31st 2023
520	Desiree Sudarsan	2,500.00
521	Desley Adams	2,486.70
522	Detrice Pollard	3,257.17
523	Devanand Jagroop	3,390.30
524	Devon Guiseppi & Cherylyn Humphrey	3,788.10
525	Devon Kydd	3,600.10
526	Dexter Frank	500.00
527	Dexter Hosein	6,984.90
528	Dexter Philip	2,182.50
529	Dezey Morris	6,400.00
530	DG Construction Limited	91,114.03
531	Dharmendra Punwasee	62,134.37
532	Dhoonpersad Rajesh Ramsawak	1,410.30
533	Diamond Bright Janitorial Services	26,994.44
534	Diana Cobb	259.12
535	Diana Phillip	3,569.40
536	Dianand Tiwari	1,548.00
537	Diandra Gomez	2,250.60
538	Diane Charles	3,326.94
539	Dianna Khan	2,335.50
540	Dianne Bailey	867.97

No.	Supplier Name	Balance as at August 31st 2023
541	Dianne Romany	1,698.68
542	Digicel	24,428.98
543	Dion Alleyne	2,750.40
544	Diptee's Hardware Ltd	46,403.16
545	Diran Bachan	500.00
546	Dirt B Gone Janitorial & Maintenance Service Ltd	132,328.00
547	District Revenue Office, Tunapuna	13,718.65
548	District Revenue Officer Couva	28,548.00
549	Dixon Khan	3,003.00
550	Djallon Frederick	4,320.90
551	Doctors Radiology Centre	120.00
552	Dolores Adams & Sasha Marshall	630.00
553	Dolores Luke-Williams	1,115.15
554	Dominique Doyle	5,068.50
555	Dominique Martineau	65,000.00
556	Dona Samuel	5,761.20
557	Donetta Pierre	3,344.92
558	Donna & Anika Ottley	5,503.00
559	Donna Bonnett-Peters	3,428.73
560	Donna Streek	37,530.00
561	Donne & Nigel Simon	11,060.00

No.	Supplier Name	Balance as at August 31st 2023
562	Donny Samlal	5,000.00
563	Double X Workshop Ltd	5,139.06
564	Dr. Khamedaye Maharaj	2,130.00
565	Dr. Steve V. Mahadeo	2,750.00
566	Dr. Vinita Shrivastav	800.00
567	Drawing Office Plan Printers	7,200.00
568	Drupatie Lahourie & Indira Mahabir	1,865.70
569	Dudley Ifill	2,181.22
570	Dusty Dusty Ltd	59,000.00
571	Dwain Browne	8,631.00
572	Dwiane Archer & Karriane Lezama-Archer	1,650.60
573	Dwight Moore	218.85
574	Earl & Anthony Lopez	10,199.13
575	Earl Ancil Sylvester	2,746.00
576	Earl Modeste & Romona Modeste & Jennifer Modeste	1,865.70
577	Earl Richards	20,160.00
578	Earlene Henry	2,200.00
579	Earlon & Holly Bernard	45,500.00
580	Earnest & Jean Mitchell	152.44
581	Eastman & Associates Ltd	1,912.50
582	Eastside Supermarket	2,270.00

No.	Supplier Name	Balance as at August 31st 2023
583	ECO Waste Management Limited	416,826.50
584	Eddison Forde	121,000.00
585	Eddlyn Johnson	2,475.00
586	Edinburgh Government Primary School	1,000.00
587	Edmund Chapman	140.00
588	Edward & Cecelia Baptiste	363.86
589	Edwin & Angela Jeremie	5,056.30
590	Edwin Alexis	1,736.51
591	Edwin Perryman	331.48
592	Effie Jezille Augustus	204.08
593	Egan Construction Services	18,326.00
594	Eileen Beckles	497.45
595	Eldeca Mbadugha	600.00
596	Eleanor Caton	26,000.00
597	Elicia La Borde	27,590.00
598	Elizabeth & Lou Mc Intyre	5,594.55
599	Elizabeth Bowen	962.39
600	Elizabeth Carthy	500.00
601	Elizabeth Graham & Tricia Hamilton	14,800.00
602	Elizabeth Mack	1,800.00
603	Elmo Arthur	1,979.18

No.	Supplier Name	Balance as at August 31st 2023
604	Elnora Wright	1,979.10
605	Elsworth Alexander	109.29
606	Eltina's Distributors Ltd	11,340.00
607	Elton Charlerie	4,581.00
608	Elton King	1,650.00
609	Elton Modeste & Charlene Charter-Modeste	4,835.70
610	Emily Brown & Franklyn Blackman	6,009.20
611	Emmanuel Hinds	4,495.00
612	Emmanuel Joseph	540.00
613	Emritton & Natalie Hunte	138.92
614	Ena Soookhan	6,006.90
615	Endeavour Hardware Supplies Ltd	1,413,098.27
616	Engineering Institute, UWI	1,500.00
617	Enisha Mohammed	1,980.00
618	Enmasco Limited	318,847.17
619	Entrepreneur Jewellers	2,000.00
620	Envion Marketing Company Limited	207,358.80
621	Eon Birch	1,477.47
622	Eon Glasgow & Renrick Payne	2,099.70
623	Eric & Rosalie Edwards	9,065.68
624	Eric F. John	3,323.92

No.	Supplier Name	Balance as at August 31st 2023
625	Erimie Romero	404.22
626	Ernie James	1,715.46
627	Errol Marshall	32,528.00
628	Errol Mc Allister	2,037.97
629	Errol Singh	2,382.99
630	Errol Sylvester	1,580.93
631	Esmond Edwards	2,073.15
632	Estella Melville	516.13
633	Esther Tom & Charity Tom	3,732.30
634	Ethelia Mc Sween-Adams	640.11
635	Ethrine Wilson-Trotman	1,800.00
636	Eugene & Monica Samuel	2,511.50
637	Eugene Marcano	500.00
638	Eugene Warner	282.62
639	Eustace & Molly Tempro	1,045.16
640	Euston Knight	221.45
641	Eva Hypolite & Jamila Hypolite	2,639.10
642	Evans Yorke & Dannisha Forde	1,749.60
643	Everald Berkeley	1,054.61
644	Everard Trotman	983.63
645	EZEKIEL MILLER	176.25

No.	Supplier Name	Balance as at August 31st 2023
646	Ezekiel Scott	1,800.00
647	F&S Electrical Co.	4,687,593.59
648	F.T Farfan Limited	177,973.10
649	Fagan Davis	152.41
650	Fair Construction & Enterprise Ltd	120,000.00
651	Faisal Mohammed & Vasha Mohammed	3,585.60
652	Fast Contractors Limited	525,830.13
653	Fazal & Allicia Mohammed	6,192.00
654	Fazida Ali	2,800.00
655	Felisha Babwah & Jason Babwah	14,759.00
656	Felix Alexis	358.73
657	Felix & Valerie Morris	949.94
658	Fenrick Borde	159.01
659	Feolia Ramcharitar	183.11
660	Fern Mitchell	13,400.00
661	Festive Delights TT	11,466.00
662	Fides Ltd	1,289,027.61
663	Fine Choice General Contractors Company Ltd	168,044.52
664	Fiona Noel	3,600.00
665	Fitz Gerald	5,120.80
666	Fitzroy Francis Company	77,828.00

No.	Supplier Name	Balance as at August 31st 2023
667	Fitzroy P. Mitchell	1,574.42
668	Fitzwilliam,Stone,Furness-Smit	217,593.76
669	Florence Flores-Cedeno	2,453.40
670	Franchesca Peters	3,732.40
671	Francis & Brenda Farrell	1,179.52
672	Francis Family Contracting and Services Ltd	286,363.15
673	Francis Williams	2,498.75
674	Frank Pilgrim	302.36
675	Frank Quashie & Ann Marie Toney	4,528.47
676	Frank Roberts	5,002.40
677	Frankie Beckles	2,100.00
678	Frankie Mahadeo General Contractors	713,779.49
679	Franklin & Patricia Phillip	3,460.95
680	Franklyn Collins	1,175.76
681	Franklyn Edwards	1,774.85
682	Franklyn James & Andrea Gonzales- James	749.50
683	Franz Mendoza	1,882.90
684	Fred Medford	1,546.77
685	Frederick & Deborah Pierre	230.00
686	Frederick Pascall	5,851.38
687	Freedom Law Chambers	9,000.00

No.	Supplier Name	Balance as at August 31st 2023
688	Furniture Experts Limited	3,000.00
689	G Murray Engineering Works Limited	1,643,181.29
690	Gabriel Baptiste	650.78
691	Gabriel Hodge	1,151.01
692	Gabriel Williams & Patti Ann Williams	3,732.30
693	Gail Byng & Reynold Abraham	445.90
694	Gail Gomez	4,107.06
695	Gail Paterson-Edmund	2,647.80
696	Gail Williams	2,632.49
697	Gailan Motilal-Ramdhan	63.00
698	Gale Grant	500.00
699	Gale Lashley-Bailey & Afiya Lashley-Bailey	1,623.60
700	Galt & Littlepage Limited	8,876.26
701	Garth Ian Brown & Asha Toussaint	43,615.27
702	Garvin & Sheldon Lewis	3,947.50
703	Garvin & Verlyn Weekes	197.00
704	Garvin Douglas	1,225.35
705	Garvin Francis	2,530.00
706	Gary & Renuka Parasram	2,153.70
707	Gary Carl Taylor	1,677.14
708	Gary Martin	1,235.38

No.	Supplier Name	Balance as at August 31st 2023
709	Gary Ramsey & Adella Hoppie	13,652.20
710	Gayadath Sammy	4,510.00
711	Gaynelle Thomas	2,325.60
712	GELISTER ENTERPRISES LTD	921,132.00
713	Gem Radio Five Ltd	11,250.00
714	Gemma Burroughs	254.58
715	Genius General Contractors Ltd	285,579.00
716	Geoffrey Leotaud	5,370.43
717	Geoffrey Muhammad	6,565.77
718	GeoImagery Services	2,000.00
719	George & Emelda Stewart	771.33
720	George Horton	300.00
721	Gerald Bourne	1,327.63
722	Gerard Frederick & Colette Elwin-Frederick	4,263.30
723	Gerard Hutchinson	2,000.00
724	Gerard, Natasha & Jan Francis	1,203.10
725	Germaine Lyons	3,978.90
726	Gerry & Eileen Francois	124.46
727	Gerry Wint Jr.	3,700.00
728	Gerton & Lydia Peters	2,632.54
729	Gertrude Bernard	611.88

No.	Supplier Name	Balance as at August 31st 2023
730	Gewen Arneaud	1,887.30
731	Gierre Hercules & Charlene Robertson - Hercules	2,899.80
732	Gillian Galindo	120.00
733	Gillian James-Parris & Robert Parris	5,120.00
734	Gillian Rigsby	21,286.00
735	Gilmore Cruickshank	603.64
736	Gina & Gloria Baptiste	110.00
737	Ginika Massy & John Mathias	3,438.90
738	Giovanna Ruiz & Debbie Mohammed-Singh	1,450.60
739	Girwar & Deonarine	25,103,304.00
740	Giselle Landeau-Birmingham	7,804.80
741	Glen Thomas	8,352.00
742	Glenroy Marcelle	974.45
743	Gloria Mc Nicolls	511.79
744	Gloria Seegoolam	165.00
745	GNU Dimension Construction Company Ltd	598,300.00
746	Goberdhan Maharaj	588.02
747	Godfrey Minors	1,356.25
748	Golah Harridan	26,622.00
749	Good Vibes & Company Ltd.	2,399,544.66
750	Government Campus Plaza	5,000.00

No.	Supplier Name	Balance as at August 31st 2023
751	Govind Sookramsingh	3,147.30
752	Govinda Seunarine	10,000.00
753	GPR Developments Limited	1,543,434.30
754	Grace Aberdeen	300.00
755	Grandeur View	48,000.00
756	Granger Go Green Maintenance Services Ltd	845,641.45
757	Grannies Enterprises Ltd.	2,176.88
758	Graphic Fusion	9,167.75
759	Grass Barbers Co. Ltd	167,345.80
760	Green Hornet Landscaping & Drainage	133,839.60
761	Greenvale Townhouse Management Company Limited	500.00
762	Gregory Augustine & Cherly Anne Dennis	3,240.00
763	Gregory Seelal	8,986.60
764	Gregory West	3,415.50
765	Gregory Williamson & Vashti Maharaj	2,943.90
766	Grenville & Crystal Ayers	4,248.00
767	Greta Howard - Richards	63,400.00
768	Guardian Media Ltd	29,457.53
769	Guardsman Security Services Ltd	5,717,470.96
770	Gulf View Medical Centre Ltd.	650.00
771	H. Lewis Construction Ltd	12,939,533.27

No.	Supplier Name	Balance as at August 31st 2023
772	Habes General Contractors Ltd	592,009.10
773	Hafeez Karamath Limited	4,510,190.69
774	Hamel-Smith	2,092.50
775	Hamidah Varachia & Shaheed Ali	110.00
776	Hamilton James	2,336.46
777	Handell Harewood	6,930.00
778	Hanif Perrotte	1,505.43
779	Haniff Hart	3,476.25
780	Hannah & Pete Ltd	713,665.00
781	Hanover Construction Co. Ltd	32,500,001.59
782	Harepierre Gen Const, Bldg of Drains, M'tce & Landscaping Co Ltd	18,491.00
783	Harold Dodough & Viola Jaimungal	269.94
784	Harold Ishmael	2,851.20
785	Harrison & Jessica Parks	378.17
786	Hayden Dumas	3,131.33
787	Hayden Durity & Petal Romain	540.00
788	Hazel Daniel	4,722.55
789	Heather Alexander Corraspe	1,276.14
790	Heather Braithwaite-Remy	1,532.79
791	Heather Joy Stephen	16,232.40
792	Hebron Construction and General Contracting Services Ltd	97,584.48

No.	Supplier Name	Balance as at August 31st 2023
793	Helen Kiteme	1,885.43
794	Helena Lawrence	457.82
795	Henrietta Samuel	1,505.26
796	Hernandez Bartholomew	7,691.32
797	Hi Tech Electronics Ltd	3,000.00
798	Hilary Cobb	562.53
799	Hilbert Estridge	95.42
800	Hilti Agostini's Fastening Systems	0.03
801	Hobsons	42,062.50
802	Holdtech Technologies Limited	5,000.00
803	Horace Sylvester	18,272.07
804	Hosein Mohammed	570.10
805	Hosephina Caracciolo - Grant	100,000.00
806	House of Jinai	14,000.00
807	Housing Development Corp.	51,247.05
808	Hove & Associates	21,200.00
809	Howardson Sealey & Ruth Clarke-Sealey	4,410.00
810	HRplus Software Ltd	302,175.00
811	HSMDT Limited	4,011,103.86
812	Hubert Riley	1,987.85
813	Hubert Thomas	970.54

No.	Supplier Name	Balance as at August 31st 2023
814	Hugh Gaitan & Stacy Ann Gaitan	13,840.00
815	Hugh W. Cameron	2,652.19
816	Hugo & Angel Leonce	4,131.90
817	Hype Construction Services Ltd	33,261.28
818	Ian & Ann Jackie	4,543.13
819	Ian Cadogan	3,700.00
820	Ian Roberts	4,681.80
821	Ian Simon	4,711.50
822	Ibis Holdings Ltd	86,953.30
823	IESL Engineering Limited	76,305.39
824	Ifeula Bernard	3,494.70
825	Ifuela John	1,455.30
826	Image PLUS Quality	2,000.00
827	Industrico Limited	132,075.00
828	Inga Belcon	3,000.00
829	Inga Ector Baptiste & Justin Baptiste	6,076.80
830	Innocent Antoine	5,748.20
831	Inomedia Productions	2,700.00
832	International Caterers Limited	6,075.00
833	Inthia Grant	692.12
834	Iqbal Mohammed	690.00

No.	Supplier Name	Balance as at August 31st 2023
835	Irene Hinds	500.00
836	Iris Harris	449.74
837	Irma Knights	500.00
838	Irwin Hackshaw	2,754.90
839	Irwin Wilson	535.40
840	Isaac Pernel Marecheau	45,500.00
841	Ishfrank Beautifying Services Ltd	152,000.00
842	Ishwar Muttoo & Beverly Nandalal-Muttoo	4,211.14
843	Isiah Patterson	3,735.00
844	Isidora Jeffrey	2,471.66
845	Issha Toby	1,800.00
846	Ivan Waldron	17,847.13
847	J&N's Electrical Contractors	18,800.00
848	J.C Edwards Construction & General Services Ltd	542,283.00
849	Jacelon Johnson & Sarah Ramsey	2,301.70
850	Jacqueline & Jameela Mc Intyre	225.00
851	Jacqueline Harvey	2,302.58
852	Jacqueline Nicholas	6,110.06
853	Jacqueline Phillips	240.22
854	Jacqueline Richardson	4,259.20
855	Jade Roberts	1,943.10

No.	Supplier Name	Balance as at August 31st 2023
856	Jagdeo Ablack & Sharlene Sookraj-Ablack	2,874.60
857	Jaggerssar Agency Company Limited	1,924,142.25
858	Jagrani Ramganess & Reena Ramganess	2,260.80
859	Jai Rampersad	3,906.00
860	Jaikissoon Jagroop	174.89
861	Jakaya General Construction Ltd	61,308.00
862	Jamaal Calliste & Salome Dyer	31,637.90
863	Jamaica Automobile Association (Services) Limited	162,812.15
864	Jamal Christopher	900.00
865	Jamal Wiggins	2,222.90
866	James A. Yorke	455.39
867	James Felix	1,650.60
868	James Mason	290.91
869	Jamie Ramanan	2,824.20
870	Jamie Thomas	4,560.30
871	Janap Tech Services Ltd	236,250.00
872	Janco Dano	1,243.72
873	Janelle John	3,394.10
874	Janet & Jaris Wight	2,937.94
875	Janice King-Thomas	1,570.50
876	Jarret Guzman	3,002.40

No.	Supplier Name	Balance as at August 31st 2023
877	Jasinta Gonzales-Beggs	4,355.10
878	Jason Cuffy	3,926.70
879	Jason Downer	12,060.00
880	Jason James	216,800.16
881	Jason Joseph	5,700.00
882	Jason Joseph & Alana Joseph	3,561.50
883	Jason Kissoon	8,443.80
884	Jason Mills Contracting Services Co. Ltd	660,603.95
885	Jason Mohammed & Kathy-Ann Mohammed	2,435.40
886	Jason Reyes & Kavida Reyes	5,525.40
887	Jason St Lewis	719.99
888	Jason Webb	2,469.60
889	Javed Chattoo	6,000.00
890	Javier Cyril	1,933.20
891	Javier Duprey	4,969.45
892	Jawanza Carter	1,269.00
893	Jayanti Lutchmedial	4,677.30
894	Jay's Home Store	4,450.00
895	JC Construction & Building Services	12,350.00
896	JD Sellier & Co.	244,726.91
897	Jean Bonaparte	3,797.00

No.	Supplier Name	Balance as at August 31st 2023
898	Jean Paul Pouchet	3,732.30
899	Jean Sookram	16,044.16
900	Jeaninne Peters-Dougdeen	1,816.20
901	Jean-Paul Campbell & Michelle Stephens-Campbell	4,820.00
902	Jefferson Jones	12,796.30
903	Jehan Mohammed	3,132.00
904	Jel's Construction and Grounds Maintenance	41,780.00
905	Jenell & Lester Charles	2,615.40
906	Jenelle D'Hereaux	3,805.30
907	Jenille Diaz	2,821.50
908	Jenna James	3,758.55
909	Jennice Lopez	3,000.00
910	Jennifer Abel	5,713.76
911	Jennifer Lalla	500.00
912	Jennifer Small & Sterling Byron	6,345.00
913	Jennifer Wilson	3,944.66
914	Jennine Bullen	450.00
915	Jenny Jackman	1,744.70
916	Jenny's on The Boulevard	3,827.56
917	Jeremy Rampersad & Niranjini Maharaj	6,350.00
918	Jermaine Augustus	2,401.20

No.	Supplier Name	Balance as at August 31st 2023
919	Jerome Dick & Shirlene Thomas	4,130.10
920	Jerome John	1,181.70
921	Jesse Gyan	3,719.70
922	Jessica Andrews	3,740.40
923	Jessica Craig	500.00
924	Jessie Ann Forteau	2,272.77
925	Jessie Mohammed & Rockey Mohammed	26,662.20
926	Jesus Cherry	2,340.90
927	JMC Christian Landscaping Services	22,800.00
928	JNCO Enterprises	249,367.25
929	Joan Bourne	12,828.32
930	Joan Francis	5,290.30
931	Joann Francis & Tempestte Francis	2,394.90
932	Joanna DeSilva	1,000.00
933	Joanne Brown & Ah-Keel Hutchinson	2,445.30
934	Joanne Deoraj	13,500.00
935	Joanne Edmond-Spencer	135.00
936	Joanne Fonrose	6,474.07
937	Joanne La Veau	3,576.55
938	Jodie Piper	1,571.25
939	Jody Bellille	2,528.01

No.	Supplier Name	Balance as at August 31st 2023
940	Joel & Sharon Bailey	4,640.00
941	Joel Barclay	1,650.60
942	Joel Bristol	3,948.35
943	Joel County	10,428.00
944	Joel Gokool	16,237.43
945	Joel Hunte	5,000.00
946	Joel Lum Young	4,317.40
947	Joel Mc Farlane	250.00
948	Joel Sebro	6,888.80
949	John and Elizabeth Dolabaille	887.00
950	John Dickinson & Co. (WI Ltd)	92,250.79
951	John Mark Lee Wah	2,131.20
952	John Mc Kenzie	180.00
953	John Neptune	627.04
954	John Simmons	6,269.92
955	John Walker & Arlene Dudley	2,218.60
956	Johnny Carrington	500.00
957	Johnny Rampersad	287.60
958	Jojash Enterprise Limited	44,065.00
959	Jonathan Harding	3,085.00
960	Jonathan Singh	247.40

No.	Supplier Name	Balance as at August 31st 2023
961	JONNY CONSTRUCTION COMPANY	450,448.06
962	Jorine Wilson	101.83
963	Josanne Hackshaw	2,295.00
964	Josanne Sadoo	2,754.90
965	Joseph & Brenda Adams	551.73
966	Joseph & Eastlyn Wharwood	2,958.83
967	Joseph & Nazma Ramlochan	2,530.00
968	Joseph & Shirley Granger	154.68
969	Joseph Dindial & Vidya Dindial	3,419.10
970	Joseph Fraser & Jane Lewis	141.22
971	Joseph Jacob	5,250.00
972	Joseph Mitchell	1,788.94
973	Joseph Woodroffe	500.00
974	Joshua Scott	1,727.10
975	Josiah Paul	500.00
976	Jowel Lee A Ping	2,389.50
977	Joy Boodram & Lola Boodram	1,534.50
978	Joy Ramoutar	19,000.00
979	Joyce Sinanan & Richard Mohammed	16,057.80
980	Joycelyn Peterson	314.48
981	Joylyn Hetty Ann Alexander	1,500.00

No.	Supplier Name	Balance as at August 31st 2023
982	Juanita Curtis	439.50
983	Judah & Rhonda Bharath	5,736.60
984	Jude Mason & Avalon Mason	25,400.00
985	Judith De Four	1,478.64
986	Judy & Bertram Taylor	2,401.61
987	Judy Bridgelal & Sean Alexander	145.00
988	Judy Haynes	587.04
989	Juliane Sealy	500.00
990	Julie Wills-Norea	4,975.20
991	June Orr	2,788.20
992	June Springer	1,000.00
993	June Thompson	3,168.99
994	Junior & Jenny Bedeau	779.18
995	Junior Ansyl Thompson Draughting & Construction Services Ltd	19,854.11
996	Junior John & Rachel Ashton-John	4,317.30
997	Junior Richards & Rena Algoo	13,505.20
998	Junior Wharton & Lisel Choo Quan	4,929.30
999	Justin Applewhaite	172.20
1000	Justin Hamilton & Dyana Wilson	3,735.00
1001	Justin Latapy-George	3,194.10
1002	K.I.M. Engineering Co. Ltd	165,465.01

No.	Supplier Name	Balance as at August 31st 2023
1003	Kadisha Gaskin & Kern Francis	2,920.00
1004	Kafi Clarke	20,700.00
1005	Kafi Francis	2,430.00
1006	Kahlil Comissiong	1,749.60
1007	Kai Dyer	3,431.70
1008	Kailash Persad	5,000.00
1009	Kaizen Trading Limited	2,834.25
1010	Kale Weekes & Andrea Parris-Weakes	3,810.80
1011	Kalifa Priddie	1,317.60
1012	Kalisha Phillip-Mc Leod	3,170.70
1013	Kall Co Ltd	407,937.73
1014	Kanisha Mc David	795.28
1015	Kapil Harry & Naleni Harry	2,890.80
1016	Kareem Ottley	6,600.00
1017	Karen Charles	271.15
1018	Karen Prout	2,200.00
1019	Karim Khan	4,731.30
1020	Kariym Phillip	37,500.00
1021	Karlon & Shelly Ann Andrews	3,494.70
1022	Karrisa Ramjarrie	3,390.30
1023	Karyn Corbett	2,208.60

No.	Supplier Name	Balance as at August 31st 2023
1024	Katana Mahabir	3,732.30
1025	Katherine Agong	4,540.00
1026	Kathleen Mills	4,905.46
1027	Kathleen Villafana - Haynes	724.78
1028	Kathy Ann Charles & Keston Charles	450.00
1029	Katrina Sonny	3,086.10
1030	Kavita Maharaj	2,506.50
1031	Kayann Layne	2,696.40
1032	Kedar Kellar & Korylee Hood	2,821.50
1033	Keevan Girdharry & Paulina Aming	1,727.10
1034	Keiron Blondell	3,205.80
1035	Keiron Mc Dowall	1,650.60
1036	Keisha Baptiste	2,249.10
1037	Keisha Forde	3,123.00
1038	Keisha Mc Eachnie	2,820.00
1039	Keisha Prime	10,009.60
1040	Keisha Richmond Hunte	6,240.00
1041	Keisha Virgil	3,180.60
1042	Keith & Johanna Coombs	1,265.76
1043	Keith Hodge	221.37
1044	Keith Huggins	2,451.40

No.	Supplier Name	Balance as at August 31st 2023
1045	Keith Johnson	1,503.08
1046	Keith Lewis & Hafezar Sukra	1,680.00
1047	Keith Mohammed	6,000.00
1048	Keith Rosal & Marsha Dates	168.73
1049	Keith Russell	5,478.01
1050	Keith Saunders	819.87
1051	Keith Singh	573.88
1052	Keith Sorias	4,743.49
1053	Keitha David	173.74
1054	Keithroy Solomon & Susan Howard Solomon	7,380.00
1055	Kele Ransome	6,308.20
1056	Kellman Boodoo	37,500.00
1057	Kelson Cromwell & Kristy Pierre	1,100.00
1058	Kelton George	3,562.10
1059	Kelvin Cassie	2,720.00
1060	Kelvin Chance	12,194.58
1061	Kelvin Rambally	3,177.00
1062	Kelvin Ramkhellawan	1,617.00
1063	Ken Bleasdell	1,100.00
1064	Ken Corbett	342.15
1065	Ken Othello	16,858.90

No.	Supplier Name	Balance as at August 31st 2023
1066	Ken W. Wright	8,625.00
1067	Kendall Boodoo	25,280.80
1068	Kendall Gaulteau	3,844.80
1069	Kendra Sylvester & Antonio Flores	8,250.00
1070	Kenesha Lightbourne	12,207.46
1071	Kenneth Anthony	500.00
1072	Kenneth Antoine	3,171.69
1073	Kenneth Benjamin	3,779.05
1074	Kenneth De Silva	436.18
1075	Kenneth Dickson	523.39
1076	Kenneth Lewis	352.44
1077	Kenneth Mathison	277.02
1078	Kennison Cordner	2,966.40
1079	Kenny Baldeosingh	17,967.00
1080	Kent Bainey	2,506.50
1081	Kenya Leacock	11,000.00
1082	Keon Carr	5,470.00
1083	Keon Figaro	2,000.70
1084	Kerielle Baptiste	1,650.60
1085	KERISHA JOSEPH	865.98
1086	Kern Penco	3,915.00

No.	Supplier Name	Balance as at August 31st 2023
1087	Kern Williams	2,767.50
1088	Keron Young	6,728.00
1089	Kerr Davis & Yvonne Floyd Davis	279.37
1090	Kerrie Marie Lezama	3,520.80
1091	Kerry Ann Bostic	2,135.70
1092	Kerry Nicholas & Hazel-Ann Young-Nicholas	3,451.20
1093	Kerry Paul and Babsie Cupid- Paul	376.40
1094	Kerwayne Cardinez	2,767.50
1095	Kerwin & Latoya Matthews	2,800.00
1096	Kerwin Byer	12,643.20
1097	Kerwyn Anthony Garcia	514,687.50
1098	Keston & Nadine Jordan	4,120.00
1099	Keston Wardally	800.00
1100	Kevan Soloman	5,000.00
1101	Kevin Brent Williams	4,473.96
1102	Kevin Edwards	178.40
1103	Kevin Huggins	5,000.00
1104	Kevin Miguel Williams	2,556.75
1105	Kevin Rampersad	4,688.40
1106	Kevon & Tenelle Mc Clean	2,974.50
1107	Kevon St. John & Geneile Joseph	3,895.20

No.	Supplier Name	Balance as at August 31st 2023
1108	Kevon Thomas & Krystle Knights	1,770.30
1109	Kex Ltd	1,035.00
1110	Keya Marketing	17,530.00
1111	Khai Jeffrey	8,500.00
1112	Khori Francis	2,400.00
1113	Kieran Wright	2,272.50
1114	Kieron Mitchell & Alice Martin-Mitchell	4,158.90
1115	Kimberly Chinapoo	2,519.00
1116	Kimberly Pantin	4,800.00
1117	Kimlyn Siu	120.00
1118	Kimnath Tota	7,938.80
1119	King Cairo Construction Maintenance Company Ltd	159,062.64
1120	Kirk Nicome	3,569.40
1121	Kirk Pilgrim & Tracie Caton Pilgrim	3,908.70
1122	Kirt James	110.00
1123	Kirt Walrond	16,670.60
1124	Kirton Celestine	22,000.00
1125	Kishan & Satasha Ramcharan	2,720.00
1126	Kizza Ottley-Watts	330.00
1127	KJ Landscaping Ltd	0.80
1128	KJS Enterprises Company Ltd	4,034,836.38

No.	Supplier Name	Balance as at August 31st 2023
1129	KK United General Maintenance Services	36.00
1130	Klydon Enterprises Ltd	2,253,259.32
1131	KMP Music Group Limited	3,000.00
1132	Komas Company Limited	4,333.90
1133	Koreen Lewis	1,800.00
1134	Kosi Thomas	2,363.30
1135	KR LALLA Management Company Ltd	1,125.00
1136	Krios Ali	1,260.00
1137	Kris Wilson	1,832.18
1138	Krishna Brijmohansingh	815.80
1139	Krishna Ragoonath	5,751.63
1140	Kristal Beharry	720.00
1141	Kristy & Miguel Latroy	2,342.60
1142	Kristy Maxwell	5,520.00
1143	Kryselle Paul	828.90
1144	Krystal Gibson	160.70
1145	Krystal Murray	1,650.60
1146	Krystalle Trim & Joel Trim	2,827.00
1147	KS Environmental Maintenance Co Ltd	112,500.00
1148	KSMC Sales Marketing & Construction	29,632.50
1149	KTL Procurement Company Ltd	1,118.76

No.	Supplier Name	Balance as at August 31st 2023
1150	Kubicon Limited	407,968.02
1151	Kulraj Kamta	2,580.30
1152	Kurt Mahabir	3,273.30
1153	Kurt Thomas & Roseanne Gill-Thomas	3,744.00
1154	Kwame & Patricia Payne	2,422.33
1155	Kwasi John	1,653.11
1156	Kwesi Samuel	22,737.50
1157	Kwesi Solomon & Rhea Charles	3,977.11
1158	Kyra Robinson	500.00
1159	Kyrene Mc Dougall	500.00
1160	L & A Plumbing & Electrical Maintenance Services Ltd	14,800.00
1161	La Brea Youth Company Limited	420,083.66
1162	La Donna & Lester Smith	217.00
1163	La Solita Construction	2,400.00
1164	La Toya Baker	2,580.30
1165	La Toya Bruce	3,650.00
1166	La Toya Ettienne	2,243.70
1167	Laing Sandblasting & Painting Co. Ltd	264,455.21
1168	Lamarsha Joseph	3,720.00
1169	Land Images Design Group Ltd	891,000.00
1170	Larry Lucas	500.00

No.	Supplier Name	Balance as at August 31st 2023
1171	Larry Matadeen	5,000.00
1172	Latanya Joseph	110.00
1173	Latiffa, Roger & Shelly Ramsamooj	218.40
1174	Latoya Woods	3,228.30
1175	Laudric Castle	4,326.45
1176	Laudrick Du Barry	3,518.45
1177	Laughlin & De Gannes Limited	13,739.64
1178	Laura Estreada & Garth Wellington	500.00
1179	Laura Jawahir & Amrit Singh	3,906.00
1180	Lauraine Durgadin	267.22
1181	Laurel Lynch	3,437.10
1182	Laurel Rambharose	1,832.40
1183	Laurel Rojas	9,895.60
1184	Lauren Francis	1,253.00
1185	Lavaughn Armstrong	2,600.00
1186	Lawrence Aguellera & Judith Aguellera	3,018.21
1187	Lawrence Alvarez	263.65
1188	Lawrence Isaac	4,059.00
1189	Lawrence Phillip	318.67
1190	Lawrence Rooplal	1,000.00
1191	Lawson Landscaping	5,500.00

No.	Supplier Name	Balance as at August 31st 2023
1192	LCB Contractors Limited	12,639,294.54
1193	Leah Goddard-Pierre	782.00
1194	Learie & Jennifer Newallo	7,088.92
1195	Learie Williams	4,057.20
1196	Lee Ann Zacharie	710.00
1197	Leeshen Hosein & Shivani Rattan	2,271.60
1198	Leigh Shand	2,639.70
1199	Leighanna Rogers	1,865.70
1200	Lelan Charles	1,751.60
1201	Lena Massiah	822.54
1202	Lenard Jones	2,534.40
1203	Lendore Arlington	165.67
1204	Lennard Toussaint	593.60
1205	Lennox & Chantal Hosam	435.90
1206	Lennox Barrow	3,211.20
1207	Lennox Charles	1,482.61
1208	Lennox Lampkin	1,596.96
1209	Lennox Lashley	2,233.22
1210	Lennox Marcelle	1,602.18
1211	Lennox Pierre	116.10
1212	Lennox Sylvester	2,293.31

No.	Supplier Name	Balance as at August 31st 2023
1213	Lenora & Roxanne Serries	81,705.00
1214	Lenthius Carrillo & Krystal Douglas	4,057.20
1215	Leo Joseph General Contractors Limited	377,118.50
1216	Leon Edwards	4,700.00
1217	Leona Neaves	1,600.00
1218	Leonard S Browne & Co Ltd	439.48
1219	Leonce Innovations Co Ltd	115,359.16
1220	Leonora Harry	2,374.20
1221	Leota Auguste & Victor Young	1,664.02
1222	Lequar Construction Services	339,130.50
1223	Leroy & Joyce Norton	131.44
1224	Leroy & Sybil Allen	1,852.03
1225	Lesley Ann Bernard	1,309.00
1226	Leslie Ann Bacquain	2,943.90
1227	Leslie Nathaniel & Natoia Preddie-Nathaniel	268.20
1228	Leslie Redhead	201.38
1229	Lester Rampersad	2,557.40
1230	Lew Thomson	500.00
1231	Lewis Appliances	1,012.50
1232	Lewis Building Maintenance Services Ltd	719,902.24
1233	Libsco Company Limited	413,934.68

No.	Supplier Name	Balance as at August 31st 2023
1234	Lindley Audain	2,243.81
1235	Lindsay Ali	1,025.10
1236	Lindsay Munroe	17,203.40
1237	Lionel Delpesche & Dianne Cowie	4,813.10
1238	Lisa & Nicholas Ahing	2,760.00
1239	Lisa Jack & Sheldon Daniel	2,585.00
1240	Lisa Mohammed-Hamid & Dexter Hamid	3,794.40
1241	Lisa Siewdial	12,556.02
1242	Liseli Sampson	2,565.40
1243	Liselle Johnson	10,350.00
1244	Lisette Weekes-Warner	3,494.70
1245	Lizann Clement	2,919.00
1246	Liz-Ann Lazarus	4,185.00
1247	Lleana Joseph	20,720.00
1248	Lleandra Bonval	500.00
1249	Lloyd Forde	255.51
1250	Lloyd Jack	2,598.00
1251	Lois Cook	2,125.00
1252	LongYard General Maintenance Limited	6,812.00
1253	Lori Richardson	246.40
1254	Lorinne Charles Wilson	525.00

No.	Supplier Name	Balance as at August 31st 2023
1255	Lorna & Garnett Ali	3,547.80
1256	Lorraine Berahzer	3,788.10
1257	Lorson Resources Ltd.	115,884.29
1258	Louis Lee Fook	284.00
1259	Louise Raymond - Charles	116.72
1260	Lucian Jack	1,224.90
1261	Luciano Procope	1,687.50
1262	Lucy Margaret Regis	7,500.00
1263	Luke Elahie & Derry Antoine-Elahie	31,828.50
1264	Lydia Perryman-Richards & Reynold Richards	2,482.20
1265	Lyndon Lambert & Minerva Thomas	2,430.90
1266	Lyndon Mc Kain	31,423.40
1267	Lyndon Modeste	500.00
1268	Lyndon Ramanan	3,942.00
1269	Lynette Morgan	20,021.00
1270	Lyriss Charles	40,567.57
1271	Lystra & Maria Atherley-John	16,350.00
1272	Lystra Caliste	13,819.20
1273	Lystra Pascall & Dwyane Cazeau	502.00
1274	Lystra Ramkissoon	5,193.90
1275	Lystra Worrell	31,201.00

No.	Supplier Name	Balance as at August 31st 2023
1276	M&M Insurance Services Ltd	54,863.40
1277	M.G. Daly & Partners	176,377.51
1278	Madera Heights Management Company Limited	500.00
1279	Mageleine Clarke	3,760.00
1280	Maggie Du Bois	269.32
1281	Magic Mist Services Ltd.	29,936.25
1282	Mahabal & Zahadia Dhansingh	2,886.30
1283	Mainstream General Contracting Limited	142,796.38
1284	Mair & Company	56.25
1285	Maitland & Sons Limited	1,044,045.90
1286	Makaha Julien	2,078.10
1287	Mala Ramsaroop	1,046.16
1288	Malcolm Morris	241.17
1289	Malessa Chin Choy	23,710.00
1290	Mandiz Building Maintenance Services Limited	1,307,800.00
1291	Marc Campbell	6,000.00
1292	Marcia Hinds	853.90
1293	Marcia Mack	3,705.17
1294	Marcus Singh	1,650.60
1295	Marcus Steele	4,900.00
1296	Margaret Ashby	7,043.30

No.	Supplier Name	Balance as at August 31st 2023
1297	Margaret Baldwin	500.00
1298	Margaret Charles	28,405.00
1299	Margaret Peters	1,250.00
1300	Margaret Pooran-Mahabir	81.20
1301	Margo Juba-Fleming	1,500.00
1302	Maria Bertrand Sheppard	42,549.19
1303	Maria Pustam	23,482.00
1304	Maria Samad	1,165.00
1305	Maria Waterman-Ali	2,192.40
1306	Mariarge Alexander	13,450.00
1307	Marilyn & Colin Greaves	11,196.90
1308	Marina Richins	3,165.30
1309	Marisa Bahadoor	1,920.60
1310	Marisa Kim Lee	1,200.00
1311	Marissa Thompson	1,500.00
1312	Marjorie Smith	140.82
1313	Mark Gordon	50,527.56
1314	Mark Grannum	1,253.60
1315	Mark Hall & Shimelle Danclair	3,735.00
1316	Mark Hernandez & Solange Martins	3,366.00
1317	Mark Llanos	10,000.00

No.	Supplier Name	Balance as at August 31st 2023
1318	Mark Mc Intyre	2,543.40
1319	Mark Phillips & Melissa Mottley-Phillips	5,448.60
1320	Markus Joseph	2,050.80
1321	Marlene Bachan	1,615.71
1322	Marlon & Carol-Ann Taylor	7,842.60
1323	Marlon Ifill	2,077.20
1324	Marlon Mahadeo General Contractor	412,500.00
1325	Marlon Parris & Lystra Cooper	2,923.20
1326	Marsha Rogers-Flemming	1,865.70
1327	Martin Blackman	3,819.00
1328	Martin Burgan & Vashti Burgan	1,903.50
1329	Martin Perrotte	23,847.51
1330	Marva Carter	802.19
1331	Marvin Douglas	514.10
1332	Marvin Pollard	2,340.90
1333	Mary Griffith & Adanna Griffith-Gordon	2,324.70
1334	Mary Lovelace	133.50
1335	Mary Paul & Tracy Paul	2,289.60
1336	Mary Thomas & Raymond Hackshaw	37,400.00
1337	Mary Worrell-Frauenfelder & Lennard Frauenfelder	3,834.67
1338	Maslows Contracting Ltd	3,549,827.92

No.	Supplier Name	Balance as at August 31st 2023
1339	Massy Finance GFC Limited	3,712.98
1340	Massy Motors Ltd	902,828.56
1341	Massy Technologies Applied Imaging (Trinidad) Ltd	10,421.77
1342	Mathura Company Ltd	215,302.50
1343	Matilda Robain	193.44
1344	Matthew Reveiro & Carol Jaglal	5,255.40
1345	Maura & Zephyrin Lawrence	2,076.34
1346	Maurice & Lea Rae Gomez	151,335.40
1347	Maurice Chevalier Decor	8,500.00
1348	Maurice Seepaul & Celina Seepaul	1,727.10
1349	Maurissa Bridgemohan & Shyan M	19,895.94
1350	Mavis, Spencer, Fabian & Felix Alexander	263.36
1351	Mawuto Neil	1,636.20
1352	Maxwell Grant	3,741.98
1353	Maxwell Greaves	250.56
1354	Mc Arthur Joseph	318.17
1355	Mc Enearney Business Machines	345.00
1356	MCE General Contractor Service	742,490.43
1357	Mecca Industries Limited	0.01
1358	Mechanical & Electrical Engineers Limited	1.00
1359	Media Sales Ltd	937.75

No.	Supplier Name	Balance as at August 31st 2023
1360	Meena & Khemchand Ramsahai	924.69
1361	Meera Ramlogan	3,347.40
1362	Melania George	500.00
1363	Melissa Granger	4,706.80
1364	Melissa Griffith	500.00
1365	Melissa Rahaman	2,507.40
1366	Melissa Roopchand	27,200.00
1367	Mellecia La Croix	1,100.00
1368	Merate Worrell	862.20
1369	Merisa Stephenson	2,884.80
1370	Merissa Ottley	2,208.60
1371	Merle & Richard Griffith	260.75
1372	Merlinda Williams Sarjeant	13,770.00
1373	Mervyn & Brenda Andrews	1,377.00
1374	Mervyn & Joanne Coutain	171.41
1375	Mervyn Farrell Ltd	160,317.04
1376	Messrs. Gopeesingh, M, E and Co	54,000.00
1377	Met Wholesale Ltd	5,000.00
1378	Metaluxuries Limited	43,764.74
1379	Mewalal & Assina Bissessar	305.36
1380	MGM Construction Ltd	516,675.70

No.	Supplier Name	Balance as at August 31st 2023
1381	Michael & Abigail Cupidore	6,000.00
1382	Michael & Lorna Quamina	982.98
1383	Michael & Melissa Beharry	3,990.00
1384	Michael Lewis	6,656.40
1385	Michael Lewis & Beverly Small	1,400.00
1386	Michael Mickey Norea	40,000.00
1387	Michael Nathaniel	2,730.72
1388	Michael Ramdass	95.79
1389	Michael Wilson	4,668.18
1390	Michelle Clarke	500.00
1391	Michelle Daniel	3,510.00
1392	Michelle Havelock	7,366.30
1393	Michelle Lackan	2,082.60
1394	Michelle Patterson	2,044.80
1395	Michelle Rojas-Britto	4,320.90
1396	Michelle Stroud	3,743.10
1397	Michelle Thomas & Teineisha Thomas-Whiskey	1,623.80
1398	Mijares Construction Company Limited	30,935.00
1399	Milton Pollonais	207.06
1400	Mindi Deonarinesingh & Ravindra Boysie	1,755.00
1401	Mindks Rentals	89,898.00

No.	Supplier Name	Balance as at August 31st 2023
1402	Ministry of National Security	1,850.57
1403	Mintry Ramoutar	3,475.80
1404	Mirror Group Publication Ltd	936.46
1405	Mitchell Boodram & Lystra Khan Boodram	3,676.50
1406	Mitchell Chandrika	4,833.60
1407	Mobile Services Ltd	719,405.37
1408	Modern Electrical Supplies Ltd.	56,565.57
1409	Mohammed Book Store Assoc. Ltd	1,000.00
1410	Mona Cain	240.38
1411	Mona Manjoo	3,592.60
1412	Mona-Lisa Patterson	1,650.60
1413	Monique Douglas	1,753.20
1414	Montana Management Company Limited	500.00
1415	Monty & Noella O'Brien	1,613.70
1416	Mootilal Ramhit&Sons Contr.Ltd	189,000,000.00
1417	Most Imperial General Construction Company Ltd	27,085.50
1418	Mount Irvine Bay Hotel	2,280.00
1419	MP3 Construction and General Maintenance Ltd	11,100.00
1420	Myrna Blondell	1,708.49
1421	Nadia Roopnarine	3,513.60
1422	Naila Holder-Douglas	33,710.75

No.	Supplier Name	Balance as at August 31st 2023
1423	Naissal Construction & Maintenance Services Ltd	6,412.50
1424	Nakeisha Noel	4,057.20
1425	Nalini Sooknarine	1,485.00
1426	Nareshsingh Sookramsingh	1,661.96
1427	Naseem Mohammed	27,819.70
1428	Natadia Lezama	6,890.40
1429	Natasha Alexis-Findley & Nigel Findley	3,500.00
1430	Natasha Bachan	4,692.60
1431	Natasha Baptiste & Ethiean Mc Pherson	5,020.00
1432	Natasha Garcia	1,552.50
1433	Natasha Karamath & Matthew Gopaul	4,627.80
1434	Natasha Laptiste	2,346.50
1435	Natasha Mongroo	3,906.00
1436	Natasha Stafford	3,205.80
1437	Nathan Davis	2,934.00
1438	Nathan Williams	500.00
1439	Nathaniel Mc Donald	1,900.00
1440	Natikki Mawasi Peterson	21,943.00
1441	NATIONAL CARNIVAL COMMISSION	10,000.00
1442	National Insurance Board	180.60
1443	National Insurance Board	1,164.20

No.	Supplier Name	Balance as at August 31st 2023
1444	National M'tce Training & Security Co. Ltd	7,434,578.42
1445	Nationwide Prime Lumber & Hardware Supplies Ltd	573.75
1446	Navin Dookie	240.00
1447	Navin Gayapersad	3,909.10
1448	Navin Stewart	400.00
1449	Nazjenco & Son's Limited	116,628.22
1450	Neat and Tidy Cleaning Maid Services Company Limited	74,174.68
1451	Neela Boodoo	5,001.30
1452	Negel Lall	3,919.50
1453	Neil Bridgelal	1,800.00
1454	Neil Parsanlal	36,000.00
1455	Neil Roach & Jazel Joseph	590.80
1456	Neila Glasgow	4,418.55
1457	Nelcia Ross & Nadine Ross-Warrick	1,155.00
1458	Nerlyn Wilson	8,929.75
1459	Nesta & Sandra Andall	367.34
1460	Neulyn Chinnama	57,195.00
1461	Neuraxis Ltd	2,800.00
1462	Neville Cox	597.51
1463	Neville Quashie	298.58
1464	Newford Pierre	480.97

No.	Supplier Name	Balance as at August 31st 2023
1465	Newman George	8,250.00
1466	Next Level Building Construction	66.00
1467	NH International (Caribb) Ltd	19,553,854.09
1468	Nicholas & Janet Gabriel	3,760.00
1469	Nicholas & Melissa Pierre	100.00
1470	Nicholas Billy & Leslie-Ann Crichlow-Billy	4,082.00
1471	Nicholas Brian Percy	24,354.00
1472	Nicholas Gilbert & Faye Cummings-Gilbert	18,229.20
1473	Nicholas Persad	2,329.20
1474	Nichole Foster & Charles Williams	235.00
1475	Nicole Arjoon	3,333.00
1476	Nicole Cabral	3,850.00
1477	Nicole Caesar	4,119.30
1478	Nicole Patterson	5,734.00
1479	Nigel & Kavita Seenathsingh	3,205.80
1480	Nigel John	2,794.50
1481	Nikeisha Mc Auley	14,899.00
1482	Nikeisha Rojas-Felix	3,788.10
1483	Nikesha Zoey	2,767.50
1484	Nikita Couri-Hosein & Imran Hosein	3,732.30
1485	Nile Investment Ltd	258,520.00

No.	Supplier Name	Balance as at August 31st 2023
1486	Nirmala Mayrhoo-Ramnath	4,127.40
1487	Nishi & Patsy Deo	33,156.80
1488	N'keisha Superville & Stephen Superville	489.70
1489	Nkosie Mark	2,475.00
1490	Noel Blandin & Denise Williams	675.18
1491	Noel Phillip	1,248.71
1492	Noreen George	6,609.36
1493	Norma Devonish	1,374.44
1494	Norman Gabriel Ltd	2,443,077.22
1495	Norman Industries Ltd	16,520.24
1496	Nortech Investments Ltd	5,000.00
1497	Nsika Leonce & Shaundell Best	2,754.90
1498	Nucore Security & Janitorial Services Incorporated Ltd	102,225.00
1499	Nykisha Kernanhan & Stephen Whitehead	3,302.00
1500	Nylah Ramnanansingh & Mahadeo Ramnanansingh	4,905.90
1501	Oba Samuel & Donna Samuel	2,468.30
1502	OCK Enterprises	122,000.00
1503	Olga Ann Maynard	9,209.56
1504	Olga Piggott	481.70
1505	Oma Siewdial-Mangroo & Indarjit	1,436.40
1506	Omari Hinkson	4,135.00

No.	Supplier Name	Balance as at August 31st 2023
1507	On The Spot Electrical Services& Building Contractors Ltd	75,287.59
1508	O'Neal Ali	3,631.50
1509	O'Neil Rangaya & Hannah Rangaya	4,038.30
1510	One-Soi Investments Limited	143,100.00
1511	Onika Bobb-Bradshaw	12,496.47
1512	Oni's Enterprises	234,413.35
1513	Origitek Solutions Limited	1,068,050.64
1514	Orion Gajedhar	161.75
1515	Ornella Lam	1,865.70
1516	Oropune Police Youth Club	38,303.76
1517	Otancia Noel	213.15
1518	Ouma Hamlet & Violet Hamlet-Durham	7,305.33
1519	Owen Matthews	2,307.60
1520	Pace Construction Services Ltd	3,927,163.74
1521	Pamela Joseph	572.08
1522	Pamela Payne	860.00
1523	Pantaleon Maynard	925.35
1524	Paras Singh General Contractors Ltd	407,460.04
1525	Parasram Sanitation Services Ltd	248,657.91
1526	Parbattee Seepersad	5,625.00
1527	Parts World Limited	225.00

No.	Supplier Name	Balance as at August 31st 2023
1528	Patrica Samuel	4,080.00
1529	Patricia Bernard	1,496.65
1530	Patricia Hendrickson-Sookwah & Valerie Ferguson	2,001.45
1531	Patricia Massiah-Rose	500.00
1532	Patricia Moses	6,353.61
1533	Patricia Russell Petioni	292.55
1534	Patricia, Karmala & Stephen Calvin Jnr Dennis	878.01
1535	Patrick & Jeanette Massiah	3,445.66
1536	Patrick & Mayotte Chow	614.47
1537	Patrick Borde & Dawn Stoute	2,470.00
1538	Patrick Gordon's Construction Ltd	1,775,781.44
1539	Patrick Martin	1,196.47
1540	Patries Ramkaran	3,390.30
1541	Patsy Ramkhalawan	2,837.40
1542	Paul & Judy Mason	445.80
1543	Paul Gordon & Janelle Johnson	4,152.60
1544	Paul Montano & Steruma Christian-Montano	2,208.60
1545	Paul Phagoo Environmental & Contractors Ltd	1,216,909.94
1546	Paula Philbert	500.00
1547	Paulene St. George	11,388.43
1548	Pauline Edwards	2,043.90

No.	Supplier Name	Balance as at August 31st 2023
1549	Peake Technologies Ltd	38,059.00
1550	Pelham Forde	1,386.29
1551	Permanent Secretary Ministry of Sport and Youth Affairs	1,200.00
1552	Personalized Quality Systems	86,075.00
1553	Pete Marcelle	1,650.60
1554	Peter Ramjass	1,987.30
1555	Peter Sampson	496.69
1556	Peter Thompson	3,043.80
1557	Petra Murray	2,043.90
1558	Petra Williams	10,503.00
1559	Petronilla Cox	1,816.20
1560	Phillip Edwards	500.00
1561	Phillip Nurse	583.59
1562	Phillip Simon	1,701.14
1563	Phulmatie Ramdhanie-Bally	5,760.00
1564	Phyllis & Clifford Clarke	5,732.38
1565	Phyllis Lucas & Rudolph Francis	631.37
1566	Pical Services Limited	186,327.75
1567	Pilot Property Solutions Limited	740,385.00
1568	Pleasantville Secondary School	1,200.00
1569	Pollonais, Blanc de La Bastide & Jacelon	697.50

No.	Supplier Name	Balance as at August 31st 2023
1570	Port of Spain City Corporation	17,452.78
1571	Power Pulse Company Limited	252,953.28
1572	PR Contracting Limited	2,591,628.31
1573	Prakash Hansraj	1,749.60
1574	Prashant Rampersad	5,000.00
1575	Prd Security Services Ltd	1,016,630.00
1576	Precious Bissessar	13,634.00
1577	Premium Contracting Services	74,925.00
1578	Prestige Holdings Ltd	18,580.00
1579	PREStige Past Students Foundation	9,000.00
1580	Prestige Services Ltd	76,607.52
1581	PriceSmart	3,000.00
1582	Prince Lee Isidore & Rolana Allen	11,462.88
1583	Pro Cool Services Ltd	0.01
1584	Profile Note	85,050.00
1585	Progressive Cutters and Builders	62,092.80
1586	Project Specialist Ltd	307,423.88
1587	Prunella Waheed & Nadia Waheed	5,333.33
1588	PRW Enterprise	186,890.85
1589	Querido & Marla Nero	5,425.00
1590	R.E.M. Consultants & Construction Services Ltd	1.00

No.	Supplier Name	Balance as at August 31st 2023
1591	R.V. Traders Limited	10,971.00
1592	Rachel Paul	45,280.00
1593	Rachelle Deonarine & Roger Deonarine	2,516.40
1594	Racquel Pouchet	4,545.90
1595	Radha Soodeen	23,455.50
1596	Radio Vision Ltd.	765.00
1597	Radwin & Veronica Lynch	3,621.73
1598	Raeann Charles	2,775.00
1599	Rae-Ann Giles	6,899.20
1600	Rae-Ella Roberts	500.00
1601	Raffi Mohammed & Rishma Beharry-Mohammed	2,988.90
1602	Ragbar Company Limited	1,406.25
1603	Rahaman Juman Fyzul Juman & Nariman Juman-Pinder	634.96
1604	Rahsaan Antoine	2,342.70
1605	Rainbow Construction Limited	4,498,041.08
1606	Raj Chaitram	1,347.30
1607	Rajdeo Ramlogan	1,891.44
1608	Rajesh Dhanraj & Dhanmatee Dhanraj	13,442.40
1609	Rajesh Rattan	168.90
1610	Rajesh Sanowar	1,865.70
1611	Rajhin Beharrylal	3,750.30

No.	Supplier Name	Balance as at August 31st 2023
1612	Rajiv Sookoo	800.00
1613	Rakesh Hosein & Stephanie Hosein	16,874.13
1614	Ralph Felix	10,080.00
1615	Ralph Thompson	1,280.77
1616	Ramkissoon Mahabir Transport Company	31,800.00
1617	Rampersad Ramnarine	5,310.00
1618	Randal Lezama	3,241.80
1619	Randel Daniel	2,793.60
1620	Randolph & Stella Brown	481.00
1621	Randy & Jenelle Cook	3,376.80
1622	Randy Ramsubhag & Shalima Ali	290.22
1623	Ranjit Singh	1,428.00
1624	Raphael Charles	178.73
1625	Raquel Hall	2,800.50
1626	Rasheed U. Adam	700.00
1627	Ravi & Sherry-Ann Sampath	1,207.80
1628	Ravi Badoo	3,732.30
1629	Ravi Heffes-Doon	180,000.00
1630	Ravindra Sispaul	2,307.60
1631	Rawle Flemming	253.00
1632	Rawle Radhay & Joan Cherry Radhay	484.38

No.	Supplier Name	Balance as at August 31st 2023
1633	Rawle Ramesar, Ayanna Eccles & Zorina Mohammed	4,582.80
1634	Raya Kissoon	2,034.90
1635	Raymona Blake	9,662.40
1636	Raymond Francette	500.00
1637	Raymond Harvey	6,370.42
1638	Raymond Maharaj & Faith Brijlal-Maharaj	3,600.00
1639	Raymond Noel & Cathyann Noel	3,223.80
1640	RBC Royal Bank (Trinidad & Tobago) Limited	4,489,631.04
1641	RBC Trust Trinidad & Tobago Ltd	97,539,161.21
1642	RBP Lifts Ltd	1,021,662.36
1643	Reanna Abraham	2,153.70
1644	Rebertha Ingrid James & Patricia James	376.94
1645	Rechel Blake	2,238.30
1646	Reena Lalla- Joseph	2,040.00
1647	Registrar General	159,743.18
1648	Registrar of the Supreme Court	40.40
1649	Reinaldo Novoa	553.38
1650	Renaldo Mullings	8,120.86
1651	Renee James	2,278.80
1652	Renee Scipio	1,571.40
1653	Reneisha Adams	2,775.00

No.	Supplier Name	Balance as at August 31st 2023
1654	Renew Star Serpentine Ltd	5,040.00
1655	Rennison George	280.00
1656	Rentokil Initial Limited	2,250.00
1657	Renuka Rambhajan	4,048.20
1658	Republic Bank Limited	120,130.00
1659	Reshaud Alexander	2,845.00
1660	Reshma Seecharan-Bharose	1,437.30
1661	Revenue Officer IV District Revenue Serv. Victoria Princess Town	202,848.62
1662	Revenue Officer IV District Revenue Services Caroni/Chaguanas	59,487.50
1663	Revenue Officer IV St George East Tunapuna	77,506.43
1664	Revlohn Forde (From D'Heart)	19,540.00
1665	Reynold Claudie	16,900.00
1666	Reynold Lewis	797.66
1667	Reynold Miller	799.53
1668	Reynold Patrong	1,892.52
1669	RFS Trinidad Ltd	416.25
1670	Rhomel Castro & Withney Graigman	9,617.40
1671	Rhona Leben	1,170.59
1672	Rhonda Forbes	2,343.00
1673	Rhonda Rupia and Carl Britton	5,270.00
1674	Rhonda Small & Linus Sylvester	2,200.00

No.	Supplier Name	Balance as at August 31st 2023
1675	Ria Lalla	1,236.00
1676	Ria Lutchman	3,843.00
1677	Ria Nelson	2,430.00
1678	Rian Dillon	4,582.80
1679	Ricardo & Maureen Pereira	1,262.05
1680	Ricardo Deonarine	2,101.50
1681	Ricardo Figaro & Susan Figaro-Williams	1,660.10
1682	Ricardo Greaves	4,131.90
1683	Ricardo Lackhan	1,000.00
1684	Ricardo Pereira & Barry Pereira	2,754.90
1685	Ricardo Ramai & Earla Caesar Ramai	5,193.90
1686	Richard Billy	4,429.80
1687	Richard Carlton	19,712.40
1688	Richard Carter	5,000.00
1689	Richard Derrick	16,994.33
1690	Richard Francois	2,593.94
1691	Richard Francois & Raielle Grell	3,170.81
1692	Richard Gray & Enez Stoute	571.85
1693	Richard Hope	5,000.00
1694	Richard K. M. Khan	4,594.63
1695	Richard R. Julien General Construction Limited	0.03

No.	Supplier Name	Balance as at August 31st 2023
1696	Richard Reid	2,240.00
1697	Richard Seenarine & Annisa Ramdhanie	2,748.60
1698	Richard Sinanan	1,650.60
1699	Richard Soodeen & Savita Soodeen	14,760.00
1700	Ricky Raghunanan Limited	2,676,067.35
1701	Ricky Seepersad and Sharmila Seepersad	3,727.80
1702	Riksha Sam	2,208.60
1703	Rise & Shine Landscaping & Maintenance Company	135,440.00
1704	Risha Corbett	23,142.30
1705	Risha Mohamed	1,350.00
1706	Rishi Gajadhar & Rosalind Gajadhar	1,737.00
1707	Rishi Jonathon	1,816.20
1708	Rita De Gazon	953.81
1709	Rita,Diana Roland & Ian Richardson	2,993.23
1710	Riverside Enterprises Ltd	232,280.13
1711	Rivulet Investment Group Ltd	2,475,009.11
1712	Robert & Susan Chase	2,455.68
1713	Robert Gomez	1,271.45
1714	Robert Ramcharan	1,000.00
1715	Robert Ramirez & Jaceira Ramirez	800.00
1716	Robert Williams	1,176.97

No.	Supplier Name	Balance as at August 31st 2023
1717	Roblac Ltd	111,340.41
1718	Rochelle Codrington & Kaijah Codrington	4,091.40
1719	Roderick Nicholson	9,399.21
1720	Rodger Thomas	9,799.70
1721	Rodney Pattron	2,459.70
1722	Roger Farrow	217.74
1723	Roger Gorking	102.38
1724	Roger Mitchell & Eastlyn Sankar Burnett	3,830.40
1725	Roger Pierre & Jennifer Meade	6,925.00
1726	Roger Salim	500.00
1727	Rojan Marketing Limited	40,124.73
1728	Roland & Petronilla Barrios	4,340.24
1729	Roland Garraway	1,750.78
1730	Roland Perch	2,128.09
1731	Roland Sutton	3,525.69
1732	Romona Mohess	2,121.30
1733	Ronald Anthony	1,829.70
1734	Ronald Badal	4,054.50
1735	Ronald Boodoosingh	6,517.45
1736	Ronald Browne	757.97
1737	Ronald Greene	5,000.00

No.	Supplier Name	Balance as at August 31st 2023
1738	Ronald Joseph	10,419.00
1739	Ronald Lall	646.50
1740	Ronda Charleau	110.00
1741	Ronnie Balroop & Kavita Chooniedass	2,921.40
1742	Ronnie Ramsaran & Leah Chietan-Ramsaran	4,054.50
1743	Ronnie Spencer	736.74
1744	Rosanne Inniss	3,856.58
1745	Rosemarie Ali	2,739.60
1746	Roshan Ramsingh	1,000.00
1747	Roslind Barclay	15,558.64
1748	Roslyn & Bernard Clement	1,652.00
1749	Rotoplastics Trinidad Ltd	147,497.46
1750	Rovanel's Resort & Conference Centre	3,975.77
1751	Roxanne Burke	500.00
1752	Rudolph Spence	1,700.10
1753	Ruslan Kenrick Alcazar	125.54
1754	Russel & Cheryl Whiteman	2,200.00
1755	Russell Annisette	12,776.00
1756	Russell Callender Construction and Maintenance	112,131.60
1757	Russell Gomez	1,213.85
1758	Russell Martineau	84,375.00

No.	Supplier Name	Balance as at August 31st 2023
1759	Ruth Koonoolal	4,582.80
1760	Ruthven Friday	669.44
1761	Ryan Bascombe & Joyelle Bascombe	2,919.60
1762	Ryan Joseph & Eme Elie	3,735.30
1763	Ryan Moore & Kerlene Da Costa	1,770.30
1764	Ryan Muhammed	2,246.40
1765	Ryan Ramnarine	3,132.00
1766	Rynessa Cutting	2,135.70
1767	Sabrina Serrette	8,037.00
1768	Sadie Newark	2,055.60
1769	Saira Samlal- Ramlogan	8,250.00
1770	Salisha Samad	1,753.60
1771	Sammy Ambrose	1,451.43
1772	Samuel & Veda Peters	6,494.61
1773	Samuel Cox	220.30
1774	Samuel Joshua Sohan Swan	400.00
1775	Samuel Lightfoot	2,837.70
1776	San Fernando City Corporation	22,500.00
1777	Sandi Caribbean Company Limited	335,993.45
1778	Sandra & Antoinett & Shirlyn Jones	2,957.81
1779	Sandra & Arlene Paul	22,218.00

No.	Supplier Name	Balance as at August 31st 2023
1780	Sandra Callender	673.39
1781	Sandra Phillips-David	3,763.80
1782	Sandra Quammie	250.91
1783	Sanjeev Maharaj	3,785.40
1784	Sanjiv Boodhu	13,500.00
1785	Sarah Maharaj	2,729.70
1786	Sardha Ramsumair & Sunil Ramsumair	2,271.60
1787	Saron & Angela Joseph	3,732.00
1788	Sarrah Ghany-Clarke	144.10
1789	SAS Marketing and General Contractors Limited	568,695.26
1790	Sasha Sorzano	2,775.00
1791	Sat Naam Industries Ltd	1,321.00
1792	Sati Ramharrack	2,346.30
1793	Sauzelle Brizan & Wendell Moore	2,673.90
1794	Savi Ramdeen-Ali	2,192.40
1795	Savitree Supersad	1,528.00
1796	Savitree Transport	44,000.16
1797	Sca Con Contractors Limited	0.01
1798	Scotia Bank T&T Ltd	73,694.15
1799	Scrip J	3,701.25
1800	Sean Ali	3,845.70

No.	Supplier Name	Balance as at August 31st 2023
1801	Sean Lord	19.74
1802	Sean Rivas	1,650.60
1803	SEAN STOUTE & DIMPLE RAMLOGAN-STOUTE	2,430.90
1804	Sean Sutherland & Annika St George	3,491.10
1805	Sean Telemaque	23,377.80
1806	Sebastian Pantin	2,657.70
1807	SECURISERV LTD	130,612.50
1808	SECURITIES & EXCHANGE COMM	19,360,000.00
1809	Security Analyst Services Limited	584,853.75
1810	Security Force (1997) Limited	155,520.00
1811	Seebalack Harripersad	13,383.28
1812	Selina Ali	13,071.90
1813	Selwyn & Sandra Andrew	3,244.00
1814	Selwyn John	6,539.15
1815	Selwyn Joseph	2,516.40
1816	Sephanyah Peters & Joanna Peters	1,650.60
1817	Shaheed Hamid	1,125.00
1818	Shaheed Khan & Dianne Ram Khan	2,471.40
1819	Shaka Trim	190.00
1820	Sham Neebar	4,079.70
1821	Shamdaye Jaimungal & Denesh Jaimungal	53,592.85

No.	Supplier Name	Balance as at August 31st 2023
1822	Shameil Ali	1,736.36
1823	Shamila Ragoobir	263.40
1824	Shana Phillip	500.00
1825	Shane Dyer	18,790.80
1826	Shane Mohammed & Nancy Homer-Mohammed	3,931.00
1827	Shanna George	2,739.60
1828	Shanna Marie-Gonzales	5,757.20
1829	Shannon Rampersad	6,198.80
1830	Sharalyn Walker	33,288.00
1831	Sharda Maharaj & Akash Maharaj	3,056.40
1832	Sharda Singh	2,430.00
1833	Sharlean Sookradge	1,727.10
1834	Sharleen Khan	2,962.80
1835	Sharlene George	255.80
1836	Sharline Cordner	500.00
1837	Sharon Baboolal	3,150.00
1838	Sharon Davis & Sharelle Davis	3,160.80
1839	Sharon Francis Chedu & Rodney Chedu	250.01
1840	Sharon George	954.92
1841	Sharon Pierre	300.00
1842	Sharon Ramlal	1,800.00

No.	Supplier Name	Balance as at August 31st 2023
1843	Shaun Bailey & Merissa White-Bailey	3,942.00
1844	Shaun Medford & Maria Cabrera	3,085.00
1845	Shaun Ramsarran	1,865.70
1846	Shavani Boodram	2,250.90
1847	Shawn Balfour	2,142.18
1848	Shazard Ali	120.00
1849	Sheavonne Boodram	500.00
1850	Sheba Lyons	29,820.00
1851	Sheena Ramsubhag	4,582.80
1852	Sheflan & Leela Ramrattan	847.70
1853	Sheik & Faziya Hamid	1,695.55
1854	Sheila Callender	353.79
1855	Sheila E. Gill	2,689.20
1856	Sheila Johnson	510.95
1857	Shelanna N. Francis	855.84
1858	Sheldon Dalkan & Salisha Mohammed	3,800.00
1859	Sheldon Ramnath & Sandi Kissoon	2,122.20
1860	Shelly Ann De Gazon	3,859.20
1861	Shelly Ann Phillip-Wade	2,696.40
1862	Shelly Ann Piggott	5,569.40
1863	Shelly Heeralal	2,043.90

No.	Supplier Name	Balance as at August 31st 2023
1864	Shelly-Ann Bailey-Thomas	2,673.90
1865	Sherika Bethelmy	45,500.00
1866	Sherina Mohammed	2,430.00
1867	Sherma Hunte	130.00
1868	Sherman M. Mc Nicolls	2,500.00
1869	Shermon Martin	10,025.00
1870	Sherneka Wilson	500.00
1871	Sherry Ann Devenish	3,200.00
1872	Sherry Murray	3,977.10
1873	Sherva King	1,317.60
1874	Sherwin Davis	3,547.80
1875	Sherwin Dyer & Portia Dyer	5,658.30
1876	Sherwin Francis & Cheryl Law	4,373.10
1877	Sherwin Mitchell	1,155.00
1878	Sherwin Thomas	1,774.29
1879	Sheryl & Curtis Douglas	4,896.11
1880	Sheyna Weston	2,919.60
1881	Sheyne Mc Donald	3,547.80
1882	Shiatsu General Contractors Ltd	733,253.88
1883	Shinika Bacchus	2,754.90
1884	Shiraz Abdool	1,168.64

No.	Supplier Name	Balance as at August 31st 2023
1885	Shirlon Lambert	3,366.00
1886	Shirma Adolphus	2,101.50
1887	Shirma Graham-Hinds	500.00
1888	Shirvan Samuel	2,271.60
1889	Shirvon Colley & Andrea Joseph	2,208.60
1890	Shiva Baran & Sati Maharaj - Baran	16,024.80
1891	Shiva Gokool & Annela Bickram-Gokool	1,816.20
1892	Shivani Dial	3,732.30
1893	Shivon Derrick	10,027.20
1894	Shobha Mohammed and Nizam Mohammed	3,547.80
1895	Shordell Reyes	4,130.10
1896	Shurlana Matas	2,772.00
1897	Shurvette Williams	1,467.90
1898	Shyamal Chandradathsingh	15,407.70
1899	Shylon Calliste	1,650.60
1900	Sierra Management Company Limited	500.00
1901	Siew Dinesh	972.90
1902	Siewnarine Ramsaran	6,176.70
1903	Sign Stop	258.75
1904	Simeon Cornwall	3,977.10
1905	Simon Donald	1,707.12

No.	Supplier Name	Balance as at August 31st 2023
1906	Simone Allen Noriega	290.00
1907	Simone Ashby	9,375.00
1908	Simone Lee Young	3,778.73
1909	Simone Thomas	1,816.20
1910	Simonique Scope	20,849.77
1911	Siobhian James	2,974.50
1912	SIRR CATERERS LTD	44,198.25
1913	Sixtus Villaruel	200.16
1914	Smart Alarms Company Ltd.	19,597.50
1915	Smartt Security Services Co. L	58,590.00
1916	SMH General Construction Ltd	146,337.66
1917	Sonia Mc Quikin	164.19
1918	Sonya Noel	2,305.60
1919	Sophia Sant	2,208.60
1920	Soraya Khan & Visham Sooknanan	4,677.30
1921	Sound Room Productions	10,125.00
1922	South Star Contracting and Equipment Rentals Ltd	4,550,811.73
1923	Southern General Limited	474,637.50
1924	Sphinx Construction Ltd	153,997.15
1925	Sports & Games	5,683.00
1926	Sri Construction Limited	800,339.87

No.	Supplier Name	Balance as at August 31st 2023
1927	Srisati Seeram & Robson Moonswami	3,785.40
1928	St. Telmor Edwards & Avril Lewis	5,535.00
1929	Stacey Forde	2,447.40
1930	Stacey Frederick & Marvin Gordon	5,056.80
1931	Stacey Telesford	138,814.00
1932	Stacy Ann Johnson & Tecla Suite	2,607.00
1933	Stacy Archie	2,100.00
1934	Stacy Rattansingh	500.00
1935	Stacy-Ann Bessor	1,784.00
1936	Standard Distributors Ltd	9,000.00
1937	Stefan Bramble	1,506.60
1938	Stefan Clarke & Beverly Cedeno-Clarke	1,900.50
1939	Stefan Errol Chock- Hang and Rae - Sal Tambie Stoute	45,500.00
1940	Stefan Walters	740.83
1941	Stephanie Wight Construction and Maintenance Limited	168,716.11
1942	Stephen Connell	2,165.61
1943	Stephen Donald & Candice Donald	2,208.60
1944	Stephen Maynard	1,535.98
1945	Stephen Mc Leod	2,065.96
1946	Stephen Mc Sween & Victoria Smith	10,170.00
1947	Stephen Singh	500.00

No.	Supplier Name	Balance as at August 31st 2023
1948	Stephen Thomas	2,343.00
1949	Stephenie Charles	1,306.80
1950	Steve Branche	2,089.39
1951	Steven Katwaroo	1,444.50
1952	Steven Sam & Stacey-Ann Sam	4,132.80
1953	Stevenson Samaroo	11,672.10
1954	Strategic Alliance Security Services	414,989.50
1955	Suad Weekes	192.00
1956	Suchitra Ramroop & Shannon Ragoonanan	1,476.90
1957	Sudesh Kowlessar & Samanta Sumair	7,991.40
1958	Sulton Industries (T & T) Ltd	135,000.00
1959	Sunil Lakhall & Dushanti Lakhall	1,865.70
1960	Superior's Infinite Productions Ltd	5,568.75
1961	SUPREME SERVICE TECHNOLOGIES	2,383.89
1962	Sure Surv Ltd	580,105.62
1963	Surej Toondarsingh & Anisha Ali-Toondarsingh	3,740.40
1964	Suresh Soogrim	3,732.30
1965	SUSAN & CAMILLE PHILLIP	1,487.20
1966	Susan Antoine	1,100.00
1967	Susan Noel	896.56
1968	Susan Rivas	14,030.00

No.	Supplier Name	Balance as at August 31st 2023
1969	Susanna Alexander-Basdeo	110.00
1970	Susanna Greene	2,802.60
1971	Susanna Joseph	4,037.60
1972	Suzanne Wood	16,835.00
1973	Svetlana Winchester	264.02
1974	SWMCOL	82,462.50
1975	Sybil Jean Koo	795.80
1976	Sybil Ollivierre	556.37
1977	Sybil Phylis Patterson	1,228.23
1978	Sydco Ltd	310,175.29
1979	Sydney Farrier	448.52
1980	Sylvan Joefield	2,237.02
1981	Sylvan Stewart	4,219.20
1982	Sylvester Selman	3,458.91
1983	Syne's Contracting & Industries 1988 Limited	2,238,094.77
1984	T & TEC	39,424,868.96
1985	T&T Police Service	2,712.00
1986	T.A.W. Transport Construction & Maintenance Services Ltd	892,250.00
1987	T.N. Ramnauth & Company Limited	158,018,788.85
1988	Tamara Goberdhan	2,754.90
1989	Tamara Roy	3,714.30

No.	Supplier Name	Balance as at August 31st 2023
1990	Tamara Todd	2,657.70
1991	Tamica Jones	7,500.00
1992	Tamica Porter & Lisa Poter	715.31
1993	Tammy Cumberbatch	300.00
1994	Tammy Poulos	3,650.40
1995	Tamzyn Hajaree & Pamela Dailey	3,276.00
1996	Tasmarie Reyes	244.15
1997	TATIL Life Assurance Limited	6,324,500.00
1998	Tauson Plante	12,250.00
1999	Tazmul Khan, Sherida Khan & Omattie Khan	1,650.60
2000	Tenant's Association	13,800.00
2001	Tennille Peters	2,775.00
2002	Termite Attack Limited	23,468.07
2003	Terrance Ali & Camille Ali	1,865.70
2004	Terrance Joseph	1,200.00
2005	Terrance Joseph	176,926.44
2006	TERRANCE WILLIAMS	3,649.56
2007	Terrence Ramsamooj	4,050.90
2008	Terry Weekes & Wendy Phillip-Weekes	4,130.10
2009	Tessa & Andre Bruno	3,956.40
2010	Tessa Pascall	23,545.20

No.	Supplier Name	Balance as at August 31st 2023
2011	Tex Joseph	48,880.00
2012	The American Stores Ltd	8,565.01
2013	The Big Board Company	19,687.50
2014	The Bulletin	14,900.00
2015	The DocuCentre Ltd	12,858.75
2016	The Environmental Friendly Company Ltd	2,002,333.37
2017	The Pantry Events & Decor	4,700.00
2018	The Registrar, Industrial Court of Trinidad & Tobago	5,500.00
2019	The Roman Catholic Archbishop of Port of Spain	42,000.00
2020	The Stroke & Diabetes Center	1,300.00
2021	Theon Ramnansingh	5,000.00
2022	Theophilus Peterson	1,345.41
2023	Theresa Mc Queen	832.78
2024	Therml Impac Affordable Homes Company Ltd	3,390,702.31
2025	Thion Ramjitsingh	3,750.30
2026	Thomas Antoine & Natalie Orr	12,203.90
2027	Thomas Construction Co. Ltd	54,393.68
2028	Thurston Bailey	2,285.33
2029	Tickiree Gosine	2,395.98
2030	Timothy Alexander & Leigh-Anne Pierre	3,735.00
2031	Tineal Howe	500.00

No.	Supplier Name	Balance as at August 31st 2023
2032	Tinesha Evans-Joseph & Garth Joseph	18,750.00
2033	Tinika Sampson	1,650.60
2034	Tint Specialist Ltd	5.00
2035	Tion David	2,900.00
2036	Tisha James	1,235.38
2037	Toney Roach	4,321.80
2038	Total Convenience Management	30,600.00
2039	Tracey Tarquini	207,042.00
2040	Tracy Greaves	1,475.10
2041	Tracy Henry	4,791.60
2042	Training & Logistics Ltd	47,587.50
2043	TransUnion	5,111.37
2044	Travis Bholai & Melissa Bholai	2,208.60
2045	Trevor & Alicia Ali	5,001.30
2046	Trevor & Merle Joseph	5,057.32
2047	Tricia Cruickshank	120.00
2048	Tricia Hill	18,924.67
2049	Trinbago Landscaper Maintenance & Beautification	267,076.25
2050	Trini Bashment Limited	3,937.50
2051	Trinidad & Tobago Contractors	10,000.00
2052	Trinidad & Tobago Housing Development Corporation	2,920.05

No.	Supplier Name	Balance as at August 31st 2023
2053	Trinidad & Tobago Landscaping Company Ltd	5,779,512.42
2054	Trinidad & Tobago Manufacturers' Association	5,598.00
2055	Trinidad and Tobago Contractors Association	4,000.00
2056	Trinidad and Tobago Risk Management Institute	1,500.00
2057	Trinidad Dataforms Ltd	83,340.00
2058	Trinidad Express Newspaper Ltd	24,703.47
2059	Trinidad Hose Co. Ltd.	1,113.75
2060	Trinity Housing Ltd	859,323.32
2061	Trintec Electrical Services Co	230,011.51
2062	Triple K Maintenance Co. Ltd	2,287,406.50
2063	Tripple J. Scavenging Transport Services	162,581.00
2064	Tristan Chaumette	5,250.00
2065	Tropical Electrical Supplies & Services Limited	124,230.63
2066	TSTT	2,209,218.49
2067	TSTT Cellnet	40,250.58
2068	TSTT Wireless Broadband	99,906.43
2069	TT Post	2,100.00
2070	TTMF	86,243.00
2071	TTT Limited	6,075.00
2072	Tyheid Mohammed	12,141.65
2073	Tyron James	600.00

No.	Supplier Name	Balance as at August 31st 2023
2074	UDECOTT LTD	5,900.00
2075	Ultimate Construction Services Ltd.	1,688,932.50
2076	Umbrella Security Services Limited	915,230.51
2077	Unicomer (Trinidad) Ltd	10,194.00
2078	Unique Furniture & Appliances	2,500.00
2079	University of the Southern Caribbean	2,500.00
2080	Urborn Webb	684.00
2081	Urcil Adams-Balfour	1,069.60
2082	Uriel Williams & Sherrie Ann Borrell Williams	2,387.70
2083	Ursula Gordon	30,159.00
2084	UWI Develop. & Endowment Fund	25,000.00
2085	V.R. Gillette Holdings Ltd	216,988.20
2086	Vade Ramkissoon & Mitra Ramkissoon	2,891.30
2087	Valerie Bastaldo & Natasha Charles	2,406.66
2088	Valerie Griffith	2,482.20
2089	Vanessa Brown	500.00
2090	Vanessa Needhan	1,650.60
2091	Vasant B. Rampersad	5,000.00
2092	Vashtie Lutchmie-Persad	5,000.00
2093	Vaughn Burton	2,278.80
2094	Vaughn Rondon	845.98

No.	Supplier Name	Balance as at August 31st 2023
2095	Veeda Ramberran & Rajesh Sahadeo	2,340.90
2096	Veekash Sahadeo	1,865.70
2097	Vera Doyle	6,016.21
2098	Vernal Taitt	1,237.04
2099	Vernisa Douglas	2,754.90
2100	Vickito Caracciolo	870.25
2101	Victor Dell & Maria Dell	362.40
2102	Victor Minguell	1,047.24
2103	Victor Ottley	209.36
2104	Victor Thomas	500.00
2105	Victoria Diagnostic Imaging Center	140.00
2106	Victoria Wharton-Lake	2,299.20
2107	Vida Martin	4,920.21
2108	Videsh Mohan	4,426.20
2109	Vidia Ramnarine	1,694.70
2110	Vigai & Vijay Contracting Co Ltd	1,180,569.28
2111	Vijai Seenath & Denise Sookdeo	2,279.70
2112	Vijay Ramnarine	1,264.00
2113	Vincent Best	435.76
2114	Vindra Ramjitsingh-Samaroo	2,966.40
2115	Vinitia Lezama	5,643.00

No.	Supplier Name	Balance as at August 31st 2023
2116	Vinod Donny Maraj	4,997.09
2117	Vinode Meetoo & Rachael Kawal	285.00
2118	Virginia Jones	4,422.12
2119	Virgo Consultants Limited	523,399.28
2120	VISH HARDWARE & ELECTRICAL ENTERPRISES LTD	2,500.00
2121	Vishaal Pundit	4,287.30
2122	Vishal & Shirley Boodram	2,754.90
2123	Vishal Bassant	2,703.60
2124	Vishal Dube & Amrita Maharaj-Dube	2,790.00
2125	Vishal Tambie	22,000.00
2126	Visham Seunarine	1,865.70
2127	Vishan Jaikaran	4,442.90
2128	Vishanna Jaimungal	3,030.30
2129	Vishnu Manohar	3,665.84
2130	Vishnu Ramhit & Ravindra Ramhit	1,865.70
2131	W.Bishop Contractors Ltd	44,055.00
2132	Wade Duncan	80.00
2133	Wadkie Williams	4,569.38
2134	Warren Dayal	1,979.10
2135	WASA	22,436,564.14
2136	Waste Disposals (2003) Ltd	626.75

No.	Supplier Name	Balance as at August 31st 2023
2137	Water & Sewerage Authority	24,345.23
2138	Water Tech Limited	397,196.32
2139	Wayne Charles	3,996.89
2140	Wayne Durant	1,916.09
2141	Wayne Ellis	1,677.14
2142	Wayne Ragoonath	1,661.96
2143	Wayne Trim	3,500.00
2144	Wayne Weekes	3,278.00
2145	Wendell Mendoza	16,324.00
2146	Wendell Morris	9,230.00
2147	Wendell Weekes	25,946.25
2148	Wendell Wickham & Sherma Grant-Wickham	1,570.18
2149	Wendy Koerts	19,587.89
2150	Wendy Nichols	19,333.16
2151	Wendy Skinner & Lisa Thomas	443.86
2152	Wendy-Ann Duncan-Simmons	240.00
2153	Wesley Trumpet	2,894.50
2154	Wesley's Transport	18,500.00
2155	West Hercules	4,158.90
2156	Westshore Medical Radiology Se	360.00
2157	Wilfred Clarke & Maria Abbott	1,800.00

No.	Supplier Name	Balance as at August 31st 2023
2158	Willard & Carol Vidale	1,721.60
2159	William & Yoland Pitt	811.57
2160	William Collette	108.76
2161	William H. Scott Ltd	322,875.00
2162	Willis George	33,200.00
2163	Winreo Services Limited	2,522,704.07
2164	Winston Hunte	11,946.38
2165	Winston Kurt Salandy	37,500.00
2166	Winston Sylvester	8,260.25
2167	Woodgreen Holdings Limited	50.00
2168	Woodland Heights Management Company Limited	500.00
2169	Wordaflame Book and Gift Shop	500.00
2170	Worrell Richardson	13,631.25
2171	Wyllan Dick	4,127.20
2172	Wynette Smith	2,249.10
2173	Yardi Systems Inc.	3,518,056.94
2174	Yasmin & Chad Boban	32,050.20
2175	Yohance Ayodike	45,738.00
2176	Yolanda Mark & Tamika Mark	7,296.67
2177	Yolanda Vickles & Nicola Vickles	3,735.00
2178	Yolande Abraham	1,216.71

No.	Supplier Name	Balance as at August 31st 2023
2179	Yolande Joseph & Edward Bishop	5,169.86
2180	Yuja Security Services Ltd.	349,920.00
2181	Yvonne Taylor	4,875.23
2182	Yvonne Tidd	1,431.00
2183	Zaid & Shezarra Abraham	1,980.00
2184	Zakiya Carter	2,035.68
2185	Zane & Pamela Mike	16,109.06
2186	Zennille Swann & Corey Mohammed	3,960.00
2187	Zion Construction&Gen. Ser.	416,000.84
2188	Zoe Transportation Waste Disposal and Recycling Company Limited	45,400.00
	TOTAL OUTSTANDING	889,125,702.60

APPENDIX III

HDC Arrears collected from delinquent accounts¹

PAYMENT FOR FISCAL PERIOD 2019-2023	CASH	ELECTRONIC	TOTAL RECEIPTS
2019-2020	\$28,703,558.87	\$226,279,861.47	\$254,983,420.34
2020-2021	\$27,311,541.89	\$347,356,328.02	\$374,667,869.91
2021-2022	\$31,117,445.22	\$319,368,288.02	\$350,485,733.24
2022-2023	\$27,254,178.68	\$149,306,030.19	\$176,560,208.87
TOTAL	TT\$114,386,724.66	TT\$1,042,310,507.70	TT\$1,156,697,232.36

¹ Source: Recoveries Unit, HDC

HDC Outstanding Arrears from customers as at June 2023

CUSTOMERS	0-30 DAYS	31-60 DAYS	61-90 DAYS	Over 90 DAYS	Over 365 DAYS	TOTAL
LTO/RTO/Rental	\$5,309,702.66	\$4,535,921.68	\$4,204,410.40	\$173,944,687.57		\$187,994,722.31
Commercial	\$267,198.01	\$219,880.21	\$197,524.22	\$12,300,792.82		\$12,985,395.26
In-House Mortgage	NA	NA	NA	NA	\$90,312,094.56	\$90,312,094.56
Total LTO/RTO/ Rental/In-House Mortgage	\$5,576,900.67	\$4,755,801.89	\$4,401,934.62	\$186,245,480.39	\$90,312,094.56	\$291,292,212.13

CUSTOMERS	1-30 DAYS	31-90 DAYS	91-179 DAYS	180-364 DAYS	OVER 365 DAYS	TOTAL
TTMF-RTO	\$16,625.15	\$49,477.32	\$58,302.19	\$115,762.76	\$4,146,545.70	\$4,386,713.12
TTMF-LTO	\$141,006.34	\$219,227.27	\$146,024.73	\$690,253.57	\$45,220,789.87	\$46,417,301.78
Total TTMF	\$157,631.49	\$268,704.59	\$204,326.92	\$806,016.33	\$49,367,335.57	\$50,804,014.90

OVERALL OUTSTANDING ARREARS: \$342,096,227.03

HDC Restructuring Status to date (September 2023)

Information	TTCL	AMCOL	FEMCOL
Funding	Completed	Completed	Ongoing
Commercial Space	Assigned- Oct 1	Assigned-Oct 1	Assigned-Sept 1
Employment	Interview 100%	2 % Complete	12% Completed
Strategic Plan	Completed	Awaiting Approval	Completed
Operational Plan	On going	On going	Ongoing
Financial Statements & Forecast	Completed	Completed	Completed
Vesting of Assets in the Company	95%	N/A	On going
Service Level Agreement	Completed – Awaiting Board Decision	Completed – Awaiting Board Decision	Completed – Awaiting Board Decision

HDC's Public-Private Partnership (PPP) Financed

HDC's Public Private Partnership (PPP) Financed								
#	PROJECT NAME	PROJECT YIELD	UNIT STARTS	UNITS FINISHED	COMPLETION STATUS AS PER PAAC 13TH REPORT	CURRENT NO. OF UNITS FINISHED	CURRENT NO. OF UNITS UNDER CONSTRUCTION	STATUS UPDATE
1	Mahogany Court, Mt. Hope	160	160	120	40	160	0	Units completed and delivered September 2023.
2	Malabar Site 1, Malabar	58	58	20	38	58	0	Units completed and delivered January 2023.
3	Riverside North, San Fernando (Corinth A)	22	22	22	0	22	0	Units completed
4	Riverside East, San Fernando (Corinth B)	72	67	58	9	67	0	Units completed and delivered March 2023
5	Riverside South, San Fernando (Corinth C)	61	61	34	27	37	24	3 Single Family Units completed and delivered May 2023. 2 Single Family Units
6	Trestrail PK 1R - Construction of 452 units, D'Abadie	452	362	98	308	98	264	156 units to be completed and delivered by Oct 2024. Works suspended on 108 units
7	Eden Gardens	120	120	0	120	0	120	Works ongoing, to be completed and delivered by September 2024, in batched
	Sub-total as reported to PAAC 13 Report	945	850	352	542	442	408	
8	Trestrail PK 2 - Phase 2 Construction of 106 units, D'Abadie	106	41	0	-	0	41	Works to be delivered by August 2024
	Current Sub-Total	1,051	891	352	542	442	449	

HDC - Applicants per Pricing Bands (as at February 2023)²

Bands	Pricing Bands (\$)	No. of Applicants Within Bands
1	\$0-\$250K	57,754
2	\$251-\$500K	75,573
3	\$501-\$749K	41,898
4	\$750-\$999K	14,911
5	\$1M-\$1.2M	7,824
	TOTAL	197,960

² MHUD's Home Application Fulfilment System (HAFS) database. February 2023

HDC Regularization Exercise Report

 HDC Regularization Exercise Report						
No.	Development	Area	Vacant	Illegal	Unclassified	Remarks
1	Maloney	D'Abadie	15	7	172	Verification Completed
2	George Street	Port of Spain	0	7	55	Verification Completed
3	Jackson Street	Port of Spain	0	3	17	Verification Completed
4	Bath Street	Port of Spain	0	0	9	Verification Completed
5	Charford Court	Port of Spain	2	2	48	Verification Completed
6	Prince Street	Port of Spain		1	2	Verification Completed
7	Nelson Street	Port of Spain	0	0	161	Unable to complete due to Gang Violence
8	Duncan Street	Port of Spain	5	0	131	Unable to complete due to Gang Violence
9	Lisas Gardens	Couva	0	2	2	Verification Completed
10	Lady Hailes	San Fernando	4	1	15	Verification Completed
11	Jamadar Street	San Fernando	2	0	1	Verification Completed
12	Naparima Mayaro Road	San Fernando	2	2	7	Verification Completed
13	Pleasantville	San Fernando	0	1	17	Verification Completed
14	Embacadere Street	San Fernando	3	0	7	Verification Completed
15	Ramsaran Street	San Fernando	0	0	4	Verification Completed
16	Lawrence Street	San Fernando	1	1	0	Verification Completed
17	Rushworth Street	San Fernando	1	2	0	Verification Completed

No.	Development	Area	Vacant	Illegal	Unclassified	Remarks
18	Cane Street	San Fernando	2	0	0	Verification Completed
19	Dos Santos	San Fernando	0	0	0	Verification Completed
20	Roy Joseph	San Fernando	1	0	10	Verification Completed
21	Trou Macaque	Morvant	0	4	17	Verification Completed
22	Paradise Heights	Morvant	0	7	10	Verification Completed
23	Awai Lands	Belmont	0	0	2	Verification Completed
24	St. Francois Valley	Belmont	0	3	10	Verification Completed
25	Hirondelle	Morvant	0	2	22	Verification Completed
26	Dorata Street	Laventille	0	0	0	Verification Completed
27	Leon Street	Laventille	0	0	0	Verification Completed
28	Plaisance Terrace	Port of Spain	0	3	10	Verification Completed
29	Foster Quevado	Port of Spain	1	6	50	Verification Completed
30	Ethel Street	St. James	0	0	0	Verification Completed
31	Methuen Street	Port of Spain	0	0	0	Verification Completed
32	De Freitas Street	St. James	0	0	0	Verification Completed
33	Harpe Place	Port of Spain	0	2	30	Verification Completed
34	St. Josph Road	Port of Spain	4	5	12	Verification Completed
35	Piccadilly Street	Port of Spain	0	0	24	Verification Completed
36	Beetham Instant	Beetham	0	0	34	Police needed to Complete
37	Pensioners Quarters	Beetham	5	0	39	Illegal Occupants
38	Beetham Gardens	Beetham	0	0	0	Incomplete due to crime/police needed
39	Clifton Street	Port of Spain	0	0	0	Verification Completed

No.	Development	Area	Vacant	Illegal	Unclassified	Remarks
40	Irving Lane	Port of Spain	0	0	9	Verification Completed
41	Spree Simon	Port of Spain	0	1	19	Verification Completed
42	Podwer Magazine Phase 1	Cocorite	5	2	44	Verification Completed
43	Beverly Hills	Port of Spain	N/A	N/A	N/A	Unable to complete due to crime
44	Harding Place	Cocorite	N/A	N/A	N/A	Unable to complete due to crime
Total			53	64	990	

CMO 03/06-2022



NOTE TO THE OPERATIONS COMMITTEE

Request for Approval of Revised Construction Performance Evaluation Policy FIDIC Red, Yellow & Silver Books

Revision 1

The request to the Construction Sub-Committee of the Board of Directors of the Trinidad and Tobago Housing Development Corporation (HDC) is to approve the Construction Management and Operations Division's (CMO's) revised Construction Performance Evaluation Policy.



June 2022



TRINIDAD AND TOBAGO
HOUSING DEVELOPMENT CORPORATION
AN AGENCY OF THE MINISTRY OF HOUSING AND URBAN DEVELOPMENT

Construction Performance Evaluation Policy

FIDIC Red, Yellow & Silver Books

Revision 1

Policy No: CMO 2021/P-01



CONTENTS

CONSTRUCTION PERFORMANCE EVALUATION WORKS POLICY	4
a. Signature Page	4
b. Definition of Terms	6
c. Acronyms	8
d. Rationale/Background	9
e. Purpose	9
f. Policy Scope	9
g. Policy Statement	10
h. Expected Policy Outcome	10
i. Key Policy Indicator	11
j. Legislative Framework	11
k. Exemptions to Policy	11
l. Breaches	12
m. Policy Review	12
n. General Policy Guidelines	12
o. Specific Policy Guidelines	14
p. Roles and Responsibilities	23
q. References	25
Appendix I	26
Appendix II	28

CONSTRUCTION PERFORMANCE EVALUATION WORKS POLICY

a. Signature Page

1. Policy

This Policy seeks to establish guidelines within the Construction Management and Operations Division to measure Contractor performance during construction in an objective, fair and quantifiable manner.

2. Control

The Construction Management and Operations Division has the overall responsibility for implementation of this Policy from date of issuance.

3. Distribution

The Construction Performance Evaluation Policy shall be distributed via Memorandum to all employees of the Construction Management and Operations Division.

4. Review Cycle

For the first year of implementation, the Construction Performance Evaluation Policy will be reviewed and revised, if necessary, every three (3) months. Thereafter, it will be reviewed and revised on a yearly basis.

APPROVAL:

Prepared by:



Mrs. Maria Motilal / Mrs. Ariel Mohan
Senior Project Manager / Junior Engineer
Construction Management and Operations

Submitted By:

.....
Mr. Romel Ramarack
Divisional Manager
Construction Management and Operations

Recommended By:



.....
Ms. Jayselle McFarlane
Managing Director

Approved By:

.....
Chairman of the Board of Directors

b. Definition of Terms

Breach/issue – failure of a Contractual party to uphold a contractual obligation.

Breach Register – document which records breaches pertaining to this Policy.

Commencement Date – the date from which the Contractor is to begin the execution of the Works.

Contract - agreement document, between a Contractor and an employer, which sets the scope and conditions of work for a construction project.

Contractor – the party responsible for completing the Works in accordance with the Contract.

Contractor's Monthly Progress Report –document issued monthly by the Contractor to the employer which outlines the status of the Works for a given period of time.

Construction Management and Operations Division (CMO) – Division within the HDC responsible for the management and administration of housing and (related) infrastructure construction Contracts.

Construction Materials - things of all kinds (other than Plant) intended to form or forming part of the Permanent Works, including the supply-only Materials (if any) to be supplied by the Contractor under the Contract.

Defects Notification Period (DNP) – the period for notifying the Contractor of defects in the Works (and the remedying of these defects by the Contractor at no additional cost), starting from the date on which the Works are taken over and ending after a prescribed time.

Divisional Manager – HDC employee responsible for the management of a specific Division within the HDC.

Drawings – diagram showing Works to be constructed.

Duration – Contractual time for completion of the works.

Extension of the Time for Completion – increase in Contract duration.

FIDIC Red Book – Fédération Internationale Des Ingénieurs-Conseils - Conditions of Contract for Construction for building and engineering works designed by the employer.

FIDIC Silver Book - Fédération Internationale Des Ingénieurs-Conseils - Conditions of Contract for Engineering, procurement, and construction (EPC)/*Turnkey Projects*.

FIDIC Yellow Book - Fédération Internationale Des Ingénieurs-Conseils - Conditions of Contract for Plant and Design-Build.

Hand Over – delivery of the Works or documentation from the Contractor to the Employer.

Heavy Equipment - all apparatus, machinery, vehicles and other things required for the execution and completion of the Works and the remedying of any defects.

HSE Ticket - written directive issued by an HDC health and safety officer.

Instruction – written directive issued as per FIDIC Sub-Clause 3.3 (Red and Yellow Books) and 3.4 (Silver Book).

Labour - all personnel whom the Contractor utilises on Site to assist in the execution of the Works.

Notice – written notification of certain circumstances.

Notice to Correct - written correspondence issued as per FIDIC Sub-Clause 15.1.

Resource – Heavy equipment, construction materials and labour as listed in the HDC's Resource Planning template.

Phase – a part of the Works.

Programme - graphical representation indicating the sequencing of the major items of the Work, as well as the planned start and completion dates.

Scope – the extent of the Works to be performed under the contract.

Site Instruction – written directive issued by HDC clerk of works.

Statutory Approvals – any and all approvals from regulatory and government agencies which are required prior to and after construction.

Taking Over – the point at which the Works have been completed by the Contractor and ownership passes from the Contractor to the employer.

Time for Completion – Contract duration for completing the Works.

Works - Scope to be executed by the Contractor under the Contract.

c. Acronyms

CMO Construction Management and Operations

DM Divisional Manager

DNP Defects Notification Period

FIDIC Fédération Internationale Des Ingénieurs-Conseils

HDC Trinidad and Tobago Housing Development Corporation

HSE Health, Safety and the Environment

HSSE Health, Safety, Security and the Environment

TCPD Town and Country Planning Division

T&TEC Trinidad and Tobago Electricity Commission

WASA Water and Sewerage Authority

d. Rationale/Background

Poor construction performance by Contractors has been observed by CMO, especially in terms of delayed housing delivery, inadequate site resources, incomplete scope completion, defective works, hazardous construction sites and poor reporting. However, this data is currently not standardised or organised, and as a result, is difficult to share objectively with other departments of the HDC so as to inform decision making. Consequently, Contractors with poor construction performance are often awarded additional Contracts and they perform these Contracts with similar negative results.

To ensure that data concerning Contractor performance during construction is captured by CMO in an appropriate manner and relayed effectively to other departments, a Construction Performance Evaluation Policy has been established to guide the measurement and classification of Contractor performance during construction. The Policy seeks to implement an objective, fair and quantifiable measurement system that can assist other departments in decision making and lead to improvements within the HDC's delivery systems.

Furthermore, this Policy also encourages continuous improvements during construction through the provision of the necessary criteria to guide Contractors.

e. Purpose

The Construction Management and Operations Division (CMO) recognizes the need to establish a Policy for standardising and reporting its data on Contractor performance during construction to other departments within the HDC. CMO further acknowledges that this data must be suitable and reliable so that it could be utilised with confidence by other departments. To this end, the Construction Performance Evaluation Policy has been developed.

f. Policy Scope

The Construction Performance Evaluation Policy applies to the Construction Management and Operations Division (CMO) of the HDC. It is implemented by the Project Managers of that department, under the supervision of the Divisional Manager. The Policy further applies only to FIDIC Red, Yellow and Silver Book Contracts within the construction phase, starting from the month of the Commencement Date and continuing until either the month of the final taking over of the building Works or the substantial completion of the site infrastructure, whichever is later. Further, it utilises only the following categories of performance measurement and is designed to answer and quantify the following key performance related objectives:

1. **Schedule:** Is the project on schedule?
2. **Resource Planning:** How accurately does the Contractor plan the resources needed to complete the works on schedule?
3. **Designs and Statutory Approvals:** Are the requisite approvals being acquired by the Contractor as per the project schedule?
4. **Quality (Construction):** Does construction conform to the Contract requirements?
5. **Health, Safety, Security and the Environment:** Does the construction site comply with the Occupational Safety and Health Act, 2004, as amended in 2006?
6. **Reporting:** Are the Contractor's monthly progress reports contractually adequate?

Since the policy applies to Contracts, Contractors with more than one applicable Contract will be evaluated more than once, depending on the number of Contracts.

g. Policy Statement

The Construction Management and Operations Division (CMO) has developed a Construction Performance Evaluation Policy to measure and communicate data concerning Contractor performance during construction. This Policy should assist other departments in decision making as well as encourage continuous improvements during construction through the provision of the necessary criteria to guide Contractors.

h. Expected Policy Outcome

This Policy for Construction Performance Evaluation is expected to produce:

- Greater Contractor adherence to the project Programme and scope of works
- Quicker remediation of & fewer outstanding defects
- Construction sites with greater adherence to the Occupational Safety and Health Act, 2004, as amended in 2006
- Greater customer satisfaction
- Improved Contractor reporting
- Less re-engagement of low performing Contractors.

i. Key Policy Indicator

The following are the key performance indicators which will be used to measure the performance of this Policy:

1. **Schedule:** Actual % completion/ Planning % completion
2. **Resource Planning:** Actual resources compared to Planned resources
3. **Designs and Statutory Approvals:** Approved submissions/ Planned submissions %
4. **Quality (Construction):** 100 – (No. of breaches or issues * category weight)
5. **Health, Safety, Security and the Environment:** 100 – (No. of breaches or issues * category weight)
6. **Reporting:** No. of satisfactory Sections / No. of required Sections %.

j. Legislative Framework

This Construction Performance Evaluation Policy was created with these Conditions of Contract in consideration:

- FIDIC Red Book- Conditions of Contract for Construction for building and engineering works designed by the employer.
- FIDIC Silver Book - Conditions of Contract for Engineering, procurement, and construction (EPC)/Turnkey Projects.
- FIDIC Yellow Book - Conditions of Contract for Plant and Design-Build.

k. Exemptions to Policy

- This Policy does not measure data from any category other than Time, Resource Planning, Designs & Statutory Approvals, Quality (Construction), HSSE and Reporting. For Contracts which have no Designs & Statutory Approvals component, the Policy measures only the following five (5) categories of performance measurement: Schedule, Resource Planning, Quality (Construction), HSSE and Reporting.
- Evaluations are only completed for the main Contractor; they are not completed for any of the Contractor's sub-contractors.
- Evaluations are only completed for the period between the Commencement Date and the final taking over of the Works; they are not completed during the Defects Notification Period, unless there are

other Sections of the Works still in progress to be taken over. For Contracts which have already elapsed significantly past the Commencement Date, the first Evaluation will occur during the course of construction.

- If formal Notice is provided by the HDC or the Contractor that the works are suspended as per Sub-Clauses 8.8 [Suspension of Work] (due to a cause attributable to the HDC or as per Clause 19 [Force Majeure]) or 16.1 [Contractor's Entitlement to Suspend Work] respectively, Evaluations using the Non-Programme ratings only would be conducted from the first month of suspension and continuing until an Extension of the Time for Completion has been formally granted by the HDC.

Any exemption not included above shall be subject to review and approval by the Construction Sub-Committee of the Board of the Trinidad and Tobago Housing Development Corporation.

I. Breaches

For any breach in Policy, the Divisional Manager (DM) of CMO will review the information to confirm if a breach has occurred. The DM will provide support to the Project Manager to resolve the breach and understand the relevant compliance obligations. The occurrence and management of the breach will be recorded in a Breach Register. Where required, the DM will ensure that the breach is reported to other relevant departments of the HDC and/or the Managing Director. The Breach Register will be stored in accordance with CMO's records management Policy.

m. Policy Review

For the first year of implementation, the Construction Performance Evaluation System will be reviewed and revised, if necessary, every three (3) months. Thereafter, it will be reviewed and revised on a yearly basis.

n. General Policy Guidelines

- A. The Construction Performance Evaluations are performed by the Construction Management and Operations (CMO) Department.
- B. The Evaluations are performed by the relevant Project Managers (PM), under the supervision of the Divisional Manager.
- C. Prior to Evaluation, for each Contract, the relevant Project Manager shall inform each Contractor in writing of the details of the Construction Performance Evaluation Policy (**Appendix I**).

- D. The Evaluations are to be completed on a monthly basis by the assigned Project Manager. Each Evaluation is to be submitted by the 7th of the succeeding month by the Project Manager to the Divisional Manager.
- E. All data used by the Project Manager to complete the Evaluation must be stored on CMO's general server, categorized monthly to match the Evaluation date, in accordance with CMO's records management Policy.
- F. All Evaluations are to be stored on CMO's general server, in accordance with CMO's records management Policy.
- G. The Evaluations will be made available to other Departments of the HDC to inform decision making, as applicable.
- H. The Construction Sub-Committee of the Board of Directors of the HDC will be informed of the results of the Evaluations every month.
- I. The Evaluations will be performed for FIDIC Red, Yellow and Silver Book Contracts within the construction phase. Evaluations will begin from the month of the Commencement Date. The final Evaluation will be performed for the month of either the final taking over of the building Works or the substantial completion of the site infrastructure, whichever is later. For Contracts with phased taking over of the works, Evaluations will continue until the last phase is taken over. For Contracts which have already elapsed significantly past the Commencement Date, the first Evaluation will occur during the course of construction.
- J. All Contractors are to be subsequently informed in writing of their Evaluation each month. All supporting data is to be attached to the evaluation (**Appendix II**).
- K. Contractors may object to their Evaluation, as they see fit. For a particular monthly Evaluation, the Contractor may issue objections in writing, within 7 days after receipt of said Evaluation. After this time, the HDC will not entertain any objections. If the Contractor objects within the required timeframe, the Divisional Manager will investigate all related data and respond, informing that either the previous Evaluation will be maintained or corrected.
- L. The Evaluations will be conducted using the following six (6) categories:

Programme ratings:

- 1. Time
- 2. Resource Planning
- 3. Designs & Statutory Approvals

Non-Programme ratings:

- 4. Quality (Construction)
- 5. Health, Safety & the Environment (HSSE)
- 6. Reporting.

These are further explained below.

- M. If formal Notice is provided by the HDC or the Contractor that the works are suspended as per Sub-Clauses 8.8 [Suspension of Work] (due to a cause attributable to the HDC or as per Clause 19 [Force Majeure]) or 16.1 [Contractor's Entitlement to Suspend Work] respectively, Evaluations using the Non-Programme ratings only would be conducted from the first month of suspension and continuing until an Extension of the Time for Completion has been formally granted by the HDC.
- N. For a circumstance which arises which is not satisfied by the procedures below, the DM will advise on how to proceed and the Contractor would be informed accordingly.

o. Specific Policy Guidelines

1. SCHEDULE

- a. The Time rating percentage is calculated as follows:
$$\text{Actual \% Completion of Works} / \text{Planned \% Completion of Works.}$$
- b. Actual % Completion of Works
 - (i) The Actual % Completion of Works is obtained using the approved Programme. The approved Programme is the initial Programme which has been submitted by the Contractor, as per Sub-Clause 8.3 [Programme], after the HDC has given Notice of the Commencement Date, and which has been approved by the HDC. Until this Programme is submitted by the Contractor and approved by the HDC, the Actual % Completion of Works will remain as zero. The Programme must be submitted using MS Project and saved in an .mpp format.
 - (ii) The Actual % Completion of Works is calculated electronically by the assigned Project Manager by manipulating the Programme in the .mpp format. The PM inputs values of 'Actual % Complete' into the Programme and the Programme generates an overall completion % which is taken as the Actual % Completion of Works. The input values are derived from the assigned Clerk of Works' weekly reports.
 - (iii) Revised Programmes will instead be utilised in the Evaluation, in place of the initial approved Programme, only if an Extension of the Time for Completion has been formally granted by the HDC, as per FIDIC Sub-Clause 8.4. However, until the Contractor submits an acceptable revised Programme, the initial approved Programme will be utilised.
 - (iv) If the Contract duration has elapsed and the works are not yet completed, revised Programmes will only be utilised in the Evaluation if an Extension of the Time for Completion

has been formally granted by the HDC, as per FIDIC Sub-Clause 8.4. Otherwise, the initial approved Programme will be used.

c. Planned % Completion of Works

- (i) The Planned % Completion of Works is obtained using the same Programme which is used to calculate the Actual % Completion of Works.
- (ii) If the initial Programme has not yet been submitted by the Contractor and approved by the HDC, the Planned % Completion of Works will be calculated manually using the following formula: $(\text{Evaluation Date} - \text{Contract Start Date}) / \text{Duration}$.
- (iii) After the initial Programme has been submitted by the Contractor and approved by the HDC, the Planned % Completion of Works is calculated electronically by the assigned Project Manager by manipulating the Programme in the .mpp format to obtain an overall Planned % Completion of Works. Either a Planned % Completion of Works could be automatically generated by the software, or this value could be calculated manually for each task and then be inputted into the software to produce an overall Planned % Completion of Works. Manually calculated, the planned progress for each individual task would be: $(\text{Evaluation Date} - \text{Start Date}) / \text{Duration}$. Note that the planned progress % for each task within the software cannot exceed 100%.
- (iv) The Planned % Completion of Works increases each month until it reaches 100% when the Contract Duration has elapsed.
- (v) After the Contract Duration has elapsed, if the works are not yet completed and the HDC has NOT granted an Extension of the Time for Completion as per FIDIC Sub-Clause 8.4, then the Planned % Completion of Works will instead be manually calculated using the formula: $(\text{Evaluation Date} - \text{Contract Start Date}) / \text{Duration}$. Using this formula, the Planned % Completion of Works will be greater than 100%.
- (vi) If the HDC has granted an Extension of the Time for Completion for a period which has already elapsed and been evaluated, the Evaluations for those months would be corrected.

2. RESOURCE PLANNING

- a. After the HDC has given Notice of the Commencement Date, the HDC will request that the Contractor submit a Resource Planning spreadsheet to the HDC, which is in alignment with the submitted and approved Programme. A template of the spreadsheet will be provided by the HDC. The spreadsheet gives a monthly indication of the heavy equipment, construction materials and labour which the Contractor plans to have on the site for the Contract Duration.
- b. For Contracts which have already elapsed significantly past the Commencement Date, the Resource Planning shall be submitted during the course of construction, as requested by the HDC.

- c. Until this spreadsheet is submitted and approved by the HDC, the rating for Resource Planning will be 0%.
- d. The rating is then calculated as follows:

Programme Status	Resource Planning Rating Calculation
<ul style="list-style-type: none"> - Actual % Completion of Works > Planned % Completion of Works - Within Contract Duration 	100%
<ul style="list-style-type: none"> - Actual % Completion of Works = Planned % Completion of Works - Within Contract Duration 	<p>If Actual resources is less than or equal to (\leq) Planned resources, then Resource Planning Rating = Actual resources / Planned resources %.</p> <p>If Actual resources is greater than or equal to (\geq) Planned resources, then Resource Planning Rating = Planned resources / Actual resources %.</p>
<ul style="list-style-type: none"> - Actual % Completion of Works < Planned % Completion of Works - Within Contract Duration 	<p>If Actual resources < or = Planned resources, then Resource Planning Rating = Actual resources / Planned resources %.</p> <p>If Actual resources > Planned resources, then Resource Planning Rating = Planned resources / Actual resources %.</p>
<ul style="list-style-type: none"> - Works incomplete with respect to Programme - Contract Duration elapsed 	0%

- e. For each Evaluation, the Project Manager will compare the resources on site to the planned resources as per the Resource Planning spreadsheet. For each item on the spreadsheet, a score is calculated as per (d.) above.
- f. Major resources observed on site for which were not included in the Resource Planning would receive a score of 0%. An average score is produced for heavy equipment, construction materials and labour, and then these three (3) scores are averaged to produce a final rating.
- g. Resources must be present on the construction site to be recorded as "Actual resources". Resources stored off-site will not be recorded as "Actual resources".

- h. Labour present on site for the Evaluation month will be recorded as the average of the daily values for that month.
- i. Proof of delivery slips must be presented by the Contractor to confirm the construction materials present on site.
- j. To be classified as "Actual resources", construction materials must be in a condition fit to be utilised in the Works.
- k. Heavy equipment must be in working condition to be classified as "Actual resources".
- l. If the Programme is revised as per *Section 1 Time* above, then a revised Resource Planning spreadsheet may be submitted by the Contractor (for approval) to be used in the Evaluation. Otherwise, the Contractor's Resource Planning shall not be adjusted. Until the revised Resource Planning is submitted by the Contractor and approved by the HDC, the previous Resource Planning spreadsheet will be utilised in the Evaluation.

3. DESIGNS AND STATUTORY APPROVALS

- a. This rating is calculated as follows: Approved submissions/ Planned submissions %.
- b. If the number of approved submissions are greater than the number of planned submissions, the rating remains at 100 %.
- c. The submissions are recorded each month according to (i) Drawings and (ii) Statutory Approvals.
- d. For Phased Construction, the Drawing and Statutory Approval submissions could be assessed per phase, according to the Programme. The numbers from each Phase are carried forward cumulatively to each succeeding phase.
- e. Planned Submissions
 - (i) The Planned Submissions should be tailored specifically to the Contract requirements, e.g. a FIDIC Red Book Contract requires fewer Statutory Approval submissions than a FIDIC Yellow Book Contract.
 - (ii) The total number of Planned Drawing and/or Statutory Approval submissions for that month is recorded.
 - (iii) This is informed by the approved Programme. If this information is not sufficiently illustrated in the Programme, it is inferred based on the start and/or end of construction. For example:
 - i. Prior to the start of construction, the following Statutory Approvals should be obtained: Town and Country Division (TCPD) Outline Planning Permission, TCPD Final Planning Permission, TCPD Building approval, Regional Corporation Building Permit, Environmental Management Authority Certificate of Environmental Clearance, Water and Sewerage Authority (WASA) Outline approval, WASA Design

- approval (Plumbing & Infrastructure), Preliminary Fire Services (for Building and Infrastructure).
- ii. Prior to the start of construction, all drawings should have been submitted, re-submitted (as necessary) and approved by the HDC. These drawings are generally categorised as follows: Infrastructure (survey/civil, electrical, water & sewer, drainage, roadways) and Building (architectural, structural, water & sewer and fire & electrical).
 - iii. By the end of construction, all as-built drawings should be handed over to the HDC at taking over.
 - iv. By the end of construction, the following Statutory Approvals should be handed over to the HDC at taking over: T&TEC final, WASA Completion Certificates (Plumbing & Infrastructure), Final Fire Services (for Building and Infrastructure), final Regional Corporation.
- (iv) The number of planned submissions are carried forward to each succeeding month cumulatively. However, if the Programme is formally revised through an Extension of the Time for Completion as per FIDIC Sub-Clause 8.4, the number of planned submissions will be revised as necessary.
- (v) If there are zero planned submissions for the evaluation month, the rating remains at 100, for e.g. at the project's Commencement.
- f. Approved Submissions
- (vi) The approved submissions are (i) drawings stamped 'Approved for Construction' or 'Works May Proceed' by the HDC's Project Development and Oversight Department, and/or (ii) submitted copies of approvals from the relevant Statutory Agencies.
 - (vii) The total number of approved Drawing and/or Statutory Approval submissions for that month is recorded.
 - (viii) Drawings must be fully approved by the HDC before they are recorded as an approved submission. For e.g. if only ½ of the drainage drawings package have been submitted by the Contractor and approved by the HDC, this is not recorded as an approved submission until the balance of drainage drawings (full set of drawings) have been submitted and approved.
 - (ix) The Contractor should be informed in writing when the drawings have been fully approved.
 - (x) Similar to Planned Submissions, these values are carried forward each month until the end of the Contract.
 - (xi) In the case where the drawings were previously approved but it has been discovered that additional/revised drawings are now necessary, from that month on, the relevant Drawings category will no longer be recorded as an approved submission and the Contractor must be informed in writing. When the additional/revised drawings have been approved by the HDC,

then the relevant category will once again be recorded as an approved submission. This is similar in the case of Statutory Approvals.

4. QUALITY (CONSTRUCTION)

- a. The Quality (Construction) rating is calculated as follows: $100 - (\text{No. of breaches or issues} * \text{category weight})$.
- b. Breaches/issues
 - (i) The Quality (Construction) rating is calculated using only breaches/issues which were reported to the Contractor in writing.
 - (ii) The number of written breaches/issues which were issued for the Evaluation Month is recorded for each of the following categories:
 - i. Site Instructions/Minutes/Emails
 - ii. Instructions
 - iii. Notices to Correct.
 - (iii) The Contractor is automatically given a rating of '100' if no breaches were recorded.
- c. Categories
 - (i) For each breach recorded, the rating varies based on the weight of each category which is as follows:
 - i. Site Instructions/Minutes/Emails - weight of 10
 - ii. Instructions - weight of 15
 - iii. Notice to Correct - weight of 20.
 - (ii) The weights are multiplied by the number of breaches in that category and then subtracted from 100 to produce the Contractor's rating. If this calculation produces a score <0 , the Contractor is automatically given a rating of '0'.
 - (iii) For a single breach, if it occurs more than once in a category, it is weighted only once for that category to calculate the rating. Example:

#	Description of Beach/ Issue	Date			Breach/ Issue Rectified?
		Site Instructions/ Minutes/ Emails x10 weight	Instructions x15 weight	Notice to Correct/ Legal Notice x20 weight	
1	Outfall drain in Phase 1 to be connected		18/10/21, 25/10/21		No

Rating: $100 - (15 \times 1) = 85\%$

(iv) For a single breach, if it occurs in more than one category, it is weighted in both categories to calculate the rating. Example:

#	Description of Breach/ Issue	Date			Breach/ Issue Rectified?
		Site Instructions/ Minutes/ Emails x10 weight	Instructions x15 weight	Notice to Correct/ Legal Notice x20 weight	
1	Outfall drain in Phase 1 to be connected	18/10/21	25/10/21		No

Rating: $100 - (10 \times 1) - (15 \times 1) = 75\%$

- d. For the succeeding months, the breaches/issues which were not addressed by the Contractor are maintained/carried forward in the scoring. This occurs until they are addressed by the Contractor.
- e. Where breaches/issues are not addressed by Site Instructions/Minutes/Emails, these breaches/issues are re-issued to the Contractor via an Instruction as per FIDIC Sub-Clause 3.3 or 3.4 as applicable, with a stipulated timeframe to make good the failure. Where the breaches/issues are not addressed by the Instruction, these breaches/issues are re-issued to the Contractor as a Notice to Correct as per FIDIC Sub-Clause 15.1, with a stipulated timeframe to make good the failure.

5. HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE)

- a. The HSSE rating is calculated as follows: $100 - (\text{No. of breaches or issues} \times \text{category weight})$.
- b. Breaches/issues
 - (i) The HSSE rating is calculated using only breaches/issues which were reported to the Contractor in writing.
 - (ii) The number of written breaches/issues which were issued for the Evaluation Month is recorded for each of the following categories:
 - i. Site Instructions/Minutes/Emails/HSE Bookings
 - ii. Instructions/ HSE Ticket
 - iii. Notices to Correct/Legal Notice
 - (iii) The Contractor is automatically given a rating of '100' if no breaches were recorded.

c. Categories

- (i) For each breach recorded, the rating varies based on the weight of each category which is as follows:
 - i. Site Instructions/Minutes/Emails/HSE Bookings - weight of 10
 - ii. Instructions/ HSE Ticket - weight of 15
 - iii. Notice to Correct/Legal Notice - weight of 20.
- (ii) The weights are multiplied by the number of breaches in that category and then subtracted from 100 to produce the Contractor's rating. If this calculation produces a score <0, the Contractor is automatically given a rating of '0'.
- (iii) For a single breach, if it occurs more than once in a category, it is weighted only once for that category to calculate the rating. Example:

#	Description of Beach/ Issue	Date			Breach/ Issue Rectified?
		Site Instructions/ Minutes/ Emails x10 weight	Instructions x15 weight	Notice to Correct/ Legal Notice x20 weight	
1	Workers not wearing Personal Protective Equipment		18/10/21, 25/10/21		No

Rating: $100 - (15 \times 1) = 85\%$

- (iv) For a single breach, if it occurs in more than one category, it is weighted in both categories to calculate the rating. Example:

#	Description of Beach/ Issue	Date			Breach/ Issue Rectified?
		Site Instructions/ Minutes/ Emails x10 weight	Instructions x15 weight	Notice to Correct/ Legal Notice x20 weight	
1	Workers not wearing Personal Protective Equipment	18/10/21	25/10/21		No

Rating: $100 - (10 \times 1) - (15 \times 1) = 75\%$

- d. For the succeeding months, the breaches/issues which were not addressed by the Contractor are maintained/carried forward in the scoring. This occurs until they are addressed by the Contractor.
- e. Where breaches/issues are not addressed by Site Instructions/Minutes/Emails, these breaches/issues are re-issued to the Contractor via an Instruction as per FIDIC Sub-Clause 3.3 or 3.4 as applicable, with a stipulated timeframe to make good the failure. Where the breaches/issues are not addressed by the Instruction, these breaches/issues are re-issued to the Contractor as a Notice to Correct as per FIDIC Sub-Clause 15.1, with a stipulated timeframe to make good the failure.
- f. Where breaches/issues are not addressed by HSE Bookings, these breaches/issues are re-issued to the Contractor as a HSE Ticket. Where the breaches/issues are not addressed by the HSE Ticket these breaches/issues are re-issued to the Contractor as a Legal Notice.

6. REPORTING

- a. The Reporting rating is calculated as follows for the Contractor's Monthly Progress Report:
No. of satisfactory Sections / No. of required Sections %.
- b. If the Monthly Progress Report is not submitted by the deadline date, the Contractor receives a score of '0'.
- c. No. of satisfactory Sections
 - (i) If the monthly Progress Report is submitted by the deadline date, the number of sections of the Progress Report that are satisfactory are recorded. The Project Manager determines whether the various sections of the Progress Report are satisfactory.
 - (ii) In the case of unsatisfactory Sections, the Progress Report is NOT returned to the Contractor for corrections. Instead, the Contractor is informed of the relevant breach(es) in writing and instructed that they should make the necessary corrections in the succeeding month's Progress Report.
- d. No. of Required Sections
 - (i) The no. of required Sections are obtained from FIDIC Sub-Clause 4.21 [Progress Reports] (General and Particular). For Yellow and Red Books, there are generally 8 sections while for Silver Book, there are generally 11 sections.
 - (ii) The no. of required Sections are to be confirmed as per the Particular Conditions for the specific Contract.

7. CONSTRUCTION PERFORMANCE EVALUATION

- a. The Construction Performance Rating for each month is the average of the percentage ratings of the following six (6) categories: Schedule, Resource Planning, Designs & Statutory Approvals, Quality (Construction), HSSE and Reporting.
- b. For Contracts which have no designs & statutory approvals component, the monthly Construction Performance Rating would instead be the average of the percentage ratings of the following five (5) categories: Schedule, Resource Planning, Quality (Construction), HSSE and Reporting.
- c. Based on the monthly Construction Performance Rating, each Contractor would be classified according to the following scale:
 - (i) Excellent – 90-100%
 - (ii) Very Good – 80-89%
 - (iii) Good – 70-79%
 - (iv) Adequate – 50-69%
 - (v) Unsatisfactory <50%.
- d. The Final Construction Performance Rating for the Contract is the average of all the monthly Construction Performance Ratings. For a Final Construction Performance Rating/ Classification of:
 - (i) **70-100% / Good – Excellent**
The Contractor would remain on the HDC's pre-qualification list and would also be added to its 'High Performing' list. 'High Performing' Contractors are given first preference for selection for the tendering of future projects and they also qualify for sole select arrangements.
 - (ii) **50-69% / Adequate**
The Contractor would remain on the HDC's pre-qualification list and would qualify for the tendering of future projects.
 - (iii) **<50% / Unsatisfactory**
Guidance on the way forward would be sought from the Tenders Sub-Committee of the Board of Directors of the HDC.

p. Roles and Responsibilities

The following table outlines the main specific roles and responsibilities of key positions within this Policy:

Personnel / Department	Roles/Responsibilities
Construction Management and Operations (CMO)	Manages and administers housing and (related) infrastructure construction Contracts.

Personnel / Department	Roles/Responsibilities
	Administers the Construction Performance Evaluation Policy.
Construction Sub-Committee of the Board of Directors of the HDC	Reviews and approves this Policy along with revisions and exemptions.
Contractor	Constructs housing and related infrastructure works in accordance with a Contract. Receives, reviews and may object to the results of the Construction Performance Evaluation.
Departments within the HDC, as relevant	Receives the results of the Evaluations and uses these to inform decision making.
Divisional Manager, CMO	Manages the Construction Management and Operations Division. Supervises the Policy implementation. Resolves Policy breaches and reports these occurrences to other departments and the MD, as necessary
Housing Development Corporation	Constructs and sells/provides affordable and quality housing to the general public.
Managing Director	Reviews this Policy along with revisions and exemptions, and recommends same to the relevant Sub-Committees of the Board of Directors for approval/noting. Reviews monthly Evaluations and the Final Construction Performance Rating, and recommends same to the relevant Sub-Committees of the Board of Directors for approval/noting.
Project Development and Oversight Department	Reviews Contractor's Drawings
Project Manager	Implements Policy
Tenders Sub-Committee of the Board of Directors of the HDC	Provides guidance on the way forward for Contractors with a Final Construction Performance Rating which is classified as <50% / <i>Unsatisfactory</i> .

q. References

- Fédération Internationale Des Ingénieurs-Conseils. 1999. Conditions of Contract for Construction for Building and Engineering Works Designed by the Employer. Switzerland: International Federation of Consulting Engineers.
- Fédération Internationale Des Ingénieurs-Conseils. 1999. Conditions of Contract for Engineering, Procurement, and Construction (EPC)/Turnkey Projects. Switzerland: International Federation of Consulting Engineers.
- Fédération Internationale Des Ingénieurs-Conseils. 1999. Conditions of Contract for Plant and Design-Build. Switzerland: International Federation of Consulting Engineers.

Prepared by:



Ms. Maria Motilal / Ms. Ariel Mohan
Senior Project Manager / Junior Engineer
Construction Management and Operations

Submitted By:



Mr. Romel Ramarack
Divisional Manager
Construction Management and Operations

Recommended By:

.....
Ms. Jayselle McFarlane
Managing Director

Appendix I

It is proposed to issue the following letter to all of CMO's Contractors who currently have Contracts within the construction phase:

Date

Mr./Mrs. ...

Chief Executive Officer

Company Name

Company Address

Scarborough

Dear Mr./Mrs. ...

Re: Housing Development – Construction Performance Evaluation System

Reference is made to the captioned matter.

The operations of the Trinidad and Tobago Housing Development Corporation ("the HDC") are driven by its mission to improve the quality of life for citizens through the provision of quality and affordable rental and home-ownership opportunities, and the creation of safe communities. In alignment with this goal, it has become necessary for the HDC to measure and rank the performance of its Contractors so that improvements could be made within our housing delivery systems. In this respect, the HDC is rolling out a Construction Performance Evaluation System which aims to produce Evaluations which are fair, measurable, reasonable and independent. The Evaluation System is designed to answer and quantify the following key performance related questions:

1. **Schedule:** *Is the project on schedule?*
2. **Resource Planning:** *How accurately does the Contractor plan the resources needed to complete the works on schedule?*
3. **Designs and Statutory Approvals:** *Are the requisite approvals being acquired by the Contractor as per the project schedule?*
4. **Quality (Construction):** *Does construction conform to the Contract requirements?*
5. **Health, Safety, Security and the Environment:** *Does the construction site comply with the Occupational Safety and Health Act, 2004, as amended in 2006?*
6. **Reporting:** *Are the Contractor's monthly progress reports contractually adequate?*

*Further details of the Evaluation System are provided within the HDC's Construction Performance Evaluation Policy document, which is **attached**.*

In going forward, these Evaluations will be performed monthly for all active construction sites, commencing from the month of June 2021, and they will be utilized in determining whether contractors would be considered for continued pre-qualification for future housing programmes.

Please be advised accordingly.

Yours faithfully,

Trinidad and Tobago Housing Development Corporation

Managing Director

Copy Divisional Manager, Construction Management & Operations - Mr. Romel Ramarack

Appendix II

It is proposed to issue the following letter to inform of the Contractors' monthly Construction Performance Evaluation Rating:

Date

Mr./Mrs. ...

Chief Executive Officer

Company Name

Company Address

Scarborough

Dear Mr./Mrs. ...

Re: Housing Development – Construction Performance Evaluation Rating

Reference is made to the captioned matter and the letter from the Trinidad and Tobago Housing Development Corporation ("the HDC") dated 4th April 2021 Re: Construction Performance Evaluation System.

As per the implementation of the HDC's revamped Construction Performance Evaluation System, please be advised that Contractor X's Rating for the month of May 2021 is 58% which is classified as 'Adequate'.

[For a rating of Excellent: The HDC congratulates Contractor X on its Rating of 'Excellent' and encourages Contractor X to put the necessary measures in place to maintain this Performance] OR

[For a rating of Very Good or Good: The HDC congratulates Contractor X on its Rating of 'Very Good' but encourages Contractor X to put the necessary measures in place to improve its Rating for the subsequent months] OR

[For a rating of Adequate: The HDC recommends that Contractor X put the necessary measures in place to improve its Rating for the subsequent months so that Contractor X could be added to the HDC's 'High Performing' list of Contractors.]

[For a rating of Unsatisfactory: The HDC recommends that Contractor X put the necessary measures in place to improve its Rating for the subsequent months so that Contractor X's eligibility for the award of future Contracts with the HDC is not compromised.]

The supporting data which was used to determine this Rating is as follows:

1. SCHEDULE

Actual Progress:

WBS	Task Name	Original Start	Original Duration	Planned Finish	Actual % Complete
0	Project Recovery Schedule	Fri 11/6/20	162.2 days	Mon 5/24/21	57%
1	Phase 1	Fri 11/6/20	92 days	Fri 2/26/21	92%
1.1	Building works	Fri 11/6/20	13 days	Fri 11/20/20	100%
1.2	MEP Building Services	Mon 11/9/20	9 days	Wed 11/18/20	100%
1.3	MEP Infrastructure Installation Works	Fri 11/6/20	89 days	Tue 2/23/21	99%
1.4	External Works	Wed 12/30/20	46.8 days	Tue 2/23/21	89%
1.5	Phase 1 handover	Mon 1/25/21	29 days	Fri 2/26/21	47%
2	Phase 2 (Blocks C, D & I)	Fri 11/6/20	134.9 days	Wed 4/21/21	63%
2.1	Building works	Fri 11/6/20	125.9 days	Sat 4/10/21	76%
2.2	MEP Building Services	Fri 11/6/20	133.9 days	Tue 4/20/21	49%
2.3	External Works	Tue 3/16/21	20 days	Sat 4/10/21	0%
2.4	Paving	Sat 3/27/21	18 days	Tue 4/20/21	0%
2.5	Phase 2 handover	Fri 3/19/21	25.9 days	Wed 4/21/21	0%
3	Phase 3 (Blocks A, B, J, K, L, M)	Fri 11/6/20	148.2 days	Fri 5/7/21	36%
3.1	Building works	Fri 11/6/20	148.2 days	Fri 5/7/21	48%
3.2	MEP Building Services	Mon 1/18/21	89.2 days	Wed 5/5/21	1%
3.3	External Works	Wed 4/7/21	18 days	Wed 4/28/21	0%
3.4	Paving	Fri 3/19/21	38.56 days	Thu 5/6/21	0%
4	CLOSE-OUT	Wed 5/5/21	16 days	Mon 5/24/21	0%

Construction Commencement Date: 11th March 2019

Construction Duration: 605 days

Planned Progress: (31st May 2021 – 11th March 2019) / 605 days = 812/605 = 134%

Actual Progress: 57%

Rating: $57 / 134 = 43\%$

2. RESOURCE PLANNING

Month	Heavy Equipment (e.g. excavators, cranes, backhoe loaders, compactors, rollers, generators, compressors, light towers, etc.)				Construction Materials (e.g. cement, aggregate, rebar, blocks, windows, doors, etc.)					Site Labour (Site Office/ Managerial, Construction workers, security)			
	Item	Planned #	Actual # on site	Score %	Item	Unit of Measurement	Planned #	Actual # on site	Score %	Labour Category	Planned #	Actual # on site	Score %
May-21	Backhoe	2	2	100%	Cement	Bags	20	15	75%	Site Office / Managerial	15	10	67%
	Excavator	1	1	100%	Windows	nr.	75	70	93%	Construction workers	75	80	94%
	Compressor	1	1	100%						Security	2	2	100%
	Generator	1	1	100%									
	Skid steer loader	1	1	100%									
Average	100%				84%					87%			
					90%								

Rating: Average of 100%, 4% & 87% = 90%

3. DESIGNS AND STATUORY APPROVALS

Designs

Designs Category – For Construction	Planned Date for Approved Drawings	Date Obtained	Designs Category – As-Builts	Planned Date for Approved Drawings	Date Obtained
Infrastructure – Survey/Civil	28 th March 2019	24 th June 2019	Infrastructure – Survey/Civil		

Designs Category – For Construction	Planned Date for Approved Drawings	Date Obtained	Designs Category – As-Builts	Planned Date for Approved Drawings	Date Obtained
Infrastructure – Water & Sewer	3 rd May 2019	13 th Aug 2019	Infrastructure – Water & Sewer		
Infrastructure – Electricals	10 th May 2019	13 th Aug 2019	Infrastructure – Electricals		
Infrastructure – Drainage	11 th April 2019	-	Infrastructure – Drainage		
Infrastructure – Roads	7 th June 2019	24 th June 2019	Infrastructure – Roads		
Building – Architectural	4 th April 2019	25 th Nov 2019	Building – Architectural		
Building – Structural	4 th April 2019	14 th Nov 2019	Building – Structural		
Building – Water & Sewer	4 th April 2019	14 th Nov 2019	Building – Water & Sewer		
Building – Fire & Electrical	4 th April 2019	14 th Nov 2019	Building – Fire & Electrical		

Statutory Approvals

Statutory Agency	Approval	Planned Submission Date	Date Obtained
Town and County Planning Division	Outline Planning Permission	N/A	N/A
	Final Planning Permission	4 th April 2019	5 th October 2020

Statutory Agency	Approval	Planned Submission Date	Date Obtained
	Building Approvals	4 th April 2019	-
Environmental Management Authority	CEC	N/A	N/A
Ministry of Works – Drainage Division	Final	N/A	N/A
Ministry of Works – Design	Final	N/A	N/A
Ministry of Works – Highways Division	Final	N/A	N/A
Water and Sewerage Authority (Sewer Installation and Water Reticulation)	Outline	3 rd May 2019	15 th July 2020
	Plumbing – Building	4 th April 2019	-
	Final Design – Infrastructure	3 rd May 2019	-
	Completion Certificate – Plumbing	30 th April 2021	-
	Completion Certificate – Infrastructure	30 th April 2021	-
Fire Services	Preliminary – Building	4 th April 2019	18 th January 2021
	Preliminary – Infrastructure	3 rd May 2019	22 nd February 2021
	Final – Building	30 th April 2021	-
	Final – Infrastructure	30 th April 2021	-
T & TEC	Final	10 th May 2019	3 rd July 2020

<i>Statutory Agency</i>	<i>Approval</i>	<i>Planned Submission Date</i>	<i>Date Obtained</i>
Regional Corporation	Building Permit	28 th March 2019	-
	Final	Sep 2021	-

No. of Planned Submissions: 9 + 13 = 22

No. of Approved Submissions: 8 + 5 = 13

Rating: 13 / 22 = 59%

4. QUALITY (CONSTRUCTION)

#	<i>Description of Beach/ Issue</i>	<i>Date</i>			<i>Breach/ Issue Rectified?</i>
		<i>Site Instructions/ Minutes/ Emails</i>	<i>Engineer's Instructions</i>	<i>Notice to Correct/ Legal Notice</i>	
		<i>x10 weight</i>	<i>x15 weight</i>	<i>x20 weight</i>	
1	Honeycombing in beams to be remedied	3/5/21, 4/3/21			Yes
2	Catchpits covers in Phase 2 damaged		4/3/21		No
3	Rainwater downpipes blocked for units #17D and 29C	6/9/21	13/9/21		No
4	Outfall drain in Phase 1 to be connected	11/10/21	18/10/21, 25/10/21		No

Rating: 100 - 0 - (15*1) - (10*1) - (15*1) - (10*1) - (15*1) = 35%

5. HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE)

#	Description of Beach/ Issue	Date			Breach/ Issue Rectified?
		Site Instructions/ Minutes/ Emails/ HSE Bookings x10 weight	Engineer's Instructions/ HSE Ticket x15 weight	Notice to Correct/ Legal Notice x20 weight	
1	Workers not wearing Personal Protective Equipment	3/4/21, 4/5/21			No
2	Exposed rebar on site	3/4/21, 4/5/21, 21/5/21			No
3	Workers not wearing face masks		9/6/21	27/7/21	No
4	Lack of dust control		27/7/21		Yes

Rating: $100 - (10 \times 1) - (10 \times 1) - (15 \times 1) - (20 \times 1) - 0 = 45\%$

6. REPORTING

#	Progress Report Section	Satisfactory?
1	Charts and Detailed Descriptions of Progress	x
2	Photographs	✓
3	Details of Plant and Materials	✓
4	Records of Contractor's Personnel and Equipment	✓
5	Copies of QA Documents, Test Certificates and Results	✓
6	List of Variations/List of Notices	✓
7	Safety Statistics	✓
8	Comparisons of actual and planned progress	x

No. of Satisfactory Sections: 6

Total No. of Sections: 8

Rating: $6/8 = 75\%$

7. FINAL RATING

Category	Rating
<i>Time</i>	43%
<i>Resource Planning</i>	90%
<i>Designs & Statutory Approvals</i>	59%
<i>Quality (Construction)</i>	35%
<i>Health, Safety, Security and the Environment</i>	45%
<i>Reporting</i>	75%
Average Rating	58%
	Adequate

Please be guided accordingly.

Yours faithfully,

Trinidad and Tobago Housing Development Corporation

Managing Director

Copy Divisional Manager, Construction Management & Operations

- Mr. Romel Ramarack