



**MINISTRY OF PLANNING AND DEVELOPMENT
ADMINISTRATIVE REPORT 2006**

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October 16th, 2007

1.0 CONTEXT

1.1 Policy

The Ministry of Planning and Development (MPD) is the designated public authority responsible for the country's medium- and long-term economic and social policy planning. Using the information provided by other ministries and stakeholders, the MPD provides the framework which, these agencies use to make decisions that improve performance and contribute to national development. Although each stakeholder has its individual strategy and goals that are consistent with its distinctive external and internal context, that is, each agency independently maximizes its overall performance; the MPD adds value by managing the synergies among the agencies. Accordingly, the Ministry of Planning and Development seeks to create a corporate culture and decision-making routines which lead the individual players in both the public and private sector to make decisions that will enhance the country as a whole. One of the key mechanisms for influencing the activities of the ministries is through resource allocation or management of the Public Sector Investment Programme. As the actions of the MPD alter the agencies' internal context, the agencies respond by making changes in their strategies, thereby leading to a collective alignment of national strategy.

Further, the MPD is in itself an amalgamation of diversified divisions. The core strength among them being the science of planning in all its dimensions: economic development planning, land use planning, national manpower planning, urban development, national human development, the collection and dissemination of official national statistics and the coordination and monitoring of the public sector investment programme (PSIP) and technical cooperation initiatives. These key functions are the integral elements in the design and implementation of a sustainable development policy.

1.2 Vision, Mission, Core Values and Principles

The Vision which embodies the aspirations of the MPD as outlined in the Corporate Plan 2004 - 2007 is to be

"a proactive, innovative, efficient and effective organisation providing visionary leadership and excellent service in planning and coordinating the course of sustainable development for the country and the advancement of all our people through a highly motivated team"

The Mission of the MPD is to

"formulate, coordinate, evaluate and guide policies, plans and sustainable development activities at the macro level to improve the quality of life of all our people"

In support of this primary goal, the Ministry is committed to the effective coordination, facilitation and implementation of priority programmes, projects and special initiatives. The core values are as follows:

- Customer focus
- Professionalism

- Accuracy
- Rule of law
- Effectiveness and efficiency
- Accountability
- Innovativeness
- Integrity
- Objectivity
- Responsiveness
- Confidentiality
- Transparency
- Reliability and timeliness
- Quality

In pursuit of the mission and in keeping with the long-term goal of the Government, the Ministry focused on providing the overall framework for the sustainable development of Trinidad and Tobago.

More recently, the planning process has been influenced by the need to be more responsive to the dynamics of the global economy characterised by an evolving global community for trade, a high level of competitiveness for survival and the emergence of information as the new economic resource buoyed by communications technology. The global village must also now address the alleviation of poverty, HIV/AIDS and outbreaks of epidemics and the threats posed by global warming.

The Ministry embarked on the Vision 2020 planning framework in 2003. In 2005, the *Draft National Strategic Plan* was laid in parliament and in 2006 the MPD developed the *Vision 2020 Operational Plan 2007-2010*. The work of the MPD is fundamental to the successful achievement of the Vision 2020 goals. In this regard, a Programme Management Office has been established to guide and manage the implementation of key Vision 2020 activities in the public sector. Specifically, a portfolio of transformational projects which will drive the achievement of Vision 2020 while building the capacity across the public sector for improved performance and effectiveness of the Public Sector Investment Programme (PSIP).

The major functions of the Ministry are summarized as follows:

1. Preparation, coordination and monitoring and evaluation of the Public Sector Investment Programme (PSIP)
2. Advising on the allocation of financial resources consistent with national priorities
3. Advising on land use and land development.
4. Manpower planning
5. Preparation of statistical information to inform decision-making
6. Liaising with Multi-lateral Agencies and Governments to secure loan and grant resources and technical cooperation services

2.0 ORGANIZATION STRUCTURE

Within the MPD, there are a number of Divisions which drive the core actions and address the needs of both external and internal clients. These are underpinned by a number of Support Services Division, working together to guide national economic and social development, in collaboration with key stakeholders. The core activities of the Ministry and the Divisions responsible for these activities are listed hereunder;

Project Planning and Reconstruction Division

1. Preparation, coordination and monitoring and evaluation of the Public Sector Investment Programme (PSIP)
 - Developing, coordinating, evaluating and guiding the short, medium and long term policy framework for economic, social and physical development, in collaboration with key stakeholders
 - Preparing, monitoring and facilitating implementation and reviewing the Public Sector Investment Programme (PSIP);
 - Evaluating the developmental impacts of programmes and projects;

Socio Economic Policy Planning Division

2. Advising on the allocation of financial resources consistent with national priorities
 - Advising on the allocation of financial resources consistent with national priorities for social, economic, physical, technological and institutional development

Town and Country Planning Division

3. Advising on Land Use and Land Development
 - Formulating and employing a comprehensive and accepted national physical planning policy framework for decision-making on land use and land development
 - Assisting in the preparation of up-to-date physical planning legislation aimed at streamlined participatory and transparent planning system
 - Re-engineering the delivery system of land use and land development to ensure greater involvement of the Tobago House of Assembly (THA), municipal and regional corporations and the public
 - Facilitating the implementation of urban development projects

Population and Development Unit

4. Manpower Planning
 - Coordinating and monitoring the implementation of the National Population Policy
 - Planning the development of the country's manpower resources.

Central Statistical Office

5. Preparation of statistical information to inform decision-making
 - Collecting, processing and disseminating a range of relevant, accurate, primary and secondary data for planning and decision-making in a timely and cost-efficient manner
 - Building public awareness of available statistical products
 - Coordinating the national statistical system

Technical Cooperation Unit

6. Liaising with Multi-lateral Agencies and Governments to secure loan and grant resources and technical cooperation services
 - Securing for the PSIP adequate resources on the beneficial terms and conditions, including loan and grant resources from the Multi-lateral Financing Institutions (MFIs)
 - Acting as liaison between the MFIs and the Government on matters relating to loan and grant programmes
 - Co-ordinating, accessing and allocating technical cooperation in support of national institutions and civil society, consistent with national development priorities
 - Preparing, facilitating and reviewing the implementation of a National Indicative Programme for the development of priority focal sectors funded by the European Development Fund grant resources.

For the 2006 period, the goals of the Ministry continued to intensify efforts for a closer alignment among the policies, plan and projects of all public agencies in Trinidad and Tobago in keeping with Vision 2020. Renewed focus was placed on the PSIP which has been re-structured to allow for the monitoring and evaluation along five (5) *Development Pillars*, namely:

- Developing an Innovative People
- Nurturing a Caring Society
- Governing Effectively
- Facilitating Competitive Business
- Investing in sound Infrastructure and Environment.

2.1 Divisions

In order to achieve its “core activities” the Ministry of Planning and Development is divided into the following sections:

- Socio-Economic Policy Planning Division
- Project Planning and Reconstruction Division
- Central Statistical Office
- Town and Country Planning Division
- Chaguaramas Development Authority
- Programme Management Unit

The *support* Divisions of the MPD are as follows:

- Library Services Unit
- Technical Cooperation Unit
- Information Technology
- Human Resources Services
- Accounts Division
- Audit
- Communications Unit
- Legal Services Division
- General Administration
- Advisory Town Planning Panel

The *specialised* Units of the MPD are:

- The European Development Fund
- The Urban Development / Corporation of Trinidad and Tobago

3.0 Major Achievements of Core Divisions

SOCIO-ECONOMIC POLICY PLANNING DIVISION

The national social and economic policy planning is integral to the portfolio of the Socio-Economic Policy Planning Division. The mission of this Division is to promote the formulation and adoption of appropriate medium- and long-term strategies, policy approaches and programme mechanisms or actions which are coordinated and consistent to effectively address the development problems and achieve the objectives of the country. Generally, these prescriptions serve to further the process of sustainable national growth and development through the provision of an appropriate framework within which sectoral or programmatic plans can be defined.

Strategic Focus

The Socio-Economic Policy Planning Division is responsible for the articulation and review of short-, medium- and long- term Development Planning Frameworks, (through consultation with key stakeholders and civil society) which provide the parameters for the following:

- Developing sectoral reform initiatives by Government Ministries and Agencies to address sectoral deficiencies
- Mobilising international financial and developmental support
- Ensuring consistency between public policies, the Public Sector Investment Programme (PSIP) and Central Government Plans
- Coordinating inter-sectoral policy and strategies
- Researching and analysing domestic and international social and economic trends and issues
- Facilitating the mobilisation of financial and technical resources from the multi-lateral financial institutions
- On-going review and assessment of the impact of policies, programmes and projects.

Major Achievements

Formulation of a Draft National Strategic Plan (Vision 2020)

During the period under review, the Division served as the Secretariat for the Multi-Sectoral Group that was appointed by Cabinet to guide the process of developing a Draft National Strategic Plan that would take the country to developed country status by the year 2020. The exercise was launched in 2002 and the Draft National Strategic Plan was completed in 2005.

The plan development process involved the mounting of sensitisation sessions on Vision 2020 for key stakeholders, including line Ministries, State Agencies, professional groups, private sector groups, international organizations, educational institutions and community groups. This also involved the hosting of a Vision 2020 television and talk-show series

to inform the public about the work of the Vision 2020 subcommittees and to engage the population in dialogue.

Research and Development Activities

In the context of its responsibility for research and analysis of domestic and international economic and social trends and issues, the Division commenced the development of socio-economic profiles of communities in Trinidad and Tobago utilising the data from the 2000 Population and Housing Census (which represents the most comprehensive data set on the Trinidad and Tobago population). The quantitative and qualitative community profiles will inter alia:

- Improve the allocative efficiency under the Public Sector Investment Programme
- Provide an improved framework for articulation of intervention strategies for promoting the sustainable development of communities and for assessing the impact of national development at the level of communities
- Propose new policies and strategies, where necessary
- Advise other Ministries and Agencies on sectoral policy and strategies in meeting needs at that level of the national community.

Sixty eight community profiles have been completed.

PROJECT PLANNING AND RECONSTRUCTION DIVISION

The purpose of the Division is to prepare, monitor and evaluate the country's Public Sector Investment Programme (PSIP) to ensure economy, efficiency and transparency and mobilize resources from Multi-lateral Financial Institutions.

Its vision is to become the leading public organisation providing project management solutions, focused on the efficient coordination and management of the Public Sector Investment Programme and facilitating the effective delivery of goods and services to the population through its team of highly motivated professionals.

Its mission is to programme public sector investments in keeping with the development policies and strategies at the national and sectoral levels and to facilitate the full implementation of the Public Sector Investment Programme through the timely mobilisation, efficient allocation and effective management of resources among line Ministries and other key stakeholders of the national community to realise sustainable integrated development.

The core functions of the Project Planning and Reconstruction Division are to:

- Assist Ministries/Agencies/Departments in project management functions
- Facilitate and participate in Missions of the multi-lateral and bi-lateral lending agencies

- Prepare the Annual Public Sector Investment Programme (PSIP), Mid-Term Review and First Quarter Review
- Monitor projects/programmes in the PSIP; and
- Facilitate efficient and effective use of resources allocated in the PSIP.

Major Achievements

Mid-Term Review of the 2006 PSIP

The Mid-Term Review of the 2006 PSIP was undertaken. The Appropriation Act of 2006 provided \$3,800 million for the implementation of the 2006 PSIP by Central Government, the Tobago House of Assembly, Local Government Authorities and other Government Agencies. Of this sum, \$1,500 million was to be sourced from the Consolidated Fund (CF) and \$2,300 million from the Infrastructure Development Fund (IDF). The Mid-Term Review resulted in a net increase of \$372 million for funding under the CF.

Capital Funding Assistance from Multilateral Financial Institutions (MFIs)

The implementation of ongoing projects funded with assistance from MFIs continued. Programming of pipeline projects within the context of the Country Support Strategy 2004-2007 also continued. This Strategy focused on three main areas: (i) promotion of private sector development to increase economic diversification; (ii) the promotion of public sector modernization to improve efficiency, effectiveness and upgrade capacity; and (iii) the promotion of social public services for social development, including poverty reduction and improvements in social and economic equity.

The Division collaborated with the IIB, the major source of loan funding, with a view to improving resource utilization through improved design and the streamlining of programmes and projects. The objective was to design smaller, more manageable programmes of shorter duration with built-in flexibility for adjustment. The Division was also involved in discussions with the Bank on designing new lending instruments to improve the development effectiveness of Bank support to its members including Trinidad and Tobago.

Loans and Grants

On May 10, 2006 an agreement was signed for Japanese grant funding in the sum of US\$630,000 for the implementation of the Support for a Seamless Education Programme by the Ministry of Education. The Project involves the conduct of studies in Early Childhood Care and Education, inclusive education and sector management, which will inform the development of a master plan for the design and implementation of a Seamless Education System. The Seamless Education Programme is expected to complement the existing Secondary Education Modernization Programme.

CENTRAL STATISTICAL OFFICE

The Central Statistical Office was established in 1952, by the passing of the Statistics Ordinance, Chapter 42, No. 11 of the Revised Ordinances 1952. This Ordinance was later replaced by the Statistics Act, Chapter 19:02 of the Revised Laws of the Republic of Trinidad and Tobago, 1982.

Under the Statistics Act, the Director of Statistics is responsible for:

- ◆ Taking any census in the Republic of Trinidad and Tobago.
- ◆ Collecting, compiling, analyzing and publishing statistical information relating to all social and economic activities of the people of the Republic of Trinidad and Tobago.
- ◆ Collaborating with other government departments in the collection, compilation, analysis and publication of statistical records of administration.
- ◆ Generally, to organize a co-ordinate system of social and economic statistics relating to the Republic of Trinidad and Tobago.

The Statistics Act guarantees confidentiality of information collected. The Statistics Act states, explicitly, that data disseminated by the Central Statistical Office must be reported in a manner to prevent any particulars from being identified as information relating to an individual or undertaking, except with prior consent in writing of that individual or the person carrying on the undertaking.

Strict penalties are prescribed under the law for any breach of this confidentiality. (In keeping with the confidentiality of information prescription, members of staff in the Central Statistical Office are required to swear to an Oath of Secrecy before a Justice of the Peace, as a prerequisite to assuming duty with the department.)

Major Achievements

The First Supply and Use Table for Trinidad and Tobago

A Supply and Use Table was completed with technical assistance provided by the Caribbean Technical Assistance Centre (CARTAC). It is the first of its kind ever done for Trinidad and Tobago, and is the forerunner of many more to be completed. A Supply and Use Table shows the level/depth of inter-industry linkages that exist within an economy, and is a very useful tool in forecasting inter-industry output requirements for different levels of growth.

In-Service Training Course in Statistics

The Seventeenth In-Service Training Course in Statistics was conducted by the Central Statistical Office in Collaboration with the Sir Arthur Lewis Institute of Social & Economic Studies from the 10th of April to the 30th of June 2006 and there were 29 persons in attendance.

The course objectives were to train officers to provide technical services to support statisticians and other professionals in the public sector, as well as to develop participants' capabilities in statistical theory, methods of survey research and design, data management, economic statistics and demography. The participants were exposed to the use of Microsoft computer software and applications for demographic analysis, and also to legislation governing statistical activities, codes of professional conduct and opportunities for professional development.

Processing of the 2004 Agricultural Census Data

The 2004 Agricultural Census Data were fully captured, edited and verified using two high speed Fujitsu Kofax M4099D Image Scanners and Cardiff's TTEform V8 Information Capture System Software. Microsoft SQL Server Version 8 database management system stored the Census data and SPSS 13.0 was used to generate the final tabulations. Five Census reports were produced which provided detailed tabulations and analyses on selected issues covered in the Census. Those reports were:

- Volume I 2004 Agricultural Census Administrative Report.
- Volume II 2004 Agricultural Census Community Report.
- Volume III 2004 Agricultural Census Report for Trinidad and Tobago.
- Volume IV 2004 Agricultural Census Report for Tobago.
- Volume V 2004 Agricultural Census Post Census Evaluation and Agricultural Production for Home Use Report.

Two data dissemination seminars were held in December 2005 in both Trinidad and Tobago and the Census reports were disseminated on professionally labelled CDs which were produced using a CD/DVD Publishing System.

Index of Retail Prices

The Index of Retail Prices is a weighted average of the changes in the prices of a specified set or 'basket' of consumer goods and services between two periods of time. Retail prices of goods and services are collected by the CSO's field officers from outlets throughout Trinidad and Tobago. The Index is then calculated by the staff of the Retail Prices Unit which was recently restructured in order to prepare and disseminate the index.

In 2005, the CSO signed a Memorandum of Understanding with the Central Bank aimed at, inter alia, improving the timeliness of reporting on the Retail Price Index. As part of this arrangement, a consultant was hired to introduce more efficient applications of software to capture and tabulate information. This system when fully operational will automatically produce reports and computations of price level changes in component geographical areas.

Annual Reports and Bulletins

Annual Reports and Bulletins in respect of National Accounts, Social Statistics, Agriculture, Trade, Tourism and Labour were prepared, published and made available to

the public. Committees were established for the Agriculture Census and several other surveys and a survey was conducted to update the *Register of Businesses*.

Restructuring of the CSO

In March 2003, the Government of Trinidad and Tobago and the IDB signed a US\$5 million loan agreement to support the development of a long term plan for the reform of the country's public sector. The Public Sector Reform Initiation Programme (PSRIP) involved the commissioning of a number of technical studies in the areas of governance and institutional assessment and the provision of support for initiatives geared towards strengthening the public sector reform management capacity. In this regard, a consultancy was awarded to make recommendations towards the optimization of the organizational structure and strengthening of the institutional capacity of the CSO.

The contract was awarded to the firm International Consulting Office Statistics Sweden with effect from October, 2006 for a period of fifteen (15) weeks. The Client for the contract was the Ministry of Planning and Development, which was responsible for overseeing the work of the consultancy. A Stakeholder Advisory Body was established to ensure adherence to the Terms of Reference by the Consultants. A Final Report of the Consultants is to be submitted to Cabinet for approval.

TOWN AND COUNTRY PLANNING DIVISION

The Town and Country Planning Division is charged with the responsibility of administering the Town and Country Planning Act Chapter 35:01 of the laws of Trinidad and Tobago, on behalf of the Minister of Planning and Development.

The core functions of the Division are:

- developing and reviewing a comprehensive physical development planning framework which includes the preparation of development plans at the national, regional and local levels, the review and formulation of land use policies and the development of codes and standards for development;
- evaluating and determining, on behalf of the Minister, applications for planning permission to develop land and for display of advertisements in accordance with the planning framework;
- enforcement of planning control;
- assisting in the preparation and review of relevant planning legislation;
- providing data on development control activities to other agencies;
- maintaining the public registers for planning applications.

Major Achievements

Preparatory work was completed for the formulation of a new National Physical Development Plan. Further, during the reference period, the Division produced policy documents on areas of national importance, sector and area plans, updated building codes and has enhanced enforcement of Town and Country Regulations. Adoption of state-of-art technology has improved the operations of the Division.

Improvements have been made in the quality of service to the public through reduction in the processing time of applications for development. In addition, revision of the data base has improved capability in the tracking system for application processing.

In particular, over the reference period, the Division:

- Was involved in the preparation of the National Transportation Plan, the preparation of the new Port-of-Spain City Plan and in meeting with the various Local Government bodies with a view to updating and preparing new regional and local area plans for the country. The Scarborough Land Use Plan is nearing completion.
- Played a significant role in assisting in the programme for identifying and providing housing and farming sites for the Caroni Workers VSEP packages, not only in selection but also in the processing of the relevant applications for development.
- Completed two new policy documents: the Advertisement Policy and the Policy for the Erection of Telecommunication Towers. These documents were completed after extensive consultation with stakeholders at every level.
- Developed a Draft Small Building Code after widespread consultation. The resulting Regulations will soon be in place.
- Chaired the Technical Working Committee on Hillside Development which comprised representatives from all agencies involved in development on hillsides. This Committee's mandate was to review existing hillside policy guidelines and update where necessary, by carrying out extensive consultations and taking advantage of knowledge and technology not previously available, to ensure sustainable use of our hillsides.
- Commenced review of Land Use Policies for the areas of Woodbrook, St Helena and Rousillac areas. These projects are all being done using Geographic Information Technology (GIS).

- Aggressively pursued the computerisation of the Division with a view to providing more data and information digitally using a GIS. Access to relevant data has been a stumbling block and the Division outsourced a study to determine land suitability within the country. This information will support the in-house project to map and review the policy using the GIS.
- Strengthened its enforcement capabilities through inter alia the established Legal Services Unit. During the period under review, 42 Enforcement Notices were served throughout the country and a far larger number of unauthorised buildings and sites have been voluntarily brought into compliance by their owners. The significance of this is apparent when it is noted that these numbers represent half of the notices served between 1969 and 2003.

CHAGUARAMAS DEVELOPMENT AUTHORITY

The Chaguaramas Development Authority (CDA) is a Statutory Body which is not under the purview of the Statutory Authorities Service Commission. The agency is governed by an Act of Parliament - *the Chaguaramas Development Authority Act No. 37 of 1972*. Through the Act, the CDA is vested with 14,500 acres of land which constitute the North Western peninsula estate of Chaguaramas (mainland and offshore islands) for development in the interest of the people of Trinidad and Tobago). The CDA is also charged with the establishment, maintenance and development of a **National Heritage Park**.

The challenge has been to move the Authority quickly toward the achievement of its most noble and productive objective to ensure the development of Chaguaramas for long-term benefit "for all of the people of Trinidad and Tobago".

The CDA's main source of revenue for recurrent expenditure comes from the rental of lands and buildings throughout the Peninsula while PSIP funding is received through the CDA's application for Development projects. Secondly, the CDA owns and manages the only public golf course in the Caribbean which, while having many virtues, must be recognized as a subsidised public facility. The third source of revenue is the Chaguaramas Hotel and Convention Centre which houses long-term and short-term tenants and also serves as a venue for functions.

Major Achievements

Partnerships for National Development through facilitation of Land Leases

Lease arrangements were finalized to facilitate:

- Construction of the maritime campus of the University of T&T (UTT)
- Construction of a Water Theme Park at Chagville Beach (Private Enterprise):
- Gourmet Restaurant on the sea (Private Enterprise).

Provision of National Recreation Facilities:

- In keeping with the ambitions of Vision 2020 the National Heritage Park has established a number of hiking trails for public health and recreational use.

Tourism Development & National Heritage Park Products

Hotel:

RFPs were issued for

- An eighty (80) room boutique style eco hotel and a planetarium at the Tracking Station site, Tucker Valley;
- A one hundred (100) room Villa Hotel for families at the Macquerie Bay Site.

Gaspree Caves:

- Major upgrade/renovation to landing jetty, walkway and access stairs to caves;
- Renovations to the Visitors Centre at the cave site;
- Construction of a reception area at the jetty.

Bellerand Recreation/Games Park:

- Establishment of a Games Park at Bellerand Road
- Construction of public toilets;
- Public vending kiosks (Construction of five (5) kiosks at select public areas for rental to food and other vendors).

Samaan Park

- Upgrading work continued at Samaan Park with the construction of road side bems

Upgrading of Beaches

- Re-sanding of beaches at Williams Bay and Chagville Beach was completed
- Thirty (30) park benches were installed

- Enhanced aesthetics of the Tembladora bathing area/Carenage bay through installation of a retaining wall, safety barriers, increased beach space, parking area, and accommodation;

Security

- Lighting of the Macqueripe Car Park was completed
- Security patrols throughout the peninsula was increased with the acquisition of two patrol vehicles
- A consultancy for the design of an electronic security surveillance system throughout the peninsula has been undertaken.

Provision of Convention Hall Facilities (Chaguaramas Convention Centre)

- Upgrade of Convention Centre and hotel rooms, (20) for public use/via rental.

National Heritage/Cultural Village.

Completion of Phase I, i.e. concept designs. Phase II, architectural submissions, tendering process and award of contract for project implementation in the 4th quarter, 2006 has been completed. The Village is to consist of eight heritage buildings representing our diversity and to be operated as a historical, recreational and entertainment facility.

The National Heritage Park Expansion included as part of the project will involve the following:

- Employment and training of tour guides for park operations (five persons, and temporary project workers from the Rebirth House Drug Rehabilitation facility).
- Introduction of day camps for children during vacation periods;
- All-year tours for schools, institutions and general public
- Designate Chaguaramas as the Caribbean and South American Headquarter for Dragon-Boat Racing, an international sporting event, associated with the T&T Chinese Bi-centennial celebrations.
- Completion of designs for the construction of facilities at Chagville Beach
 - (i) Multi-purpose games courts with seating;
 - (ii) Special purpose prayer room and changing facilities for religious groups
 - (iii) Children's play areas with games equipment;
 - (iv) Banks of public toilets and change room facilities (12 units each);
 - (v) Food Court

Feature Attractions, Historical Sites:

- Eleven (11) historical sites have been identified for development as heritage sites

Implementation of Phase I of the restoration of the historical St. Chad's Church involved site analysis and preparation of tender documents was completed.

Chaguaramas Golf Course

Architectural designs have been completed for the extension of the golf course from 9 holes to 18 holes. An Environmental Impact Assessment is expected to be completed in July, 2007. The range has been lit to facilitate night golfing.

Land Leasing and Development, Investment Opportunities

- Facilitation and accommodation of a Submarine Fibre Optic Cable landing from Macqueripe beach into Chaguaramas, for the provision of international broad band services throughout Trinidad and Tobago. The laying of the cable has commenced.
- Land lease for the construction of a gourmet seafood restaurant and entertainment facility.

TECHNICAL CO-OPERATION UNIT

This Unit serves as the national focal Point for interfacing with Governments, Regional and International Agencies on technical cooperation, and facilitating technical exchanges towards sustainable development.

Core Functions

The Core Functions of this Unit include:

- Formulating programmes/projects of a technical cooperation nature in accordance with policy directives, the Medium Term Planning Framework, Sectoral Planning and other Government Policy, thus ensuring compatibility with national development priorities;
- Assessment of the demand for and supply of technical cooperation contribute to meeting the priority needs of the country;
- Provision of information on technical cooperation opportunities to public sector agencies and civil society;
- Accessing all possible sources of technical cooperation to meet identified needs;
- Coordination among donor agencies to ensure that there is no overlap of technical cooperation initiatives and to minimize gaps.

- Ensuring that national priorities are advanced by technical cooperation initiatives; and
- Facilitating Technical Cooperation between Trinidad and Tobago and other developing countries (South-South Technical Cooperation).

Major Achievements

During the period the TCU assisted several Ministries in obtaining grant funding and technical co-operation for several projects and initiatives.

Multi-lateral Development Institutions

Organization of American States (OAS)

The Ministry of Planning and Development through the TCU successfully hosted a Two-Day Orientation Workshop for the Promotion of Volunteer Corps for Humanitarian Assistance White Helmets Initiative from June 06 to June 07, 2006.

Through the TCU the Ministry of Social Development had two projects approved for funding. These included the project entitled "*Strengthening Decentralized Structures to address Poverty and Disaster Management ("White Helmets")*" which was approved by the Organization of American States (OAS), IDB, and White Helmets in the sum of US\$50,000.00 and the "*Caribbean Icons in Science, Technology and Innovations*" project to which the OAS contributed US\$31,312.00.

The Ministry of Education also received continued support for the "*Business Labs: Young Entrepreneurs Training and Development Programme*". This project commenced in January 2003 and ended in November 2006.

Food and Agriculture Organization (FAO)

The FAO as donor, provided US \$221,000.00 and the GORTT contributed the sum of TT \$2.7m as counterpart funding for the project of the Ministry of Agriculture, Land and Marine Resources, "*Establishment of a Mandatory Health Certification Scheme for Curus*". In addition, equipment, material and supplies were provided by the FAO at a Cost of US\$69,150.00. Ten officers from the Ministry of Agriculture, Land and Marine Resources were trained by six experts from FAO.

Commonwealth Fund for Technical Co-operation (CFTC)

At the request of the Ministry of Social Development, an Advisory Expert to serve as an Evaluation Adviser was recruited for a period of two (2) years with effect from March 03, 2003. The services of the Evaluation Adviser were obtained for work to be undertaken in the area of poverty alleviation and to improve the social services delivery system.

Through the Commonwealth Fund for Technical Co-operation the Ministry of Trade and Industry also obtained the services of a Trade Policy Analyst for a period of two (2) years.

under the Project *“Building the Capacity of ACP Countries in Trade Policy Formulation, Negotiation and Implementation (Hubs and Spokes)”*.

The objective of this project is to enhance the capacity of ACP Countries and Regional Economic Integration Organizations to participate in negotiations with the European Union (EU) on Economic Partnership Agreements as well as with the World Trade Organization on policy issues.

The project will primarily focus on capacity building for Ministries and organizations responsible for trade policy formulation, negotiations and implementation.

United Nations Development Programme (UNDP)

Technical co-operation was obtained for the institutional strengthening of the Ministry of Local Government and the Ministry of Planning and Development.

Institutional Strengthening and Support to the Ministry of Local Government

The objective of this project is to strengthen governance at the local government level and improve the delivery of services within municipalities and communities. This is critical to eliminating the challenges which still persist in the local government system, such as poor operational performance and unsatisfactory service delivery, that ultimately lead to a low level of citizens' participation in local government affairs. UNDP will provide support through capacity building and the provision of United Nations Volunteer (UNV) Specialists to the Government of the Republic of Trinidad and Tobago in order to build capacity within the Ministry of Local Government.

Arising out of an agreement between the Ministry of Local Government and the UNDP, the Ministry of Local Government contributed US\$716,275.34 and the UNDP contributed US\$9,200.00.

Creation of a National Socio-Economic Database and Institutional Strengthening of the Ministry of Planning and Development

The objective of this project is to address the needs of Government policy makers, planners, researchers and the population in general for a national socio-economic database. This will improve the country's capacity to manage and make accessible reliable gender-disaggregated data to facilitate evidence-based planning and inform the allocation of budgetary resources. This will also allow the Ministry of Planning and Development to monitor the targets in the Vision 2020 Operational Plan and to keep the population apprised of progress in the attainment of development goals, and allow for a more efficient reporting on the Millennium Development Goals.

US\$330,000 was approved for this project on September 07, 2006. A Project Steering Committee was established to oversee project implementation.

Bilateral Arrangements

Argentina

Under the Technical Co-operation Programme, Trinidad and Tobago benefited during the period of July 23-29, 2005 from the visit of a consultant to assess this country's capacity in the area of *Cold Treatment and Quarantine Measures*.

Subsequently, two officers from the Ministry of Agriculture, Land and Marine Resources were trained in this area.

Mexico

Two experts from the Mexican Institute of Water Technology completed a diagnostic visit to Trinidad and Tobago during the period April 3-7, 2006. The experts trained and exposed technical staff of the Ministry of Agriculture, Land and Marine Affairs to appropriate pond design and irrigation design techniques and systems. This information can be applied and disseminated to farmers with a view to positively impacting on productive capacity and contribute towards improving the country's food security status.

Japan

During the period under review, the Government of Japan provided training in "Capture Fishery Technology and Fishery Gear Development", "Marine Fisheries Resources Management" and "Sea Food Technology and Marketing" for nationals from institutions such as the Caribbean Fisheries Training and Development Institute (CFTDI) and the Fisheries Division of the Ministry of Agriculture, Land and Marine Resources, and the Department of Marine Resources and Fisheries (DMRF) of the Tobago House of Assembly.

The services of seven short-term experts and six long term-experts were also obtained in the area of marine and fisheries development during this period.

It was generally felt that this Project was beneficial to the CFTDI and the DMRF of the THA, as 95% of the recommendations made by the Joint Terminal Evaluation Team were employed and contributed to the successful achievement of outputs. Further, there was some technology transfer as fishermen started to use improved Fish Aggregating Devices; new Regulations were adapted by the Fisheries Division and interest was shown in fish sauce production and commercialisation. Additionally, the staff of the institutions were also strengthened in organizational ability.

In addition, the Regional Technical Cooperation Promotion Programme, (RTCPP) was considered to be exceptional in institutional, organizational and technical aspects. Consequently, a pool of expertise, which would be valuable for future consultancies in the entire region, was developed.

India

The services of a consultant in Telecommunications were obtained through the Government of India, to assist in the development of an effective regulatory framework for Trinidad and Tobago.

EUROPEAN DEVELOPMENT FUND UNIT

The European Development Fund Unit (EDF) was established in 1998 upon the joint agreement by the European Commission (EC) and the Government of the Republic of Trinidad and Tobago (GoRTT) agreed to a project for the institutional strengthening of the Office of the National Authorising Officer (NAO)/Permanent Secretary, Ministry of Planning and Development.

In March 2001, EDF Project No. 8.ACP.TR.006 entitled, "Institutional Strengthening of the Office of the NAO" was initiated with the establishment of the EDF Unit with contracted staff to augment manpower resources within the Office of the NAO and to serve as a dedicated focal point for addressing matters pertaining to full utilisation of the 8th EDF grant resources.

The core functions of the EDF Unit are:

- Managing public consultations and technical assistance contracts prior to the preparation of feasibility studies and project documents;
- Programming and managing the grant resources made available by the EC to the GoRTT, in particular, the preparation of the Country Support Strategy/ National Indicative Programme and other requisite documentation;
- Overseeing the monitoring of the implementation phases of EDF funded initiatives.

10th EDF

Following public consultations a Draft Country Support Paper/National Indicative Programme was developed and submitted to Brussels in September 2006.

Programming of the 10th EDF is consistent with and supportive of Trinidad and Tobago's Vision 2020 National Strategic Plan to use its large but finite energy resources to achieve developed country status by the year 2020. This will require the upgrading of physical and social infrastructure and the rapid expansion of a modern non-energy sector to reduce Trinidad and Tobago's dependence on energy related activity.

The 10th EDF Country Strategy Paper proposes a sector budget support package with socio-economic transition as “focal area”, *inter alia* through measures that:

- Support new knowledge-based sectors through enterprise-university cooperation (building on the 9th EDF tertiary education programme).
- Promote higher value-added, innovative and export oriented activities by the Small and Medium Enterprises (SME) sector (building on the achievements of the 8th EDF CBSL programme).
- Promote the concept of an “innovation culture” to develop and link risk capital, market oriented R&D, and entrepreneurial skills.
- Assist the once substantial sugar and sugar refining sector, and the workforce displaced by its rationalization and contraction, in adapting to new market realities.

The “non-focal” actions will support

- State and non-state actors working for good governance and administrative reforms linked to the achievement of broad social and economic ‘2020’ objectives.
- The development of credible disaster preparedness based on effective coordination and well trained and resourced ‘at-risk’ community based response teams.

Tertiary Education

The Unit facilitated a consultancy on the “*Choice of Non-University Tertiary Education Output/Outcome Indicators*” as part of the Financing Proposal, and a consultancy on the “*Review of the Public Finance Management*”.

The Unit also finalised the Financing Proposal prior to the submission of the Financing Agreement to the EC. The Financing Agreement was approved by the EC in April, 2006.

HIV/AIDS

The Unit assisted the National Aids Coordinating Committee in the finalisation of the first Programme Estimates and facilitated the opening of a new account at the Central Bank of Trinidad and Tobago. The Unit also facilitated the hiring of the project staff through preparation of the terms of reference, design and publication of advertisements, evaluation of CVs and preparation of a short list of candidates.

B Envelope

The EDF Unit facilitated preparatory meetings with representatives of NEMA, the Cabinet appointed Technical Advisory Team and with the implementing agency

(ODPM). The Unit also facilitated the consultancy on the *Preparation of the Financing Proposal for the Disaster Preparedness Programme*.

A request for mobilization of the B envelope funds was submitted to the EC followed by the submission of a project proposal for funding.

Monitoring of ongoing EDF projects/programmes

Caribbean Business Services Limited (CBSL)

The purpose of the CBSL is to increase the competitiveness and export readiness of small and medium sized manufacturing and service companies in the non energy sector and thus diversify the economy away from the oil and gas sector.

The Programme consists of an Awareness Building Service (ABS) and a Competitive Building Service (CBS). Through the ABS training events, seminars and symposia on industry, specific topics are conducted to inform enterprises of the issues they need to consider in addressing the competitiveness dynamic. Through the CBS companies retain business service providers (consultants) to assist them to address the issues affecting their competitiveness.

During the review period, CBSL facilitated 611 ABS activities valued at \$2,241,752. These included training, seminars, company diagnostics and a trade show. The tourism sector, design companies in the garment industry, chemical producing companies benefited from the EDF funding. An extension of the programme was successfully negotiated to March 2007.

4.0 FINANCIAL OPERATIONS

Budgetary Process

The Ministry of Planning and Development is funded through the system of Parliamentary appropriations, where approved funds identified under the various sub-heads are disbursed through the Ministry of Finance. The Ministry of Finance releases funds to the Ministry of Planning and Development from the Consolidated Fund. Cheques can only be issued on the Exchequer Account on receipt of credit, approved by the Comptroller of Accounts.

Expenditure versus Budget

For the financial year October 01, 2005 to September 30, 2006, the Ministry of Planning and Development was allocated One Hundred and Twelve Million, Four Hundred and Thirty-One Thousand, Seven Hundred and Twenty-One Dollars (\$112,431,721.00) to

execute its mandate. Actual expenditure was Ninety Million, Fifty-Three Thousand, Six Hundred and Eight Dollars and Sixty-Five Cents (\$90,053,608.65) as shown below.

Head 21: Ministry of Planning and Development				
Sub-Head	Estimates Revised \$	Actual Expenditure \$	Variance	
01	Personnel Expenditure	42,426,144.00	31,115,148.02	(11,310,995.98)
02	Goods and Services	22,673,401.00	18,143,817.71	(4,529,583.29)
03	Minor Equipment	3,122,750.00	2,066,779.77	(1,055,970.23)
04	Current Transfers and Subsidies	2,383,500.00	2,201,837.03	(181,662.97)
06	Current Transfers and Subsidies to Statutory Boards and Similar Bodies	3,805,926.00	3,805,925.92	(0.08)
	Total Recurrent	74,411,721.00	57,333,508.45	(17,078,212.55)
09	Development Programme	38,020,000.00	32,720,100.20	(5,299,899.80)
	Total Expenditure	112,431,721.00	90,053,608.65	(22,378,112.35)

4.1 AUDIT

Examination of the Appropriation Accounts of the Ministry of Planning and Development (previously, Ministry of Integrated Planning and Development) for the Fiscal Year under review (2005-2006) is still under review by the Auditor General.

The Ministry of Planning and Development has continued to cooperate fully with the Auditor general in addressing whatever shortcomings and weaknesses were identified within the Ministry's operations.

5.0 SPECIAL PURPOSE STATE ENTERPRISES

Five of the Special Purpose State Enterprises fall under the portfolio of the Ministry of Planning and Development: the Community Improvement Services Limited (CISL), Palo Seco Agricultural Enterprises Limited (PSAEL) and the Rural Development Company of Trinidad and Tobago, East Port of Spain Development Company Limited and UDeCOTT.

Community Improvement Services Limited (CISL)

Community Improvement Services Limited has responsibility for the geographical areas of Trinidad north of the Churchill Roosevelt Highway from Chaguaramas to Wallerfield, together with the urban areas of San Fernando and Point-a-Pierre.

Pursuant to its mandate, CISL was involved in projects in the following communities: Arima, Atouca/Maloney, D'Abadie/O'neara, Barataria/San Juan, St. Ann's East, Lopinot/Bon Air West, Diego Martin Central, San Fernando East, Pointe-a-Pierre and Tunapuna. The projects included the provision of multi-purpose facilities for sporting, cultural, training and educational activities. Improvements to recreational grounds, road repair and paving, construction of bridges and retaining walls and other infrastructural works development were also undertaken. Other areas of development focused on the dredging of rivers, installation of proper lighting, covering of man holes, construction of pavements and refurbishment and upgrade of sewer treatment plants. Institutions also benefited from the intervention of the CISL, these included the St. Mary's Children's Home where dormitories were refurbished.

Palo Seco Agricultural Enterprises Limited (PSAEL)

Palo Seco Agricultural Enterprise Limited has responsibility for the areas south of the Oropouche and Oroire Rivers from Icaos to the Rio Claro Guayaguayare Road. The PSAEL is a subsidiary of the Trinidad and Tobago Petroleum Company Limited.

PSAEL has undertaken infrastructural works in Siparia, Point Fortin, Mayaro, La Brea, Fyzabad and Princes Town. These works included the construction of slipper drains, bridges, retaining walls and step/walkways.

The Rural Development Company of Trinidad and Tobago (RDC)

Rural Development Company is responsible for infrastructure upgrade works in fifteen (15) rural communities located between the Churchill Roosevelt Highway and the Oropouche River, that is, the Central and Eastern portions of Trinidad.

These communities, including Vega de Oropouche, Coal Mine, Endeavour Village, Cacandee Settlement, Talparo Village, Todds Road, Brickfield, Dow Village, Tabaquito, Preysal, Navet and Spring Village, have benefited from infrastructural upgrade projects involving drainage and road improvement works, construction of box drains and sidewalks and the rehabilitation and paving of roads.

RDC was also mandated to undertake the upgrade/expansion of the existing fishing facility at Grand Chemin, Moruga. The project is being undertaken in two phases, i.e. design stage and construction phase. In fiscal year 2006, funding was provided under the Infrastructure Development Fund (IDF) of the Ministry of Agriculture, Land and Marine Resources, to meet the cost of implementing Phase 1 (design phase) of the project. The RDC engaged the firm Royal Haskoning to provide consultancy services to the project. The consultant has completed a report on the study of the off-shore fishing at Moruga. An economic evaluation report of relocating the trawler fleet and the preliminary conceptual layout of the port and associated facilities were also completed by the consultant.

With respect to the Moruga Fishing complex project, work continued on the design of the off-shore facilities. Soil investigations and laboratory analysis of sub-soil samples have been completed.

East Port of Spain Development Company Limited (EPOS)

East Port of Spain Development Company Limited has responsibility for the areas bounded by Lady Young Road, Charlotte Street and the Eastern Main Road, including Sea Lots, Beetham, Caledonia, Morvant and Never Dirty.

The Company has developed a comprehensive development plan for the Beetham Estate and has begun the implementation of an environmental enhancement programme for the area.

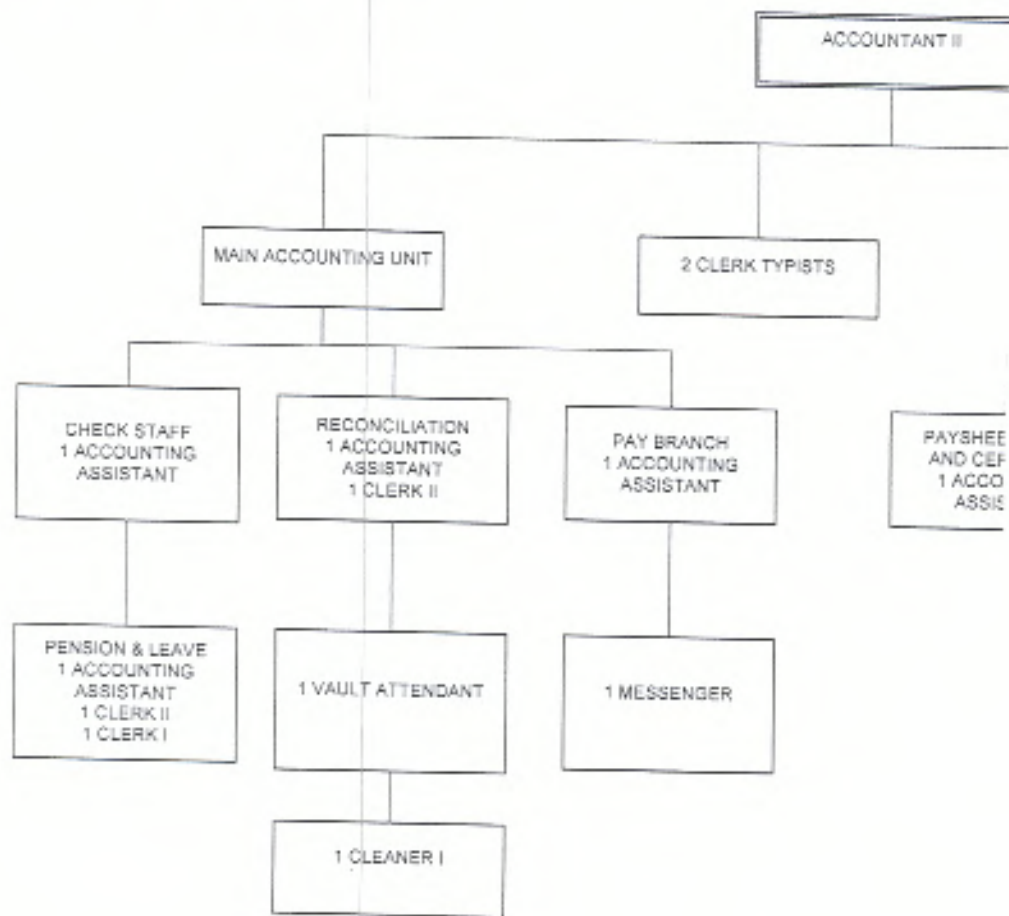
Urban Development Corporation of Trinidad and Tobago (UDeCOTT)

The Urban Development Corporation of Trinidad and Tobago (UDeCOTT) is a wholly-owned, limited liability, State company which was incorporated in 1994 with the following key objectives:

- To assist in the development of the capital city, Port of Spain, as a business and financial centre
- To assist in the regeneration of the city of San Fernando as the energy centre of the country
- To assist in the development of 13 major urban centres identified in the National Physical Development Plan
- To assist in the provision of affordable housing and the development of sustainable communities throughout Trinidad and Tobago.

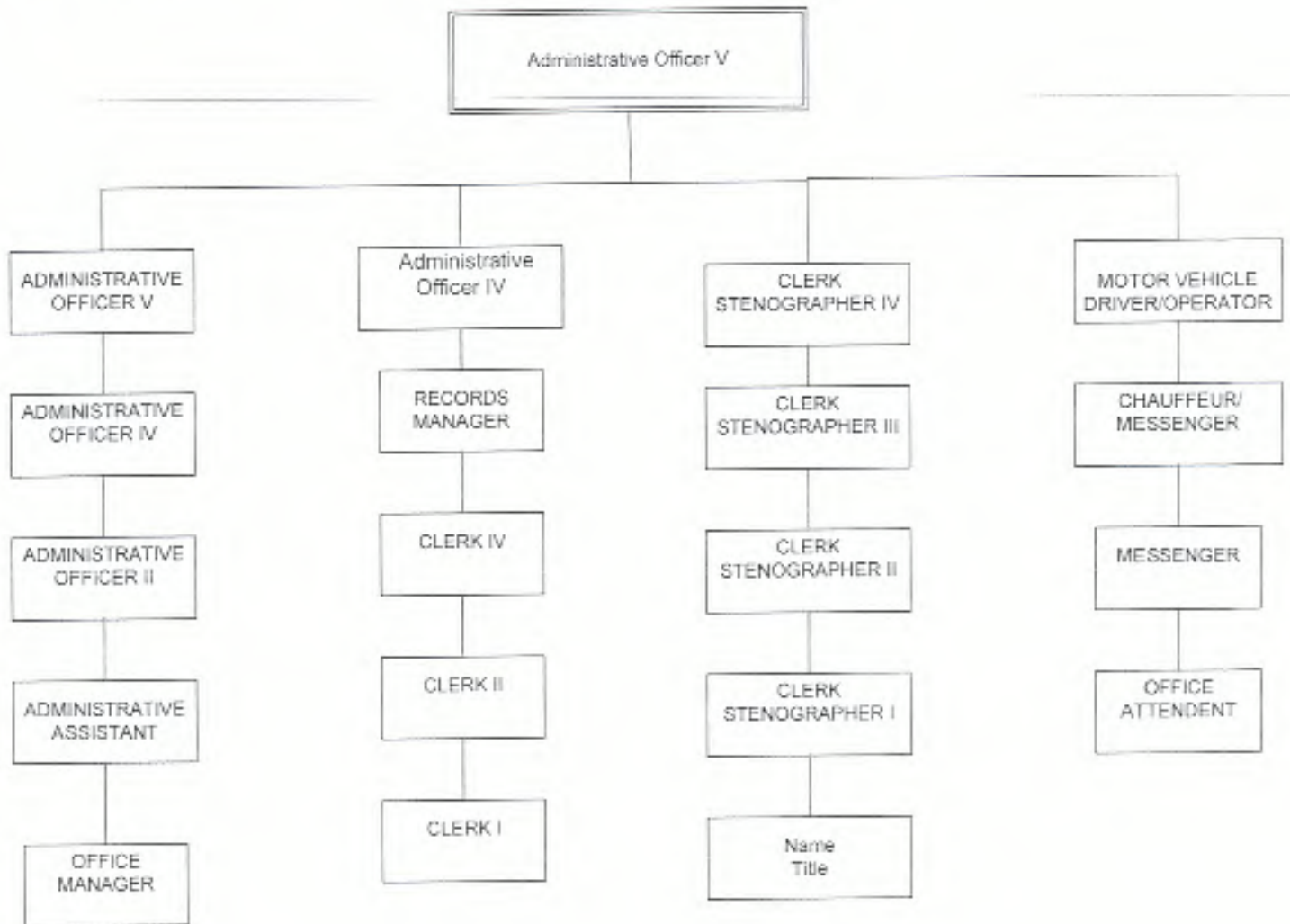
Pursuant to this mandate, during the review period, UDeCOTT has been involved in several significant national projects relating to: Government's office accommodation; provision of housing; restoration and refurbishment of historical buildings; cultural, sporting, tourism and recreational facilities; and land development.

ORGANISATION CHART – MINISTRY OF PLA
ACCOUNTS DEPARTMENT



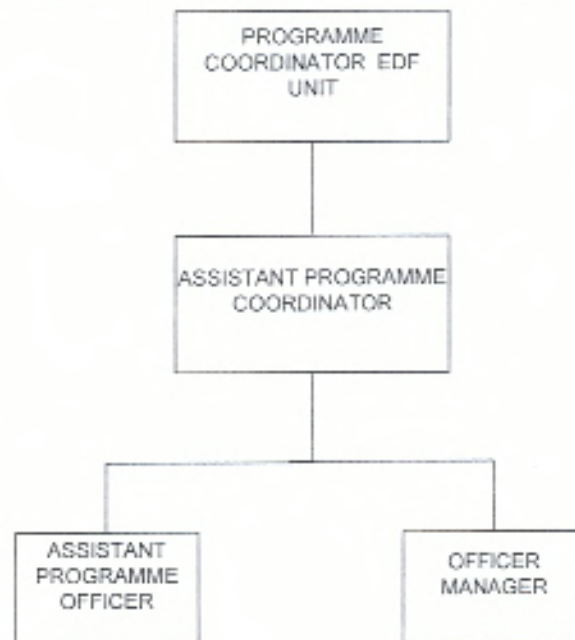
ORGANIZATION CHART – MINISTRY OF PLANNING AND DEVELOPMENT

GENERAL
ADMINISTRATION



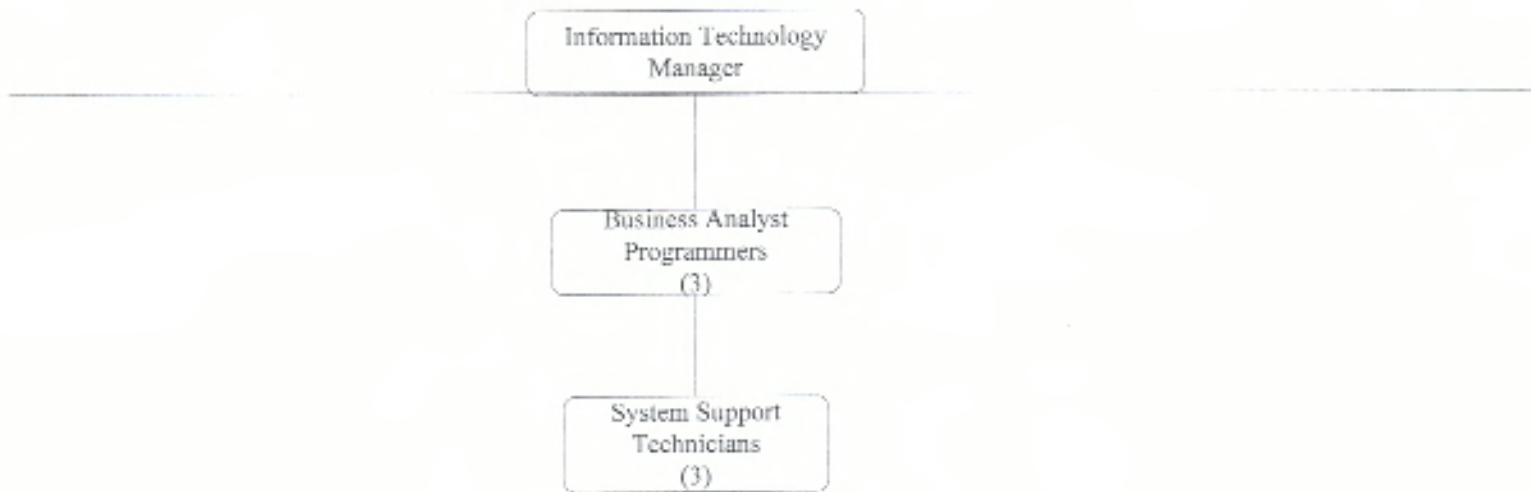
ORGANIZATION STRUCTURE - MINISTRY of PLANNING AND DEVELOPMENT

EUROPEAN
DEVELOPMENT FUND



ORGANIZATION STRUCTURE – MINISTRY OF PLANNING AND DEVELOPMENT

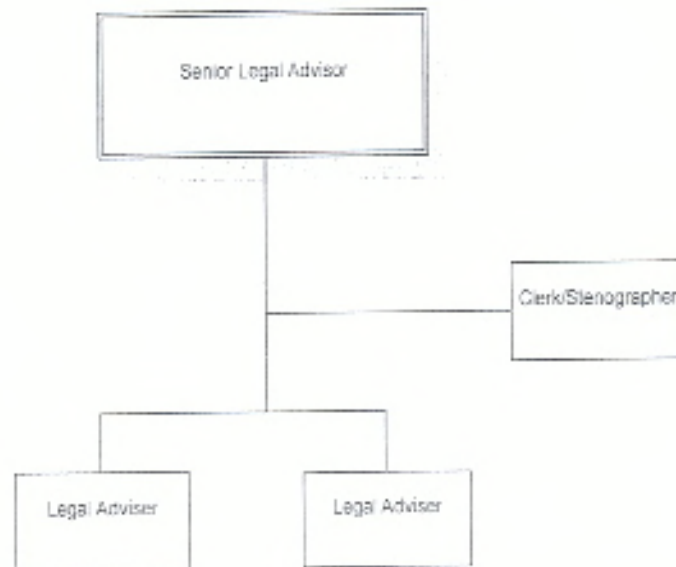
INFORMATION TECHNOLOGY UNIT



Organisation Chart remains the same for the period 2003 to 2006.

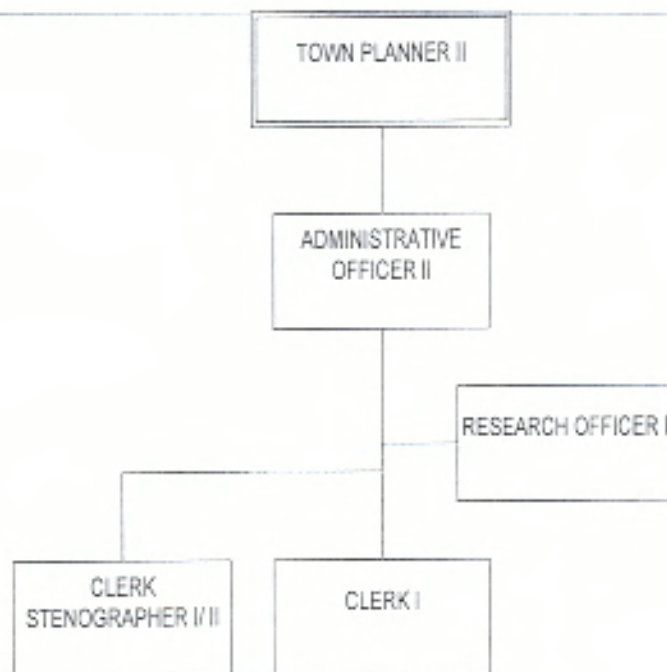
ORGANIZATION STRUCTURE – MINISTRY OF PLANNING AND DEVELOPMENT

LEGAL SERVICES



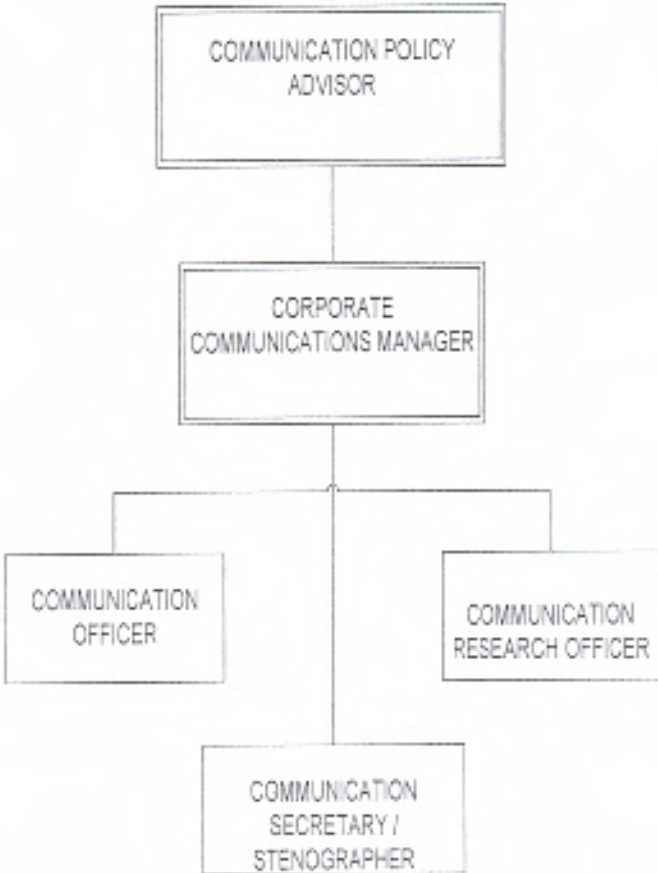
ORGANIZATION STRUCTURE - MINISTRY OF PLANNING AND DEVELOPMENT

ADVISORY TOWN PLANNING PANEL



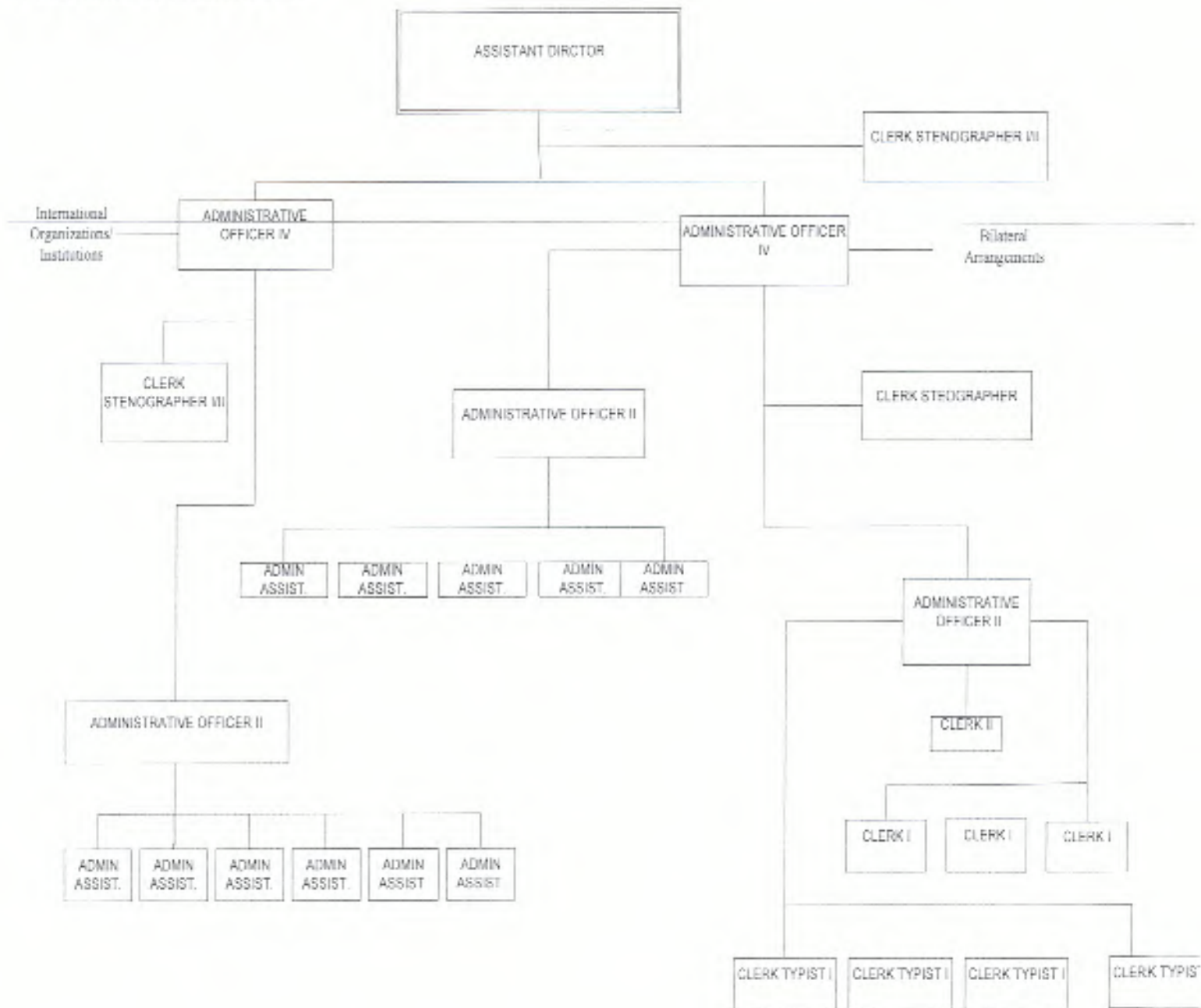
ORGANIZATION STRUCTURE – MINISTRY OF PLANNING AND DEVELOPMENT

COMMUNICATION DIVISION



ORGANIZATION STRUCTURE- MINISTRY OF PLANNING AND DEVELOPMENT

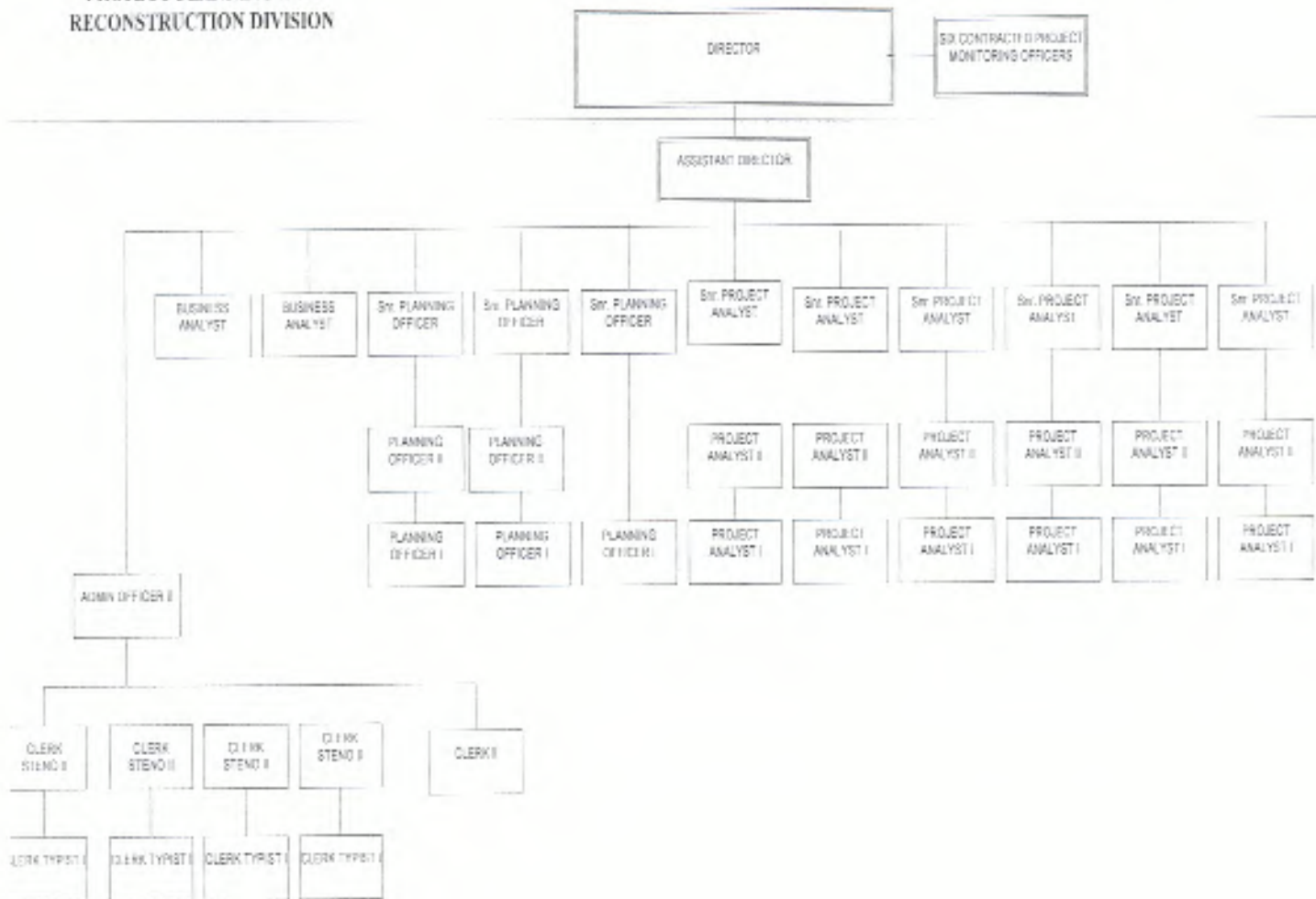
TECHNICAL COOPERATE UNIT



APPENDIX II

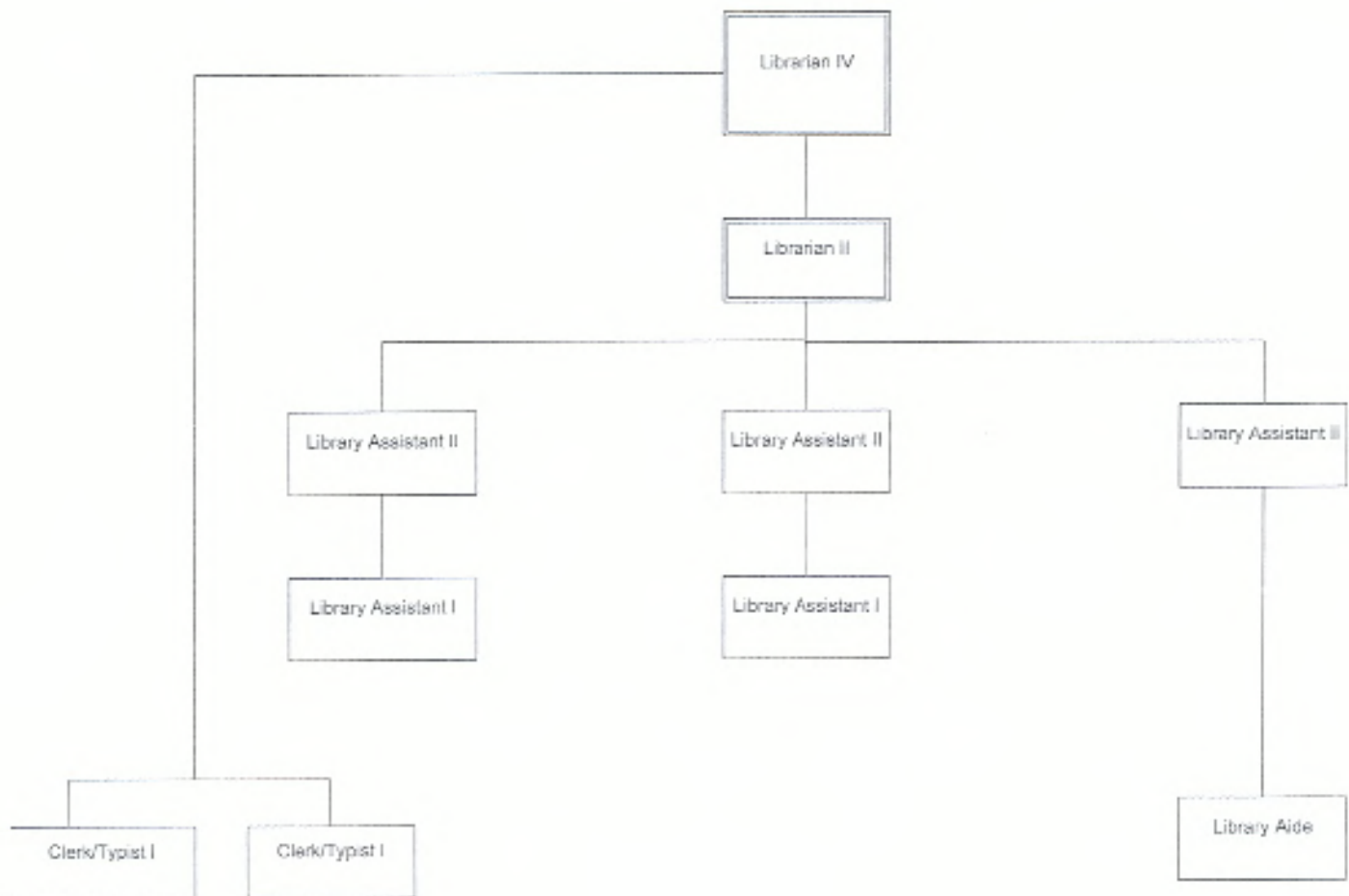
ORGANIZATION STRUCTURE- MINISTRY OF PLANNING AND DEVELOPMENT

PROJECT PLANNING AND RECONSTRUCTION DIVISION

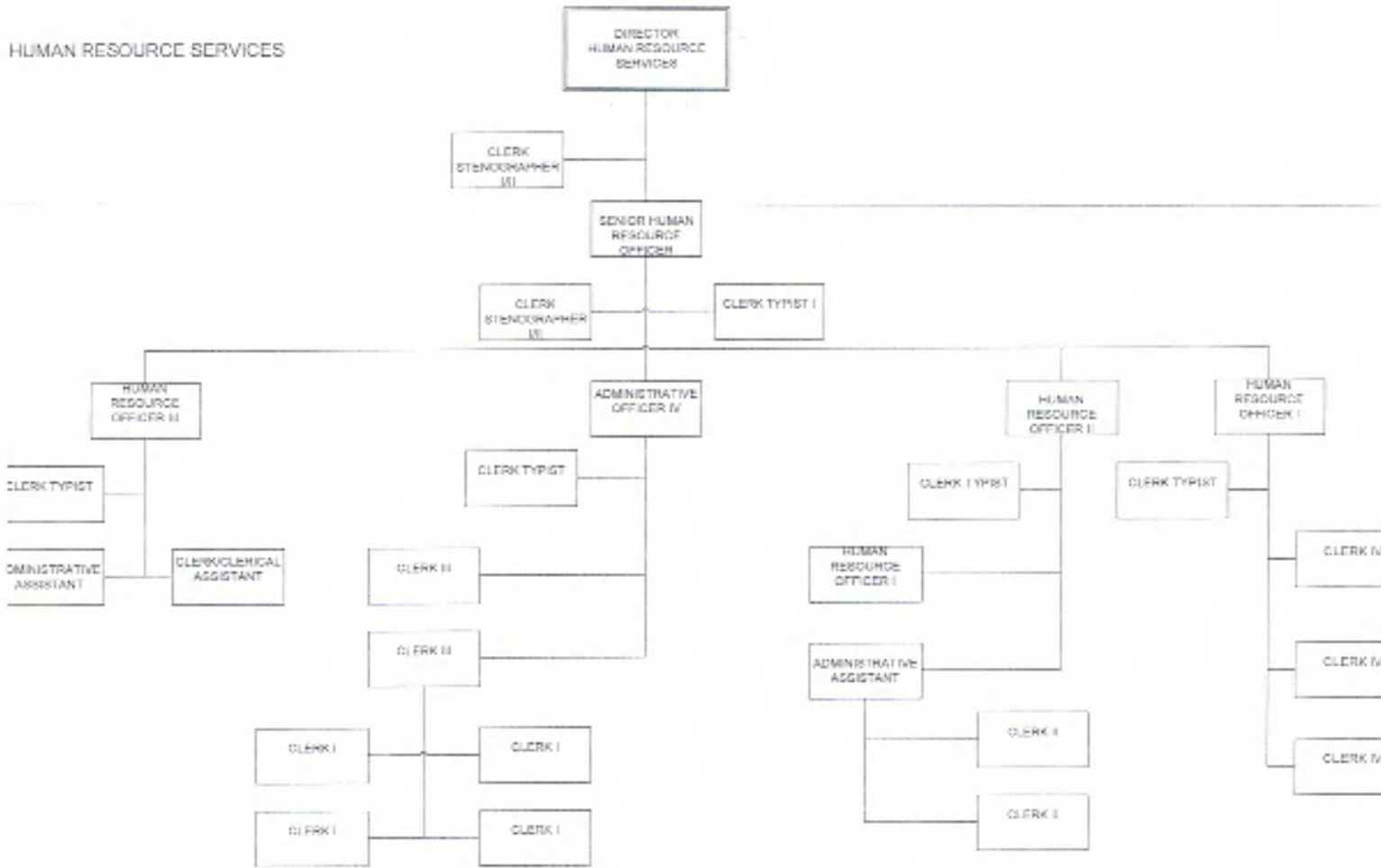


ORGANIZATION STRUCTURE – MINISTRY OF PLANNING AND DEVELOPMENT

LIBRARY SERVICES

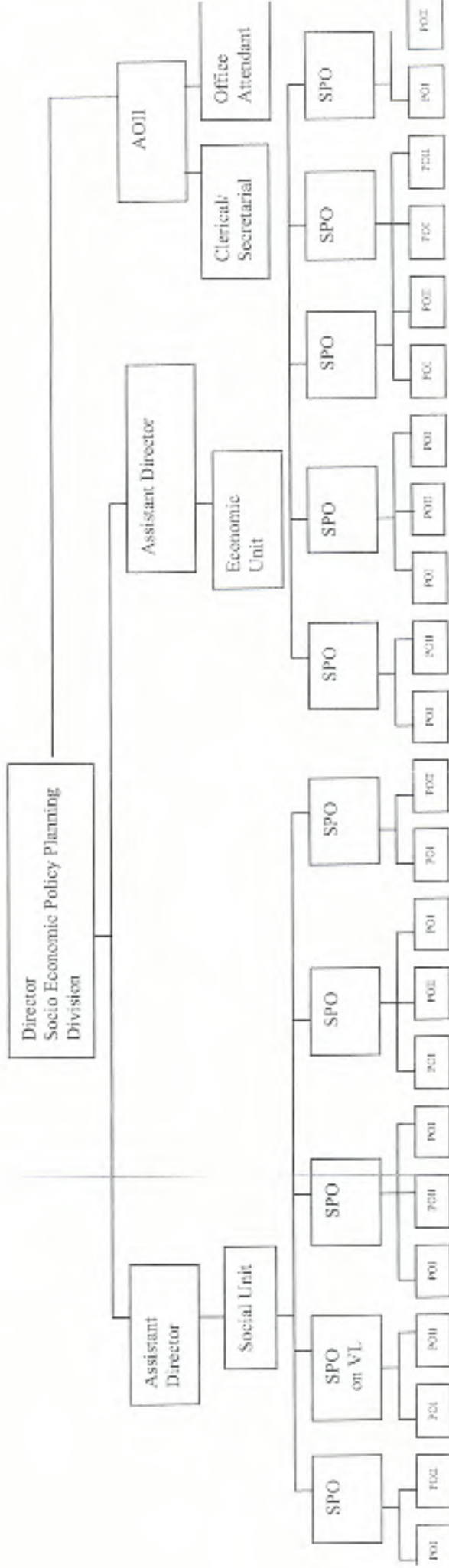


ORGANIZATION STRUCTURE - MINISTRY OF PLANNING AND DEVELOPMENT

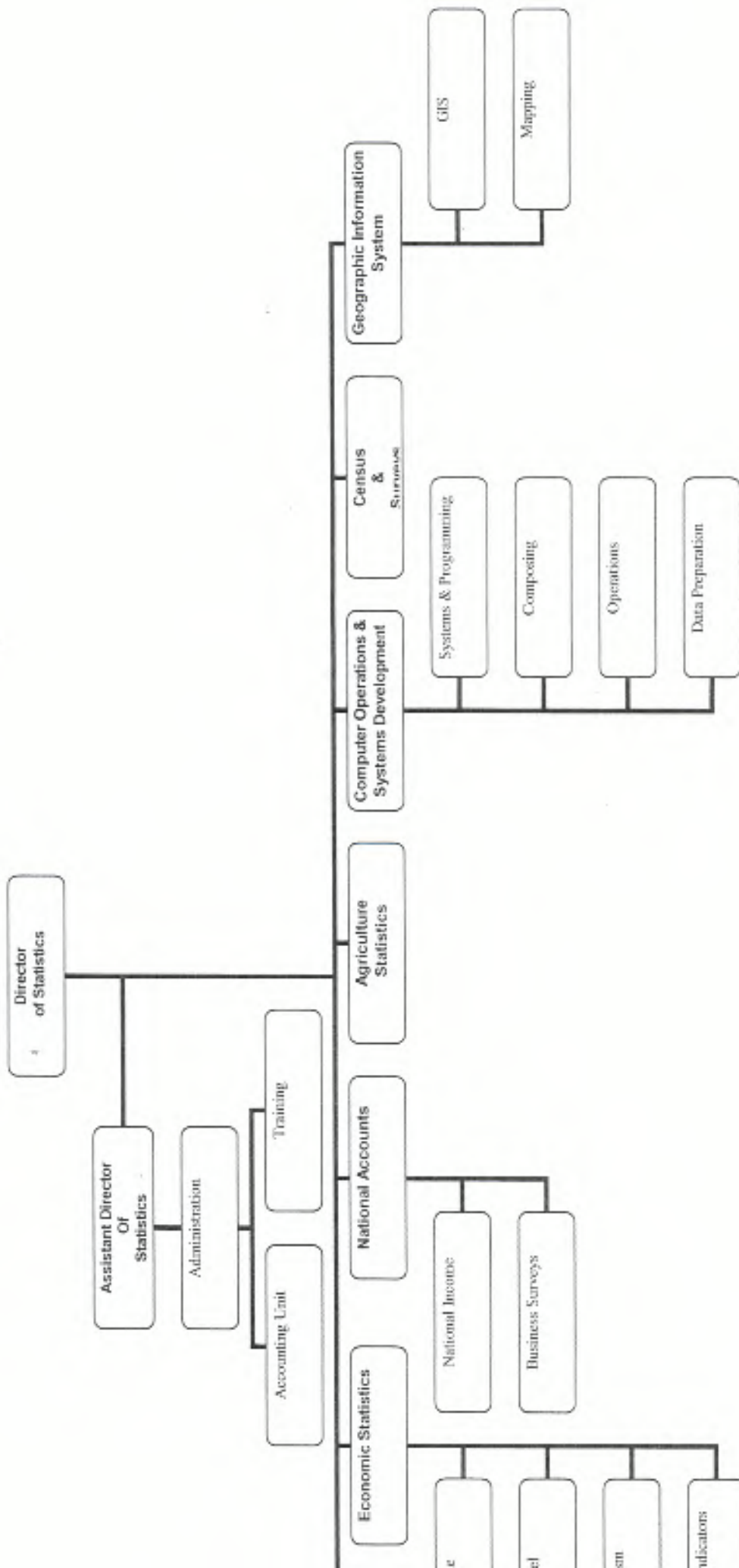


APPENDIX II

ORGANIZATIONAL CHART
Socio-Economic Policy Planning Division

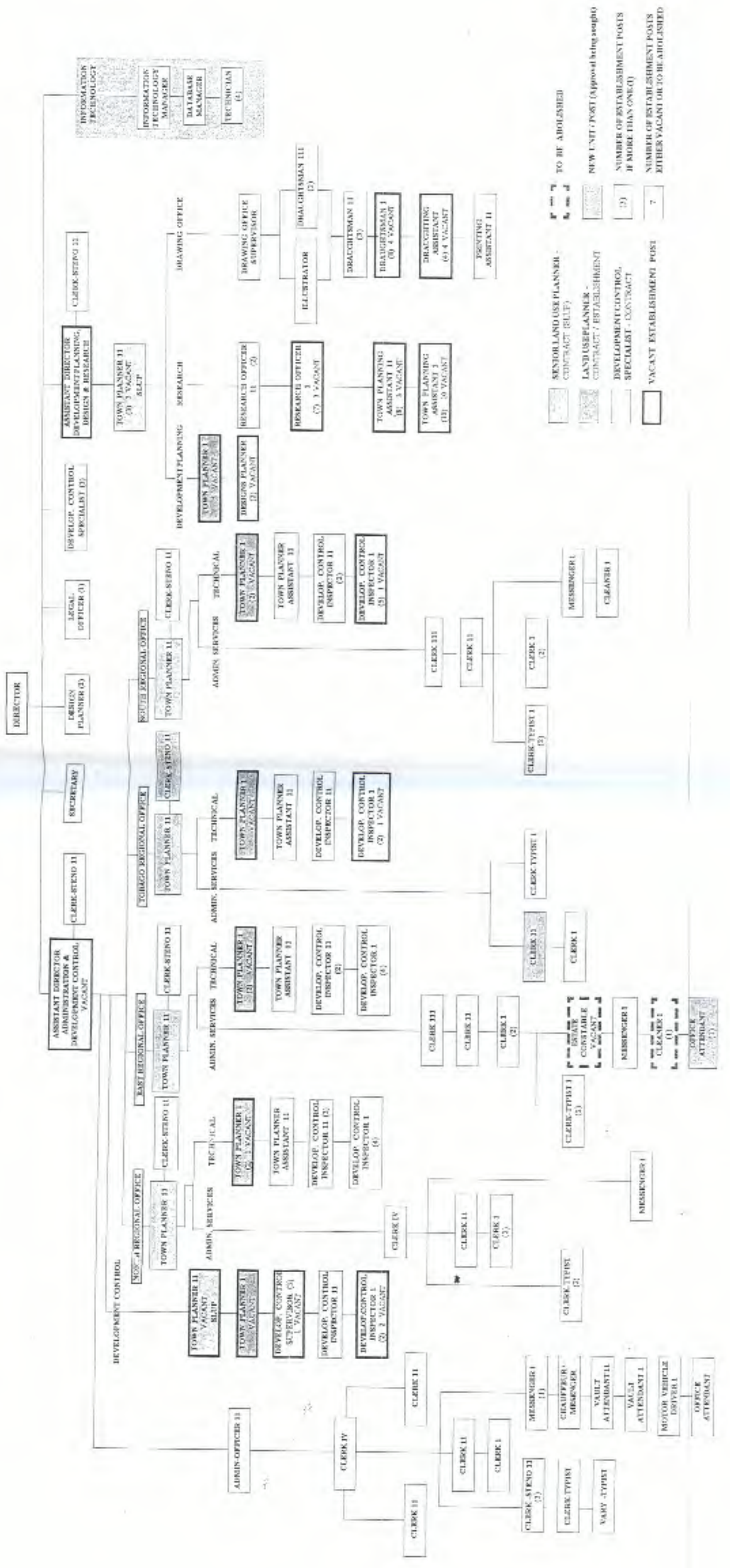


Present Organization of the CSO



ORGANIZATION CHART - MINISTRY OF PLANNING AND DEVELOPMENT

TOWN AND COUNTRY PLANNING DIVISION



TO BE ABOLISHED

NEW UNIT / POST (Approval being sought)

NUMBER OF ESTABLISHMENT POSTS IF MORE THAN ONE (1)

NUMBER OF ESTABLISHMENT POSTS EITHER VACANT OR TO BE ABOLISHED

SENIOR LAND USE PLANNER - CONTRACT (SELF)

LAND USE PLANNER - CONTRACT / ESTABLISHMENT

DEVELOPMENT CONTROL SPECIALIST - CONTRACT

VACANT ESTABLISHMENT POST

TOWN PLANNING ASSISTANT I (11) 1 VACANT

TOWN PLANNING ASSISTANT 3 (11) 10 VACANT

TOWN PLANNING ASSISTANT 11 (11) 3 VACANT

TOWN PLANNING ASSISTANT 1 (11) 4 VACANT

RESEARCH OFFICER 3 (11) 3 VACANT

RESEARCH OFFICER 11 (11) 1 VACANT

DESIGN PLANNER 11 (11) VACANT

TOWN PLANNER I (11) VACANT

DESIGN PLANNER 11 (11)

DEVELOP. CONTROL INSPECTOR 11 (11)

TOWN PLANNER ASSISTANT 11 (11)

TOWN PLANNER I (11) VACANT

DEVELOP. CONTROL INSPECTOR 1 (11) 1 VACANT

DEVELOP. CONTROL INSPECTOR 3 (11) 1 VACANT

TOWN PLANNER ASSISTANT 11 (11)

TOWN PLANNER I (11) VACANT

DEVELOP. CONTROL INSPECTOR 11 (11)

TOWN PLANNER ASSISTANT 11 (11)

TOWN PLANNER I (11) VACANT

TOWN PLANNER II (11)

CLERK I (11)

CLERK II (11)

CLERK III (11)

CLERK IV (11)

MESSENGER I

CHAUFFEUR-MESSENGER

VACUUM ATTENDANT I

VACUUM ATTENDANT II

MOTOR VEHICLE DRIVER I

OFFICE ATTENDANT

CLEANER I (11)

CONSTABLE VACANT

MESSENGER I

CLEVER TYPIST 1 (11)

CLEVER TYPIST 2 (11)

CLEVER TYPIST 3 (11)

CLERK I (11)

CLERK II (11)

CLERK III (11)

CLERK IV (11)

CLERK-STERO I (11)

CLERK-STERO II (11)

CLERK-STERO III (11)

CLERK-STERO IV (11)

CLERK-STERO V (11)