Government of The Republic of Trinidad and Tobago

Ministry of Planning and Sustainable Development

NATIONAL PERFORMANCE FRAMEWORK 2012-2015

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Preface

The National Performance Framework (NPF) 2012-2015 represents a serious attempt by the Government of Trinidad and Tobago to measure performance as its relates to the provision of goods and services to citizens.

Specifically, it is designed to measure Government's performance in the context of five priority areas outlined in the Medium-Term Policy Framework (MTPF) 2011-2014- 'Innovation for Lasting Prosperity'.

The NPF also represents a genuine attempt to capture the impact of the work of clusters of Ministries, in support of the achievement of objectives in five priorities. Over the past two and a half years, the Government has moved to align our five medium-term priorities, not only to the national budget, but behind an overarching national vision and a set of National Outcomes. Through the dedicated work of the Ministry of Planning and Sustainable Development, 48 National Performance Indicators have been developed to track our progress against approximately 24 National Outcomes. These Outcomes are contained within this Framework and represent what we would like to achieve over the medium-term.

Implementation and execution of projects and programmes within Government to yield the results we seek is not always easy. But, the reality of the current world economic situation and ever-tightening public finances, make it more important than ever that we maintain a clear and common sense of purpose.

The NPF is a tangible example of the commitment of the People's Partnership Government to encourage greater transparency and accountability in governance, and to ensure the efficient and effective use of resources towards attaining national goals. The Framework places emphasis on monitoring performance on projects and programmes, and more importantly, on evaluating the impacts of such initiatives on the lives of the citizens of Trinidad and Tobago. It is within this context that Government remains committed to strengthening this system for managing for results that will promote the principles of good governance.

I therefore wish to congratulate the Ministry of Planning and Sustainable Development on their tremendous effort and hard work in developing this Framework as we continue on our journey towards achieving 'Prosperity for All'. I take this opportunity also to sincerely thank every Ministry, Department and Agency for working collaboratively with the Ministry of Planning and Sustainable Development to develop this Framework, and I urge all Government institutions to continue to collaborate in order to strengthen and sustain this results-based monitoring and evaluation system.

The whole purpose of this is that Government should aspire to high standards of performance and that the citizen should be always aware of how their Government is working for them.

The Honourable Kamla Persad-Bissessar, S.C.

Prime Minister of the Republic of Trinidad and Tobago

Statement by the Minister of Planning and Sustainable Development

Since 2010, the Ministry of Planning and Sustainable Development has been engaged in formulating and defining a policy perspective that is meant to lead to the transformation of Trinidad and Tobago. In 2011, the Ministry initiated a process for developing a policy for action by the Government of the Republic of Trinidad and Tobago (GORTT). It is within this context, that the Medium-Term Policy Framework 2011-2014: Innovation for Lasting Prosperity was developed, which is intended to bring greater focus to the work of the Government until 2014.

While the traditional approach to planning has always been developmental in nature, the approach of this Government is quite different. It is one that incorporates measurement into the policy. It is common to develop extensive policies and plans, but translating these into action that achieve results is a new experience for our country. Through the development of a National Performance Framework (NPF) 2012-2015, the new planning methodology represents a distinct shift in thinking and policy. The approach that has been adopted by Government is one of accountability, transparency and engagement with the citizens of Trinidad and Tobago through consultation.

The Medium-Term Policy Framework 2011-2014 is meant to be the first step in the economic and social transformation of Trinidad and Tobago that will lead to the realisation of Government's commitment to the citizens of 'Prosperity for All'. As we move forward, a critical aspect of Government's ability to deliver goods and services across communities will be the capacity to measure Ministerial performance in the execution process. As such, strategic plans of Ministries and collaboration between and among Ministries, will be measured against identified targets for delivery. Perhaps even more important will be our ability to achieve the Key Result Areas (KRAs) as well as the National Outcomes that have been identified in this document for each of the five priority areas.

At present there exist a structure, system and process for monitoring, evaluation, feedback and enhancement of performance within the Ministry of Planning and Sustainable Development. The National Performance Framework goes a step further in strengthening this structure. It is anticipated that this will be the first step to entrenching a culture of reporting against results. Over the medium-term, is also anticipated that an Information Technology-based Monitoring and Evaluation System will be rolled-out across the public sector in order to ensure that performance reporting becomes not only easier, but more importantly, institutionalised.

Statement by the Minister of Planning and Sustainable Development (continued)

The NPF represents a new dynamic with respect to the culture of reporting in the public sector. It shifts the focus from reporting on activities and outputs to the actual impacts of Government's interventions on the lives of our citizens. It is our hope that this framework will be embraced by all Government stakeholders and citizens and serve as a guide to achieving the goals and targets that have been outlined in the Medium-Term Policy Framework 2011-2014. It is also important to note that this National Performance Framework represents an extensively collaborative approach in which all Ministries were consulted so as to build consensus on the Framework.

I therefore wish to thank all Cabinet Ministers and Government Parliamentarians and the senior management of the Public Sector – Permanent Secretaries and Deputy Permanent Secretaries, for their contributions and support as well as those members of staff of the Ministry of Planning and Sustainable Development who worked tirelessly on this document. I wish to acknowledge their support, dedication and commitment, without which this document would not have been possible.

In order for us to be successful over the medium-term and beyond, it is critical that our system of public service delivery work together with a common purpose. It is only when we strive together that we can achieve our national goals which ultimately benefit every citizen of our country. More importantly, because of our commitment to meet the needs of the people of Trinidad and Tobago, emphasis will be placed on achieving results that would impact the lives of each and every one of us. This is ultimately the intent and purpose of this National Performance Framework 2012-2015.

The Honourable Dr. Bhoendradatt Tewarie

Minister of Planning and Sustainable Development

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List of Acronyms

CSO	Central Statistical Office
ECCE	Early Childhood Care and Education
eTecK	Evolving TecKnologies and Enterprise Development Company
FAO	Food and Agricultural Organisation
GATE	Government Assistance for Tuition Expenses
GDP	Gross Domestic Product
GORTT	Government of the Republic of Trinidad and Tobago
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	Information and Communication Technology
IPMF	Integrated Public Management Framework
IT	Information Technology
M&E	Monitoring and Evaluation
MAG	Ministry of the Attorney General
MAM	Ministry of the Arts and Multiculturalism
MEEA	Ministry of Energy and Energy Affairs
MEWR	Ministry of the Environment and Water Resources
MFA	Ministry of Foreign Affairs
MFP	Ministry of Food Production
MGYCD	Ministry of Gender, Youth and Child Development
MHLMA	Ministry of Housing, Land and Marine Affairs
MLSMED	Ministry of Labour and Small and Micro Enterprise Development
MLA	Ministry of Legal Affairs
MLG	Ministry of Local Government
MNS	Ministry of National Security
MOCD	Ministry of Community Development
MOE	Ministry of Education
MOFE	Ministry of Finance and the Economy
MOH	Ministry of Health
MOJ	Ministry of Justice
MOS	Ministry of Sport
MOT	Ministry of Tourism
MOWI	Ministry of Works and Infrastructure
MPA	Ministry of Public Administration
MPL&SD	Ministry of Planning and Sustainable Development

List of Acronyms

MPSD	Ministry of the People and Social Development
MPU	Ministry of Public Utilities
MSME	Micro, Small and Medium Enterprise
MST	Ministry of Science and Technology
MTD	Ministry of Tobago Development
MTEST	Ministry of Tertiary Education and Skills Training
MTII	Ministry of Trade, Industry and Investment
MTR	Ministry of Transport
MTPF	Medium-Term Policy Framework
NPF	National Performance Framework
OPM	Office of the Prime Minister
PPRD	Project Planning and Reconstruction Division
PSIP	Public Sector Investment Programme
RBM	Results-Based Management
R&D	Research and Development
SEPPD	Socio-Economic Policy Planning Division
SLC	Survey of Living Conditions
TVET	Technical and Vocational Education and Training
UNICEF	United Nations Children's Fund
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
WASA	Water and Sewerage Authority

National Performance Framework

Government's Vision: 'Innovation For Lasting Prosperity'

MEDIUM-TERM PRIORITIES	KEY RESULT AREAS	NATIONAL OUTCOMES
Crime and Law & Order	A Safe and Secure Society	• More Effective Law Enforcement • Reduction in Crime Against Property and Person • Efficient and Effective Judicial System
Agriculture & Food Security	A Food-Secure Nation	• Adequate and Affordable Food • Agriculture will be a Viable Sector of the Economy
Healthcare Services and Hospitals	First Class Healthcare A Fit and Healthy Nation	• Universal Access to Healthcare Facilities across T&T • Efficient and Quality Healthcare System • Greater Participation in Sport and Recreational Activities Towards Healthy Lifestyles • Reduced Prevalence of Diseases • Healthier Choices in Diet and Nutrition
Economic Growth, Job Creation, Competitiveness & Innovation	A Resilient, Competitive, Stable and Sustainable Economy	• Economic Growth and Job Creation • Innovation, Entrepreneurship and Partnership • A Diversified Economy
Poverty Reduction and Human Capital Development	A Society Free from Poverty A Quality Education System that Caters to the Diverse Needs of 21st Century Learners A Knowledge-Driven and Skilled Population	• Access to Adequate and Affordable Housing • Self-Reliant and Sustainable Communities • An Efficient and Effective Social System for the Poor and Vulnerable • Improved Learning Environment • Improved Students' Overall Performance • Improved Alignment of Students to their Prospective Best-Fit Jobs and Promote Career Establishment • Improved Institutional Strength and Capacity of the Ministry • Quality Graduates in Tertiary Education and Technical Vocational Programmes in Sufficient Numbers and Capabilities to Drive a Knowledge Intensive Economy • Synchronisation of Labour Market Requirements with Skills and Tertiary Education • Improved System of Entrepreneurship, Apprenticeship and Internship for Young Persons

National Performance Framework

Performance Indicators Medium-term Priorities

Crime and Law & Order	Agriculture & Food Security	Healthcare Services and Hospitals	Economic Growth, Job Creation, Competitiveness & Innovation	Poverty Reduction and Human Capital Development
• Crime Rate • Recidivism Rate • Crime Solvency Rate • Homicide Detection Rate • Time taken for Cases from Start to Determination • No. of Backlog Cases	• Food Inflation Rate • % Contribution of Agriculture to Non-Energy GDP • % Employment in Agriculture • Food Import Bill	• % Population with Chronic Illnesses • Cancer Mortality Rate • Tuberculosis Mortality Rate • Non-Communicable Disease Mortality Rate • No. of New Infectious Disease Cases • Registered Patients at St. Ann's Psychiatric Hospital • Adult HIV Prevalence • Diabetes Mortality Rate • Obesity Rate • No. of Persons Participating in Sport • Physician Professionals per 10,000 persons • Nursing Professionals per 10,000 persons • Client Satisfaction Rate • % of Population Living within 1 Hour Travelling Time to a Health Facility	• Gross Domestic Product (TT$ million) • Sector Contribution to GDP (%) • Export Expansion • Foreign Direct Investment • Unemployment Rate • Global Competitiveness Index • Global Innovation Index • New Business Creation	• % Families Owning Homes • % Small Business Start-ups • % Population Living in Poverty • % Socially Displaced Persons • Differently-abled Unemployment Rate • % Students Attaining 5 or more Subjects at CXC • % Students Passing SEA • Employment Rates in the 15-24 Age Group • Tertiary Institutions – Enrolment Rate – Participation Rate – Graduation Rate • Response Time-Centre to Districts • % Enrolment Technical Vocational Institutions • % of Programmes listed on the National Development List offered by Tertiary Level Institutions • % Persons Graduating from Apprenticeship Programmes

Introduction

In the last decade, countries globally have embraced Results-Based Monitoring and Evaluation as a key management tool to assess government performance. The Government of Trinidad and Tobago has also adopted this tool to measure and assess progress against its policy agenda. The aim is to ensure the creation of an integrated public management framework that links policy to budgets, implementation and results.

One of the first priorities in developing a public sector-wide, results-based framework is the formulation of a National Performance Framework (NPF) 2012–2015. The NPF links national policies and strategies with results and outcomes that can be measured against agreed-upon targets and indicators to be achieved in the medium to long-term. The national performance measures reflect Government's road map and the 'key results' expected from various interventions. In this first NPF the focus is on the five priorities which have been identified over the medium-term 2011-2014.

Purpose of the National Performance Framework

This document represents a ground-breaking achievement as it is the first NPF to be developed in Trinidad and Tobago. It is a new approach to development and commits Government to higher standards of public accountability, transparency and good governance. It will provide clarity to policy, providing focus on the results that are to be attained through a series of interventions. The NPF is unique in that it makes clear the interventions that will contribute to a particular result. Further, the NPF charts a new approach to results through the clustering of Ministries with a view to improving collaboration across ministerial objectives.

The National Performance Framework is intended to be used by various stakeholders, specifically:

KEY STAKEHOLDERS	FUNCTION OF THE NPF
Ministry of Finance and the Economy and the Project Planning and Reconstruction Division, Ministry of Planning and Sustainable Development	Sets the Framework for Budgeting with respect to the allocations to be made by priorities, sector and programmes.
Office of the Prime Minister	Provides the framework for accountability.
Ministries and Agencies	Provides a clear guide on the deliverables to attain results against the five priorities.
Ministry of Public Administration	Sets the parameters for results giving guidance on resources and competencies required in Ministries and Agencies.
Ministry of Planning and Sustainable Development	Provides the framework on which to measure results and to evaluate the achievement of the policy agenda, to identify gaps and new priorities. It is also the basis for reporting on progress annually.
Parliament	Provides the basis to assess Government's performance against agreed-upon Key Result Areas, Outcomes, Targets and Indicators.
Civil Society	Tool which informs the population on the priorities to assess Government's performance against agreed-upon Key Result Areas, Outcomes, Targets and Indicators.

Introduction (continued)

In this new framework the aim is to make the public sector accountable through the setting up of **performance measures that would drive progress and results** that would redound to the benefits of the population.

This NPF is a critical component of Trinidad and Tobago's strategy to build a high-performing, results-oriented public sector. Since the focus is monitoring and evaluating toward results, individual Ministries and Agencies, and Government as a whole, can measure and assess internal and external effectiveness. The NPF will provide Government with the ability to measure, monitor, report and use results-based performance information in a strategic way as a normal part of doing business. This approach to achieving our development objectives requires that we refocus our systems, processes and behaviours to achieve results.

In September 2011, the Government produced the Medium-Term Policy Framework (MTPF) 2011- 2014 which essentially articulated a policy direction and action to be taken by Government. The thrust of the MTPF is derived from the vision and perspective as articulated in the 2010 Government Policy Framework for Sustainable Development 'Prosperity for All'. Five priorities were identified for the period 2011-2014 and articulated in the MTPF as follows:

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

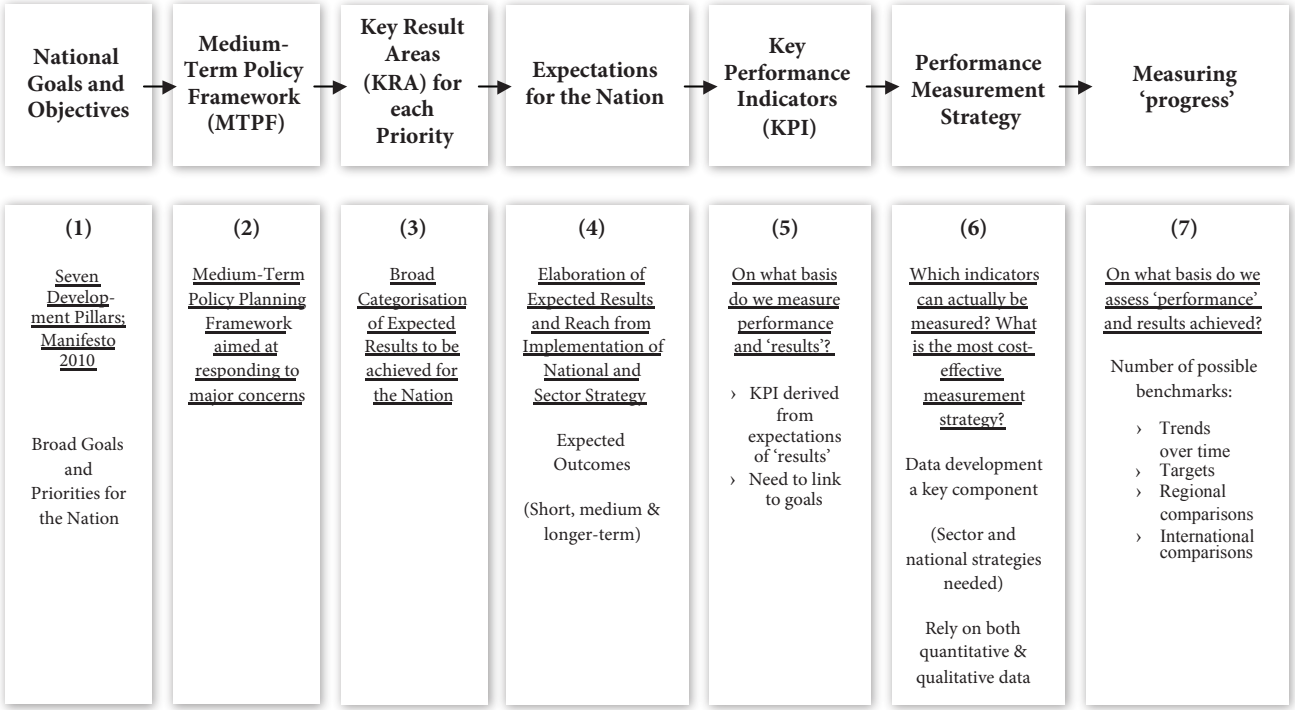
The NPF is therefore a natural consequence of this MTPF. It was recognised that unless there is on-going and quantifiable monitoring and evaluation of the impact of policy, programmes and projects on the population, there can be no determination of the improvement in socio-economic and environmental conditions.

The process began by teasing out the expectations of the nation from the national strategy guiding the development of Trinidad and Tobago as anchored on the seven broad development pillars outlined in the Framework for Sustainable Development: (i) People-Centred Development; (ii) Poverty Eradication and Social Justice; (iii) National and Personal Security; (iv) Information and Communication Technologies; (v) A More Diversified Knowledge Intensive Economy; (vi) Good Governance; and, (vii) Foreign Policy. These pillars were then distilled further into the medium-term priorities.

Table 1 depicts the conceptual process underlying the derivation of national performance measures, and the approach that has been followed in developing Trinidad and Tobago's national performance framework and measurement strategy.

Introduction (continued)

TABLE 1 – Developing an Appropriate National Performance Measurement Strategy



The NPF therefore focuses on the achievement of **Key Result Areas (KRAs),** against the five priorities, ensuring that there is alignment with the Budget Priorities 2011-2013, the Public Sector Investment Programme 2011-2013 and Ministries' Strategic Plans. Additionally, **Targets and Performance Indicators** have been established to measure progress towards the achievement of the desired development outcomes, and key projects and programmes have been identified that would have the greatest impact in achieving those outcomes. Such an approach assumes that planning informs the priorities of development which would be adequately funded, monitored and measured to assess achievement of agreed upon results.

During the latter half of 2011 and early 2012, the work of the Ministry of Planning and Sustainable Development (MPL&SD) focused on building consensus on these KRAs, Outcomes, Targets and Indicators for the five priority areas. Several presentations were made to the Cabinet, Ministers, Permanent Secretaries and Deputy Permanent Secretaries by the MPL&SD on the link between policy, budgeting, implementation and results and on the fundamentals of the National Performance Framework.

One of the critical issues emerging out of these presentations was that the clustering of Ministries to achieve **Outcomes** was imperative for the realisation of:

- The goals of each of the seven developmental pillars
- The five priorities set out in the Medium-Term Policy Framework

Introduction (continued)

In this context, the National Transformation Unit (NTU) conducted cluster meetings with senior technical officers of all the Ministries aligned to each of the five priority areas identified in the MTPF.

Rationale for the Cluster Approach

The primary idea behind clusters as it relates to Ministries is to ensure that all Ministries understand that they contribute to shared national goals and objectives. Moreover, the development of clusters for Ministries is critical, as it represents a new dynamic for Government to achieve its policy direction. In essence, it is the linkages across Ministries which makes clustering an imperative. The cluster approach represents a distinct shift in thinking from the independent approach of State entities, to that of institutionalised collaboration across the public sector.

As a result, the Ministry of Planning and Sustainable Development has developed a mechanism to **position Ministries into development clusters**. The goal of the clusters will be to increase collaboration among Ministries, and to develop and **implement a clear, prioritised agenda aimed at addressing the key development challenges of the various sectors**.

Objectives of the Cluster Approach

a. To build consensus on the KRAs, outcomes, targets, indicators and clusters

b. To ensure alignment of key projects/programmes to identified outcomes and by extension the MTPF

c. To determine lead Agency/Ministry for each Priority Area.

Introduction (continued)

Way Forward

The NPF is the first step to institutionalising a system of monitoring and evaluating performance in the public sector to determine the results attained. It is expected that the system will be further extended to develop measures to assess the achievement of the seven developmental pillars and future development policies for Trinidad and Tobago. This will form the basis of the continuing work of the National Transformation Unit.

Additionally, in order for Results-Based Monitoring and Evaluation to succeed, it will require other critical interventions, including the following:

- Establishment of Monitoring and Evaluation Units at the Ministry level
- Institutionalising Results-Based Management (RBM) across the public sector through the conduct of monitoring and evaluations
- Finalisation of a National Monitoring and Evaluation Policy
- Strengthening the data collection capacity across the public sector
- Application of RBM to the recurrent budget process
- Development of Sectoral and Ministerial Performance Framework
- Review of the NPF and report on progress annually

The Ministry of Planning and Sustainable Development will therefore continue to work towards a comprehensive, robust, integrated system that will allow for the comprehensive analysis of development progress.

Part I
Results-Based Management

Part I - Results-Based Management (continued)

Building the Governance Framework – Monitoring and Evaluation

Strengthening the systems of effective governance is at the centre of Trinidad and Tobago's movement towards Results-Based Management. Adopting a results approach will ensure quality in the delivery of services, efficiency in the use of resources and effectiveness in terms of the impact on the stakeholders.

According to the World Bank, 'good governance' is defined as governance characterised by expected, open and progressive policy making. [1] In Trinidad and Tobago, Results-Based Management (RBM) is a tool through which good governance can be achieved. Its principles include participation, consensus, accountability, transparency, responsiveness, effectiveness and efficiency, equitability, inclusiveness and following the rule of law. The implementation of RBM will allow the Government to operate in an environment which supports these principles.

As Trinidad and Tobago continues to move towards its long-term vision for sustainable development, innovation and prosperity, it is imperative that emphasis be placed on measurement in relation to the achievement of the goals set out in the Medium-Term Policy Framework and the Framework for Sustainable Development.

The emphasis placed by many developed countries on managing for results is the importance of measurement as it relates to policy, projects and programmes. **If results are not measured, it would be impossible to determine if we are successful at achieving the goals that have been set.** As a result, if projects or programmes are failing, it would be difficult to identify the problems and sometimes impossible to take corrective actions. The idea of introducing results-based management is essential to measuring how well governments or organisations are performing. The emphasis is on assessing how stated outcomes are being achieved over time. It must be noted however, that results based monitoring and evaluation is only a management tool.

Therefore, we must determine how we would like to use this tool and what information we would like to obtain from Monitoring and Evaluation (M&E) system.

The central notion in developing the M&E system in Trinidad and Tobago is to provide critical information about public sector performance that will promote credibility and public confidence in the delivery of goods and services. Perhaps most importantly, it supports the shift towards greater accountability and transparency by Government.

Methodology

The National Transformation Unit of the Ministry of Planning and Sustainable Development has been designated as the centre for M&E in Trinidad and Tobago and has been mandated to ensure sustained monitoring of the MTPF.

[1] http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/EXTMNAREGTOPGOVERNANCE/0,,contentMDK:20513159~pagePK:34004173~piPK:34003707~theSitePK:497024,00.html (Accessed February 23, 2012)

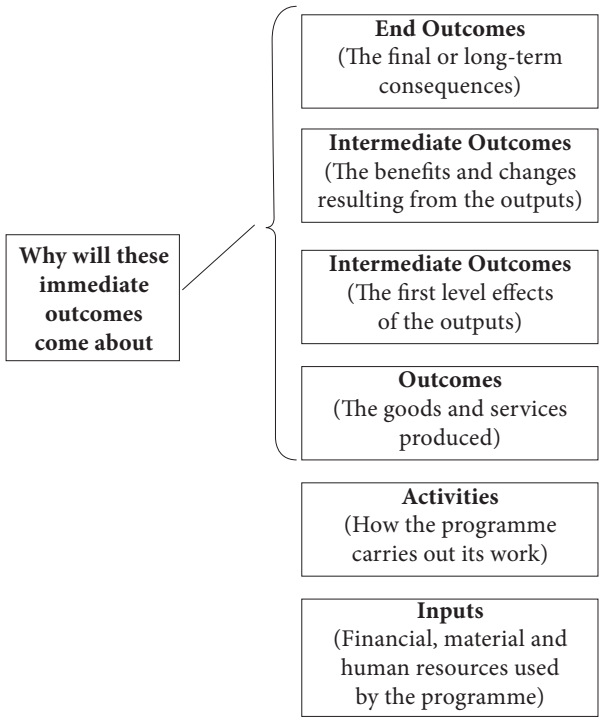
Part I - Results-Based Management (continued)

The NTU has adopted the approach of M&E to provide information on the results of developmental interventions and in order to improve decision making. This shift towards measuring progress by the results achieved requires a refocus from analysis of inputs/activities/outputs, to analysis of outcomes/impacts. Consequently, performance will no longer be based exclusively on expenditure and outputs, but will be assessed based on achievement of predicted outcomes. Currently, the approach focuses on tracking expenditure data as a determinant of the success of a project, programme or policy being implemented. Moreover, at present, progress is measured in relation to institutional activities.

In the new approach, managing for results requires: analysis of progress against results; the development of outcome indicators which would provide signals of whether or not development objectives are being met; and whether or not the adopted strategies are appropriate for achieving these objectives. The diagram below shows the results chain from the linear relationship (Figure 1) to the complex interdependence of various stakeholders contributing to the achievement of outcomes and results (Figure 2).

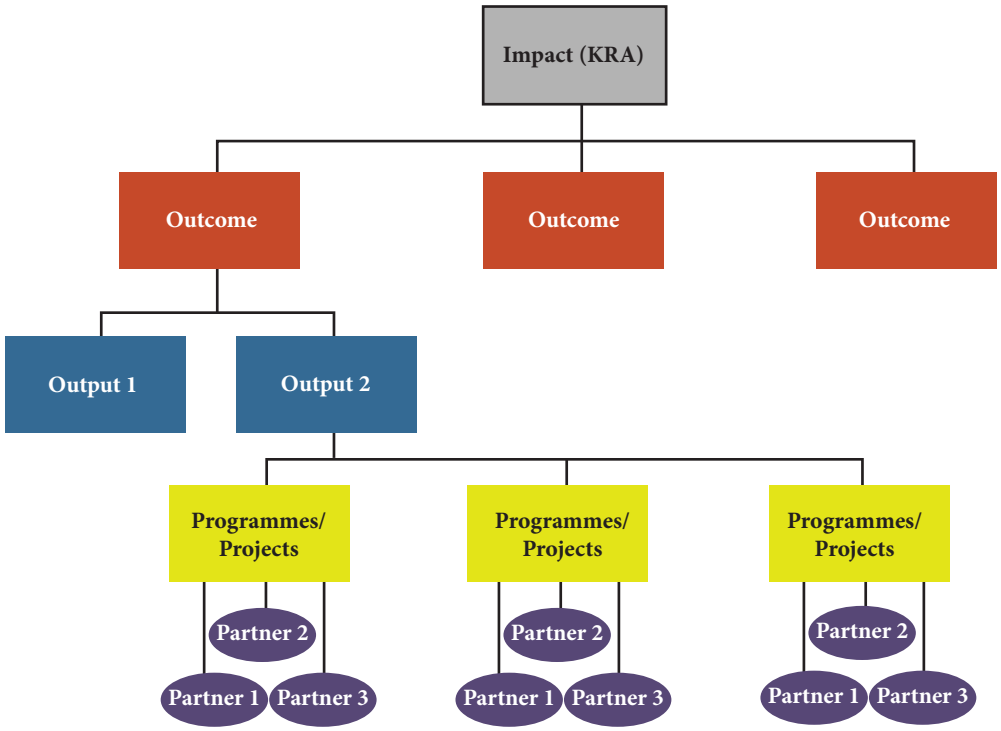
In Figure 1, there is a direct relationship between the inputs, activities and outputs as part of the implementation, while results monitoring emphasises outcomes and impacts. In this framework the focus is on results that are realised rather than the resources utilised. It is now becoming a more common phenomenon for cross functional partners to achieve development objectives together having various parts to contribute to the achievement of a particular result as depicted in Figure 2. Recognising the role of multiple partners in the achievement of the objectives, Standard Results Chains have been developed to map out the results to be achieved in the medium-term, with the cluster of ministries responsible.

FIGURE 1 – Linear Results Chain – Linking Implementation Monitoring to Results Monitoring



Part I - Results-Based Management (continued)

FIGURE 2 – Achieving Results through Partnerships



This process supports the Integrated Public Management Framework (see Figure 3) which links the elements of the public management cycle—policy, planning, budgeting, implementation and results—into one integrated system and institutions to provide performance information to decision makers.

The NPF has adopted the approach that links broad national goals with the key government strategies designed to monitor and measure government's performance against stated, expected results over the medium-term 2011-2014.

In order to ensure the success of this Framework and allow it to have the impact intended, there are inter-related issues that must also be addressed. These issues include the role of other stakeholders comprising the Centre of Government and the creation of an enabling environment for RBM.

Part I - Results-Based Management (continued)

FIGURE 3 - Integrated Public Management Framework

Centre of Government and its Responsibilities

In the public sector there are core Government organisations which are responsible for policy formulation, budgeting, legislation, organisational management and guiding leadership to the public sector, referred to as the Centre of Government. The organisations that comprise the Centre of Government are the Office of the Prime Minister, the Ministry of Public Administration, the Ministry of Finance and the Economy, the Office of the Attorney General and the Ministry of Planning and Sustainable Development. Each of these Ministries has a specific role to play in enabling the successful implementation of the NPF and moving the public sector towards a high performing results-oriented entity. Their specific roles and how they fit into the larger national objectives are outlined below.

Ministry of Planning and Sustainable Development

One of the main Ministries that will drive the process forward is the Ministry of Planning and Sustainable Development. Its responsibilities include the following:

- Overall responsibility for reporting on 'progress' against the national goals outlined in the policy documents
- Lead in development of a National Performance Framework as a follow up of the MTPF monitoring and reporting on progress
- Serve as the Government 'policy centre' for M&E, developing guidelines for performance measurement, monitoring and reporting, as well as government Evaluation Policy and Standards
- Exercise an oversight role over M&E across Ministries
- Lead research on target-setting for national goals
- Work with other 'partners' in M&E to build capacity in policy, project development and monitoring and evaluation
- Lead strategic or policy-level development
- Work with the private sector and civil society to promote feedback mechanisms as input to M&E systems and practices

Part I - Results-Based Management (continued)

The Ministry of Planning and Sustainable Development is also responsible for rigorous data development through the Central Statistical Office (CSO). Their responsibilities include:

- Expertise on data capture and development
- National survey capability
- Central data storage
- Focal point for national data development strategy
- Assisting Ministries with data development strategies

Office of the Prime Minister

The Office of the Prime Minister will be the overall 'champion' in the drive towards results-based M&E in the public sector and will provide the leadership for M&E institutionalisation across the public sector. This will ensure that the momentum is maintained throughout and that there is a greater sense of accountability among Ministries.

Ministry of Public Administration

The Ministry of Public Administration will work with other stakeholders to build M&E understanding through formal training (workshops, training, etc.) and informal development opportunities. Additionally, organisational guidance on effective systems and structures to achieve results will be a critical core focus. Strengthening of Ministries will be a critical success factor in the RBM system. These stakeholders include, as appropriate: the Ministry of Planning and Sustainable Development, Public Service Academy and other training providers. The Ministry of Public Administration will also provide assistance to individual Ministries in establishing their M&E Units. Ministries need to be equipped with the skills to carry out all the components of the integrated public management cycle; policy, budgeting, project formulation and implementation and monitoring and evaluation.

Ministry of Finance and the Economy

As the centre for financial management within the public sector the Ministry of Finance and the Economy (MOFE) identifies and allocates funds based on strategic priorities. The efficient utilisation of resources specifically for the purchase of goods and services is currently based on an expenditure framework. As a partner in development, the MOFE must also ensure that there is alignment of resources to achieve the greatest impact of the development agenda.

See chart: The Interrelationships Across Government Ministries Towards the Achievement of RBM

Part I - Results-Based Management (continued)

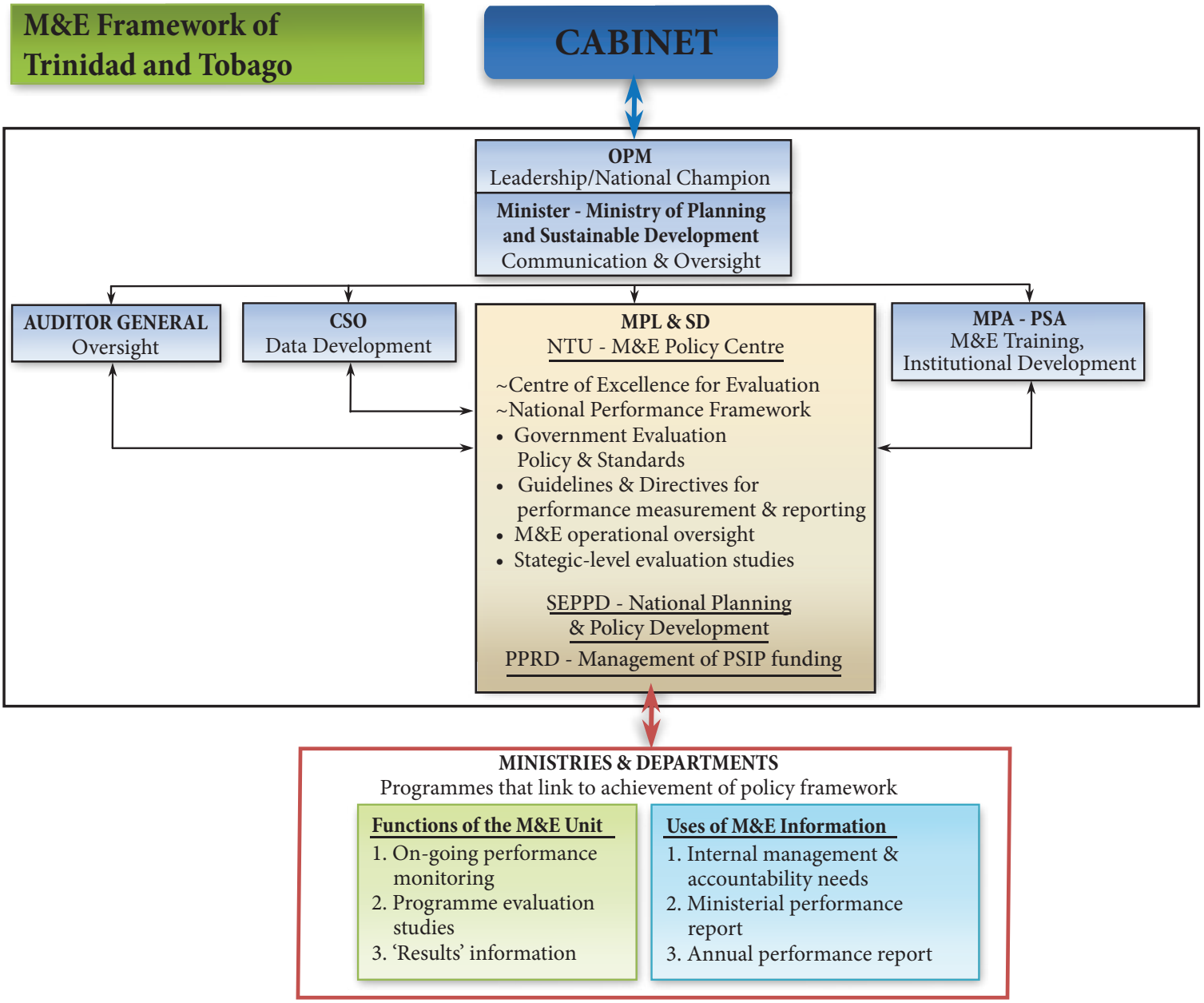
Building a Monitoring and Evaluation Culture

As we move towards a more results based approach it is critical to inculcate a culture of M&E in the entire public sector, in which ministry performance, sector performance and ultimately national performance can be measured. While the Ministry of Planning and Sustainable Development remains the centre for development effectiveness, Ministries and Agencies all have important roles to play in ensuring that RBM is established in Trinidad and Tobago. Ministries have been mandated to establish M&E Units that will serve as the link to MPL&SD and across clusters so as to facilitate the following:

- Internal Monitoring and Evaluation Systems
- Timely and regular reporting on results
- Lead in developing performance frameworks to support the sectoral and ministerial development agenda

Part I - Results-Based Management (continued)

The Interrelationship Across Government Ministries Towards the Achievement of RBM



Part II
Achieving The Strategic Priorities

Priority 1
Crime and Law & Order

Crime and Law & Order continues to be one of the most critical areas that needs to be addressed as we develop our country. Economic growth and meaningful democracy will not be possible unless crime is brought under control and all citizens can feel safe and secure. Over the medium-term, Government will therefore utilise a multi-dimensional approach to crime containment and reduction, in order to achieve the objectives of: more effective law enforcement and policing; social interventions aimed at discouraging a lifestyle of crime and violence; reform of the justice system and rehabilitation of offenders.

Key Result Area	
A Safe and Secure Society	
Outcomes	**Outputs**
• More Effective Law Enforcement	• Improved Organisational Systems, Structures and Processes • Improved Physical Infrastructure • Trained Professionals
• Reduction in Crime Against Property and Person	• Social Programmes to Prevent Crime • Public Education
• Efficient and Effective Judicial System	• Reduction in Backlog of Cases • Access to Legal Counsel • Rehabilitation of Prisoners and Reintegration of Ex-Offenders into Society

KEY RESULT AREA: A Safe and Secure Society

The safety and security of our society is of paramount importance to Government. All citizens have the right to live free of fear not only for their own safety, but that of their families, their neighbours and their community. A safe and secure nation will be characterised by more effective law enforcement, improved organisational systems, structures and processes as well as the necessary infrastructure to ensure that the state can protect its citizens, institutions and environment from harm and danger. Achieving a safe and secure nation will be realised as Trinidad and Tobago is transformed into a country where all persons will be safe to live, work, visit and do business.

Cluster Ministries

1. Ministry of National Security
2. Ministry of Justice
3. Ministry of the Attorney General
4. Ministry of the People & Social Development
5. Ministry of Legal Affairs
6. Ministry of Food Production
7. Ministry of Public Administration
8. Ministry of Local Government
9. Ministry of Works and Infrastructure
10. Ministry of Finance and the Economy

OUTCOME 1: *More Effective Law Enforcement*

Crime and criminal activity continue to pose a challenge for law enforcement agencies. Effective law enforcement and policing will be achieved first and foremost through the

strengthening of law enforcement agencies in the areas of police intelligence, crime detection, police presence and surveillance. Providing the necessary infrastructure (including ICTs) and training to law enforcement officials will ensure that they are equipped with the tools and resources to function effectively.

OUTPUT 1.1: *Improved Organisational Systems, Structures and Processes*

In order to improve efficiency and effectiveness of law enforcement agencies, emphasis will be placed on improving the organisational systems, structures and processes of such agencies. These improvements will include the use of modern technology in an attempt to improve crime prevention and detection, by setting up a real-time centralised system for tracking crime. At the same time, it is expected that the automation of all national security divisions and agencies will lead to greater connectivity and communication among law enforcement agencies.

KEY PROJECTS

- Complete Automation of all National Security Division and Agencies
- Establishment of a National Security Operations Centre
- Transformation of the Police Service
- Establishment of a Central Booking System
- eGIS Platform

OUTPUT 1.2: *Improved Physical Infrastructure*

A critical component of delivering effective law enforcement is the physical infrastructure within which our Protective Services operate. Modernised physical infrastructure as well as corresponding changes in the operating environment of law enforcement agencies will boost morale and improve productivity. Strengthening the national security infrastructure will be undertaken to ensure that law enforcement agencies can respond effectively to any issue related to law and order.

KEY PROJECTS

- Equipping of National Security Divisions/Agencies with equipment and infrastructure
- CCTV Projects

OUTPUT 1.3: *Trained Professionals*

The human resource capacity and capability within law enforcement agencies are vital for the effectiveness of these agencies. The development of professional competencies in various agencies will be delivered through increased training and development opportunities, not only as it relates to law enforcement, but in other areas as organisational needs are determined. The establishment of a National Security Training Academy will ensure that law enforcement

officers perform at their optimal level. Additionally, the establishment of training programmes and merit systems will ensure that officers are motivated to perform.

KEY PROJECTS

- Citizen Centred Policing
- Institutional Strengthening of the Ministry of National Security

OUTCOME 2: *Reduction in Crime against Property and Person*

In order to achieve a safe and secure society, there must be a systematic reduction in crime against property and person. Various initiatives will be introduced to deliver a new system for policing, aimed at building partnerships with communities and providing a high level of customer service and trust. Given the link between poverty and crime, targeted social programmes will be developed to engage young persons to ensure that they do not enter into a life of crime and delinquency. Additionally, public education campaigns can ensure that persons develop a respect for life as well as personal property.

OUTPUT 2.1: *Social Programmes to Prevent Crime*

Social interventions will be designed and implemented to support individuals, families and communities by providing them with the necessary tools and resources to prevent crime and disorder. Such programmes are aimed at different age groups to encompass educational opportunities, providing opportunities for drop-outs to become productive members of society, special programmes for women, and skills programmes for the unskilled in order to gain meaningful employment. Such social interventions are therefore likely to discourage crime, violence and delinquent behaviour.

KEY PROJECTS

- Citizen Security Programme
- Support of Mediation Services
- National Youth Mentorship Programme
- e-Crime

OUTPUT 2.2: *Public Education*

Improving the flow of information to the public is an important part of building trust and confidence in our law enforcement agencies. In this context, an appropriate communications strategy will ensure that there is increased information to the public. As with any national issue, within crime and law & order, citizens must accept that there is a degree of personal responsibility. Public education in general can assist the public in becoming more alert to their surroundings. Moreover, a public education campaign can result in a reliable information channel between the police and the public in the battle to reduce crime in the society. It is also

anticipated that through public education, community involvement would be encouraged and a sense of national pride would be inculcated.

KEY PROJECTS

- Engaging the Municipal Police Units Project
- Ceasefire Programme

OUTCOME 3: *Efficient and Effective Judicial System*

Modernising the Judiciary to expedite the delivery of justice is necessary in order to ensure that all matters from the point of arrest to determination are addressed efficiently and effectively. An improved justice system will ensure fair and equal justice for all citizens. An efficient and effective judicial system is characterised by an efficient case flow management system; access to legal counsel; as well as the rehabilitation and re-integration of ex-offenders into society. Improvements in both the criminal and civil justice system will not only enhance social stability, but will also demonstrate the commitment to protecting the rights of both victims as well as offenders.

OUTPUT 3.1: *Reduction in Backlog of Cases*

One of the main characteristics of an efficient and effective Judiciary is expediency at which the backlog of cases is dealt with in the judicial system. As such, efforts will be focused on reducing delays in the determination of all court matters, particularly through the revision of Laws/Acts as well as redesigning the case management system. The establishment of additional courts to address issues such as family matters will also assist in reducing the burden on the mainstream judicial system. Another critical initiative to reduce the backlog of cases will be the expansion and upgrade of video-conferencing to allow for preliminary court hearings at the Remand Yard.

KEY PROJECTS

- Revision of Acts/Laws including laws to:
  - Permit the videotaping of statements by accused persons, so decreasing the opportunity for challenges to the voluntariness of statements which challenges leads to trial delays
  - Revise the Jury Act to widen the jury pool and remove procedural constraints that lead to aborted trials
  - Permit the identification of suspects by the viewing of a photo array thereby reducing the opportunity for challenges to the fairness of line-ups, which lead to trial delays
- Redesign Criminal Case Management System
- Establish a Family Court in San Fernando
- Coroner's Court Project to expedite Coroner's inquests from all Magistrate's District

Part II - Achieving the Strategic Priorities (continued)

- Expansion and Upgrading of Video-Conferencing Remand Hearings Programme
- Creation of a Digital Legislative Library to provide Internet access to all the Laws of Trinidad and Tobago

OUTPUT 3.2: *Access to Legal Counsel*

The ability to access legal advice and representation must be seen as a vital part of citizens' rights to justice. Capacity constraints related to legal aid representatives in particular can also contribute to the backlog of cases. In this context, one of the main initiatives to address this issue will be the establishment of a Duty Counsel Scheme under the Legal Aid and Advisory Authority to allow persons 24 - hour access to an Attorney-at-Law for serious criminal matters. Additionally, the expansion of Legal Aid offices in various locations throughout Trinidad and Tobago will also contribute to improved access to legal counsel.

KEY PROJECTS

- Establishment of a Duty Counsel Scheme
- Expansion of Legal Aid Offices

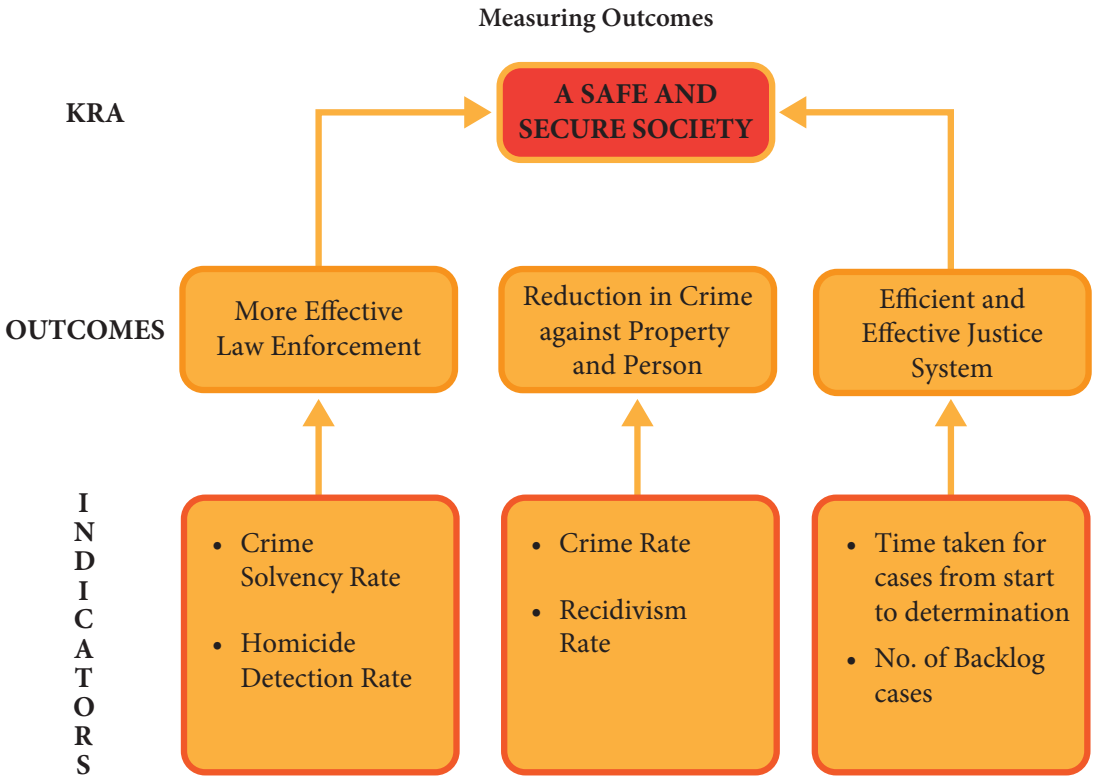
OUTPUT 3.3: *Rehabilitation of Prisoners and Reintegration of Ex-offenders into Society*

The reform of the penal system forms a vital component of Government's strategy to achieve a safe and secure nation. The overhaul of the penal system will ensure that prisoners are provided with the opportunities to turn around their lives and become productive members of society. Emphasis will therefore be placed on rehabilitation of prisoners and reintegration of ex-offenders and also on reparation and retribution for victims of crime and injustice.

KEY PROJECTS

- Prisoner Support Programme
- Instituting Restorative Justice and Associated Rehabilitation

Part II - Achieving the Strategic Priorities (continued)



Part II - Achieving the Strategic Priorities (continued)

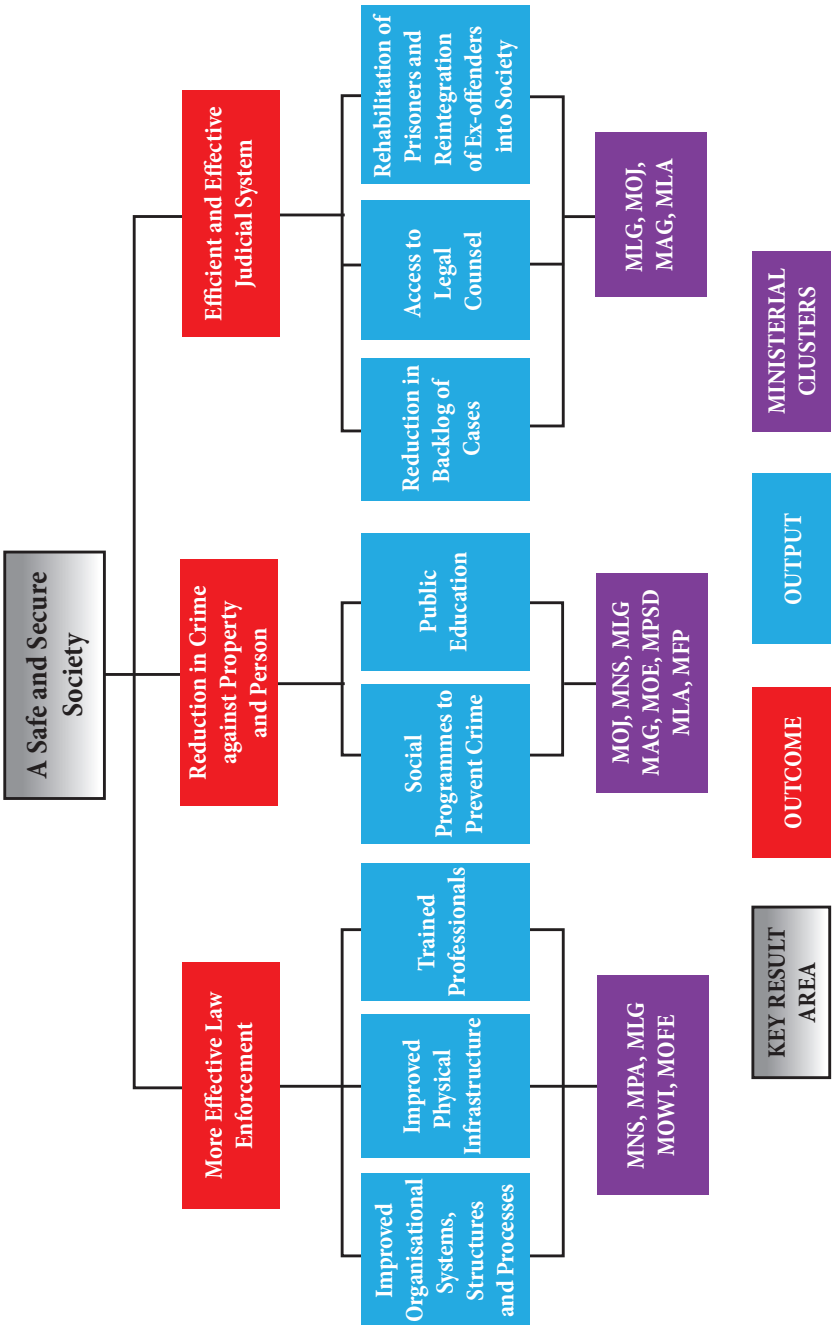
Crime and Law & Order - Indicators

INDICATOR	BASELINE 2010	TARGET 2015
Crime Rate	1597.8 per 100,000	Reduce by 25% by 2014
Recidivism Rate	53.4%	Reduce by 10% per annum
Crime Solvency Rate	16.8%	Increase to 25% by 2014
Homicide Detection Rate	24.8%	Increase to 25% by 2014
Time taken for Cases from Start to Determination	7 yrs	Reduce Time Taken for Cases by 60% (approx. 4yrs)
No. of Backlog Cases	Statistics not available	To be determined based on current statistical data

INDICATOR	DEFINITION
Crime Rate	The ratio of crimes in an area to the population of that area; expressed per 1000 persons per year
Recidivism Rate	A measurement of the rate at which offenders commit other crimes, either by arrest or conviction baselines, after being released from incarceration
Crime Solvency Rate	Number of crimes solved in relation to the number reported
Homicide Detection Rate	Number of homicides detected as a percentage of the number of reported cases
Time taken for Cases from Start to Determination	Length of time for case determination
No. of Backlog Cases	All matters that have not been determined by a judicial officer (judge, magistrate, etc), for a given period are considered as backlog. Backlog is usually expressed as a cumulative number as at a given date

Part II - Achieving the Strategic Priorities (continued)

Results Chain: Crime and Law & Order



Priority 2:
Agriculture And Food Security

As a potentially viable economic sector, the focus is to develop the agriculture sector through modernised international competitive systems and processes, to attract local and international investment. The aim is to ensure that local food is supplied in sufficient quantities with a nutritional value to meet national dietary standards for both local consumption and export.

Assumptions:

- Funding is available
- The non-occurrence of natural disasters (e.g. hurricanes and flooding)
- There is global demand for export products

The primary focus is to:

- Increase the production of food locally
- Reduce the food import bill
- Further reduce inflation, primarily driven by food prices
- Create sustainable, long - term, productive employment
- Contribute to the diversification of the economy
- Build a culture of producing and consuming local food as our first choice
- Create high-value added manufacturing of local foods

Achieving Food Security therefore incorporates cluster Ministries to focus on physical, social and economic access to food that meets people's dietary needs and food preferences. The development of the sector is linked to health, sustainable economic development, the environment and trade.

Part II - Achieving the Strategic Priorities (continued)

KEY RESULT AREA
A Food-Secure Nation

OUTCOME	OUTPUTS
• Adequate and Affordable Food	• Increased Crop Production for Local Consumption and Export • Modern Physical Infrastructure (Access Roads and Water Management) • Crop and Livestock Safety and Security • Growth and Expansion of Quality Livestock and Small Ruminant Sub-Sectors • High Quality, Disease Free Crop and Livestock Varieties • Growth and Expansion of Fisheries Sub-Sector • New Agricultural Lands • Modern Agricultural Retail Markets • Consumption of Local Food
• Agriculture will be a Viable Sector of the Economy	• Revitalisation of High-Value Agricultural Industries • Research and Development (R&D) in Agriculture • Employment in Agriculture • Value Chain Management and Marketing

Part II - Achieving the Strategic Priorities (continued)

KEY RESULT AREA: A Food-Secure Nation

To achieve sustainable development and become a Food-Secure Nation by 2015, traditional methods and systems for agriculture must be reviewed, and new modernised practices that would result in higher crop yield and higher nutritional value are the priority. As a viable economic sector, agriculture must produce sustainable livelihoods and competitive employment for producers; economic viability for investors domestically, regionally and internationally; and a mixture of traditional and technology driven platforms, supported through functional linkages between Research and Development (R&D) and the sector to strengthen knowledge applications.

The sector must therefore, be characterised by an expansion in commercial capacity to achieve economies of scale and export competitiveness, higher foreign exchange earnings, and an expansion of food reserves.

Cluster Ministries

1. Ministry of Food Production
2. Ministry of Trade, Industry and Investment
3. Ministry of Works and Infrastructure
4. Ministry of Public Utilities
5. Ministry of National Security
6. Ministry of Justice
7. Ministry of Science and Technology
8. Ministry of Planning and Sustainable Development
9. Ministry of Education
10. Ministry of Housing, Land and Marine Affairs
11. Ministry of Community Development
12. Ministry of Legal Affairs
13. Ministry of the Attorney General
14. Ministry of Local Government
15. Ministry of Tobago Development
16. Ministry of Labour, and Small and MicroEnterprise Development
17. Ministry of the Environment and Water Resources
18. Ministry of Tertiary Education & Skills Training

OUTCOME 1: *Adequate and Affordable Food*

To meet the growing demand for food, there will be an increase in the quantity, quality and reliability of food produced locally. Local markets will be supplied with sufficient, nutritious and reasonably priced food through the growth and expansion of crop, livestock and fisheries sectors; making food available to persons of all income brackets to meet daily dietary needs.

In addition, an increase in crop cultivation, supported by R&D will provide high quality seeds that are free from disease, and will be supplied to farmers. The cost of production will be managed to ensure that the cost is not transferred to the consumer. Therefore, in order to achieve sustainable development in agriculture, farmers and fisherfolk will be provided with new agricultural lands; modern physical infrastructure; safety and security; and modern retail markets to operate efficiently within the sector.

Additionally, with an increase in agricultural production, and the generation of surplus food, there will be an increase in the contribution of economic wealth to the nation's GDP through agricultural export.

OUTPUT 1.1: *Increased Crop Production for Local Consumption and Export*

There will be an increase in the domestic supply of food (seasonal and non-seasonal) through increased commodity production in six (6) food groupings (Table 1 refers); encouraging existing farmers to expand their existing operations; and using state of the art food production technologies to generate food, encourage investment and increase exports.

KEY PROJECTS

- Commercial Large Farms Programme
- Development of Small Farms
- Relocation of Seed Production Unit to El Carmen

OUTPUT 1.2: *Modern Physical Infrastructure (Access Roads and Water Management)*

Over the medium-term, through the construction and rehabilitation of 200 km of access roads per annum, farmers will be able to better access their farms and transport goods to the marketplace within time to minimise spoilage, and meet the demands of consumers. To encourage the increase of on-farm production, there will be the construction of 300 on-farm ponds; the establishment of drip irrigation systems; improvements to irrigation and drainage infrastructure; and the establishment of Rainwater Harvesting Systems.

Additionally, to encourage the development of the fisheries sub-sector to increase production and meet local and/or international standards, firstly, there will be the development and/or upgrade of key designated sites for landing and handling fish in accordance with local and international sanitary and phytosanitary standards. Secondly, there will be the development and/or upgrade of home ports; and the establishment and implementation of an Operation and Maintenance Programme for all landing sites.

Part II - Achieving the Strategic Priorities (continued)

Table 2: Summary of Production Targets Identified for Priority Commodities

		Production in Tonnes		
Commodity Food Group	**Commodity**	**Current Production (Tonnes)**	**2012-2013**	**2013-2014**
Staples	Rice	2,273	3,000	5,000
	Sweet Potato	3,150	8,727	10,909
	Cassava	5,454	11,817	15,453
	Breadfruit[2]	10	11	12
Vegetables	Tomatoes	2,150	2,444	2,774
	Hot Peppers	710	1,100	1,500
	Cucumber	1,320	1,400	1,500
	Pumpkin	1,790	1,840	1,890
	Melongene	540	550	565
	Ochro	940	960	980
	Dasheen Bush	340	360	380
	Onion	-	500	1500
Fruits	Banana (Sucrier)	≤ 5	230	300
	Citrus[3]	1,537	1,614	1,695
	Mangoes[4]	50	50	53
	Pineapple	462	700	700
	Pawpaw	1,716	3,432	3,432
Aquaculture	Tilapia	22	90	180
Livestock	Sheep & Goat[5]	355	360	375
	Dairy Goat	20[6]	40	60
	Dairy Cattle[7]	4,300	4,750	5,200
Pulses	Pigeon Peas	130	140	150
	Bodi	970	1,010	1,050

Source: "The National Food Action Plan 2012-2015," Ministry of Food Production

(Footnotes)

[2] Backyard gardening.

[3] Tree Crops-Significant Impact will be from 2015

[4] Ibid

[5] Livestock-Significant Impact will be from 2016

[6] Value estimated

[7] Ibid[5]

KEY PROJECTS

- Agricultural Access Roads Programme
- Irrigation and Water Management Flood Control Programme
- Accelerated Pond Construction Programme
- Food Basket Road Programme

OUTPUT 1.3: ***Crop and Livestock Safety and Security***

A reality for farmers and fisherfolk is the presence of praedial larceny, piracy, natural and man-made disasters, and animal related threats to the farmers and their stock. A comprehensive strategy to protect crops and livestock from these risks, include barriers across agricultural access roads; improved on-farm and on-sea security surveillance and patrols; and the enforcement and identification of farmers, producers and wholesalers to minimise the sale of stolen produce.

KEY PROJECTS

- Revised Agricultural Incentive Programme (On-Farm Security)
- Establishment of Agriculture Ranger Squad (ARS)

OUTPUT 1.4: ***Growth and Expansion of Quality Livestock and Small Ruminant Sub-Sectors***

To meet the dietary needs of consumers, and increase the production of protein products such as poultry, small ruminants, cattle and pork, priority will be given to ensure the production of sufficient quantities of meat and dairy products. Over the period, local production of sheep and goat meat will increase to 680 tonnes through the establishment of commercial units, and acquisition and dissemination of genetic material to the farming community. The local production of rabbit meat will increase with the establishment of thirty 200-doe and fifteen 500-doe commercial units.

In addition, the focus will be on the production of milk from dairy goats and cattle, through the supply of breeding stocks, training, reproductive bio-technologies and entrepreneurial activity. These activities will generate significant increases in milk for consumption, thereby increasing production by 100% by 2015.

KEY PROJECTS

- Enhancement of Veterinary Diagnostic Laboratory
- Livestock Improvement Programme
- Revised Agricultural Incentive Programme (AIP)
- Enhancement of Artificial Breeding Service Capabilities
- Sugarcane Feeds Centre
- Establishment of a Small Ruminant Commercial Production Enterprise at Mon Jaloux
- Development of Small Ruminant Sector

Part II - Achieving the Strategic Priorities (continued)

OUTPUT 1.5: *High Quality, Disease Free Crop and Livestock Varieties*

Consumers will be provided with high quality crops and livestock produced locally or imported that is safe, healthy and free from disease for human consumption during production, handling, storage, processing and distribution. The safety of crops and livestock will be achieved through the provision of services to farmers in soil, plant and feed testing; pest and disease alerts; and control infestation of invasive plants on agricultural crops.

KEY PROJECTS

- Establish database for classification of pests
- Expansion of Sanitary, Phytosanitary and Food Safety Capabilities of T&T
- Integrated Pest Management Programme for Improved Crop Production Control and infestation of invasive plants on agricultural crops
- Enhancement of Veterinary Diagnostic Laboratory
- Establishment of Mandatory Citrus Quality Programme
- St. Augustine Nurseries- Development and Provision of Facilities

OUTPUT 1.6: *Growth and Expansion of Fisheries Sub-Sector*

Growth in the domestic seafood industry will be attained through stock replenishment, stock regulation and aquaculture farming to increase the supply of fish and fish products for local, regional and international markets. The sub-sector will be expanded in the creation of value-added fishery products, and the establishment of fish processing businesses through the increased production of fish from the aquaculture programme from 90 tonnes to 457 tonnes over the period (2011-2015).

In addition, the fisheries sub-sector would be further developed through aquaculture by the establishment of a national processing, cold storage facility; development of a skills bank to provide labour skills and experience in aquaculture; the conduct of market trials; and development of a model farm for promotion and testing of production systems and research for key components of the sector to name a few.

KEY PROJECTS

- Upgrade/Construction of Fishing Landing Facilities
- Development of Fisheries Management Information System
- Community-Base Aquaculture Programme
- T&T Marine Fisheries Research Project and Stock Assessment
- Fisheries Development Programme
- Research on Inshore/Coastal Fisheries
- Update of Fisheries Management Legislation

OUTPUT 1.7: *New Agricultural Lands*

To facilitate the increase in domestic food supply, new lands for agriculture will be identified and distributed for both small family farm production and large scale commercial agricultural pursuits through the implementation of the National Land Use Policy, and the establishment of new agricultural settlements. The Land Distribution Programme will continue in the distribution of lands for livestock production, rice production and mixed food crop production. In addition, investments will also be encouraged for the development, management and operation of commercial farms ranging between 50-300 acres through lease lands committed to agricultural production.

KEY PROJECTS

- Establishment of Agricultural Settlements
- Agricultural Land Information System and Inventory of Lands
- Land Adjudication and Registration Project
- National Land Use Policy
- Land Distribution Programme
- Development of Land Management Information System
- Survey and sub-division of state lands for distribution to farmers

OUTPUT 1.8: *Modern Agricultural Retail Markets*

All agricultural retail markets will be modernised and be characterised by the following:

- Effective storage facilities
- Improved physical infrastructure (water, waste disposal, restroom facilities etc.)
- Implementation of environmental guidelines and licensing laws
- Implementation of standard days or hours of market operation; and
- Payment of rents and other regulations, which producers have to abide by for the exchange of agricultural goods.

KEY PROJECTS

- Rehabilitate/Extend Southern Wholesale Market- Upgrade to Hazard Analysis and Critical Control Points (HACCP) Standards
- Establishment of Wholesale Market at Macoya
- Establishment of Mobile Farmers' Markets
- Relocation and Upgrade of the Port of Spain Fish Market
- Upgrading of Orange Valley Wholesale Fish Market
- Improvements to Markets and Abattoirs- Port of Spain , Arima, Sangre Grande, Siparia
- Construction of Markets and Abattoirs- Chaguanas, San Juan/Laventille, Tunapuna/Piarco, Couva/Tabaquite/Talparo, and Penal/Debe
- Market Development Programme

OUTPUT 1.9: *Consumption of Local Food*

To reduce the food import bill and increase food security, there will be continued promotion of local commodities for consumption within each household. A promotional campaign will be pursued to bring awareness and encourage consumers to eat healthy local food, and grow food in home gardens as the preferred choice to meet their dietary needs.

KEY PROJECTS

- Key Project Home Gardening Initiative
- "Put T&T On Your Table" Initiative
- School Nutrition Programme
- Buying Local Produce Initiative
- Food Consumption Survey
- Production of Interactive Self-Instructional Training Tools for Home Gardeners

OUTCOME 2: *Agriculture will be a Viable Sector of the Economy*

To achieve the goal of agriculture being a viable sector that is modernised, internationally competitive, of high value, highly productive and export-oriented, it is critical to increase the contribution of agriculture to GDP and value added manufacturing. Therefore, through sustained global competitiveness in input supply, primary production, and agro-based manufacturing, the sector's contribution to GDP will increase to 3% by 2015.

Additionally, there will be a greater emphasis on science, technology and innovation in agriculture, including biotechnology. The application of science and technology, through R&D will generate income levels for producers comparable to other sectors of the economy in livestock and crop industries for product development. This renewed emphasis in R&D will result in value addition for new products; promotion of commodity chains and agribusiness development; and the identification of niche markets.

OUTPUT 2.1: *Revitalisation of High-Value Agricultural Industries*

There are certain commodities that have a natural advantage and great potential for development into a high-value agricultural industry that is driven by demand and supply, resulting in high economic returns. Such commodities include cocoa, honey (apiculture) and buffalypso. Therefore, to revitalise the cocoa industry, there will be a 100% (1,200 tonnes) increase in the national output of cocoa through the continued rehabilitation of 70 acres of cocoa fields at Mora Valley Estate; the establishment of two (2) hectares of a cocoa seed garden; and the establishment of direct links with international chocolatiers.

To revitalise the honey industry, there will be an increase in the production of honey from 44,000 litres (2011) to 200,000 litres over the medium-term. This will be accomplished through the identification of forest land for beekeeping; training for and recruitment of beekeepers

and officers; a revised abatement policy; and standardisation of the end product, surpassing international standards.

In addition, to facilitate the development of the buffalypso meat industry there will be conservation of genetic material through the development of a gene bank, herd registry and herd book; maintenance of the bio-security of the Aripo Livestock buffalo herd; and control/ eradication of Brucellosis.

KEY PROJECTS

- Rehabilitation of Cocoa Industry
- Conservation and Preservation of Buffalypso in T&T
- Revitalisation of Honey Industry
- Reunion- Development and provision of Facilities
- Development and Provision of Facilities at Marper Farm

OUTPUT 2.2: *Research and Development (R&D) in Agriculture*

The sector will be grounded in intensive Research and Development resulting in technological improvements, including the use of biotechnology to ensure agricultural productivity growth. Areas of focus will include, integrated pest management; new yielding, and pest resistant crop varieties; feed trials; and assessment of breeding stocks.

KEY PROJECTS

- Mandatory Citrus Quality Programme
- Research Inshore/Coastal Fisheries
- Comprehensive Crop Biodiversity Conservation Programme
- Crop production trials, market R&D of tech packs for locally grown cassava
- Enhance Artificial Breeding Service Capabilities
- Sanitary, Phytosanitary and Food Safety Programme
- Integrated Pest Management Programme
- Establishment of an R&D Facility for Business Enterprises in T&T
- Improvement to facilities at the Eastern Caribbean Institute of Agriculture and Forestry (ECIAF)

OUTPUT: 2.3: *Employment in Agriculture*

Agriculture will be a labour intensive, technology based sector that encourages commercial farming and growth of micro, small and medium-scale enterprises (MSMEs), to boost economic growth and create employment. The sector will become a competitive labour market with economic returns on par and be competitive with other sectors of the economy, by recruiting fifty (50) graduates annually to specific agri-sector agencies; upgrading and developing skills of persons in the Unemployment Relief Programme (URP); and providing incentives to encourage farmers to continue in the sector.

Part II - Achieving the Strategic Priorities (continued)

KEY PROJECTS

- Youth Apprenticeship Programme in Agriculture (YAPA)
- Agriculture Professional Development Programme (APDP)
- Land Management
- Revised Agricultural Incentive Programme (AIP)
- Agriculture Now Initiative
- Agricultural Labour Programme

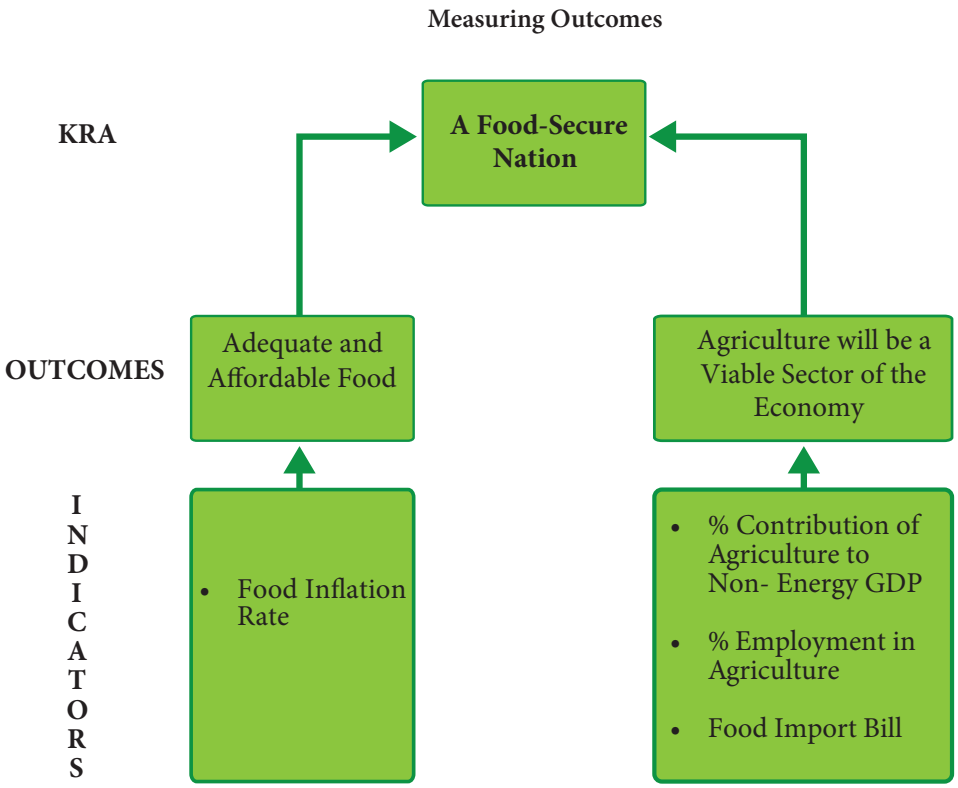
OUTPUT: 2.4: ***Value Chain Management and Marketing***

The agriculture sector will be regionally and internationally competitive in farm-to-market production through the improved quality of the product; product management; product marketing; field marketing, and brand management.

KEY PROJECTS

- Commodity Value Chain Development Project
- Establishment of Packing House Facility for Fresh Produce
- Biosciences, Agriculture and Food Technologies (BAFT) Programme
- National Agri-business Development Programme (NABDP)
- National Agriculture Marketing and Information System (NAMIS)
- Tree Crop Estate Rehabilitation and Modernisation
- Tech-Packs for New Product Development using Locally Grown Crops
- Support to Agri-Business Industry

Part II - Achieving the Strategic Priorities (continued)



Part II - Achieving the Strategic Priorities (continued)

Agriculture and Food Security Indicators

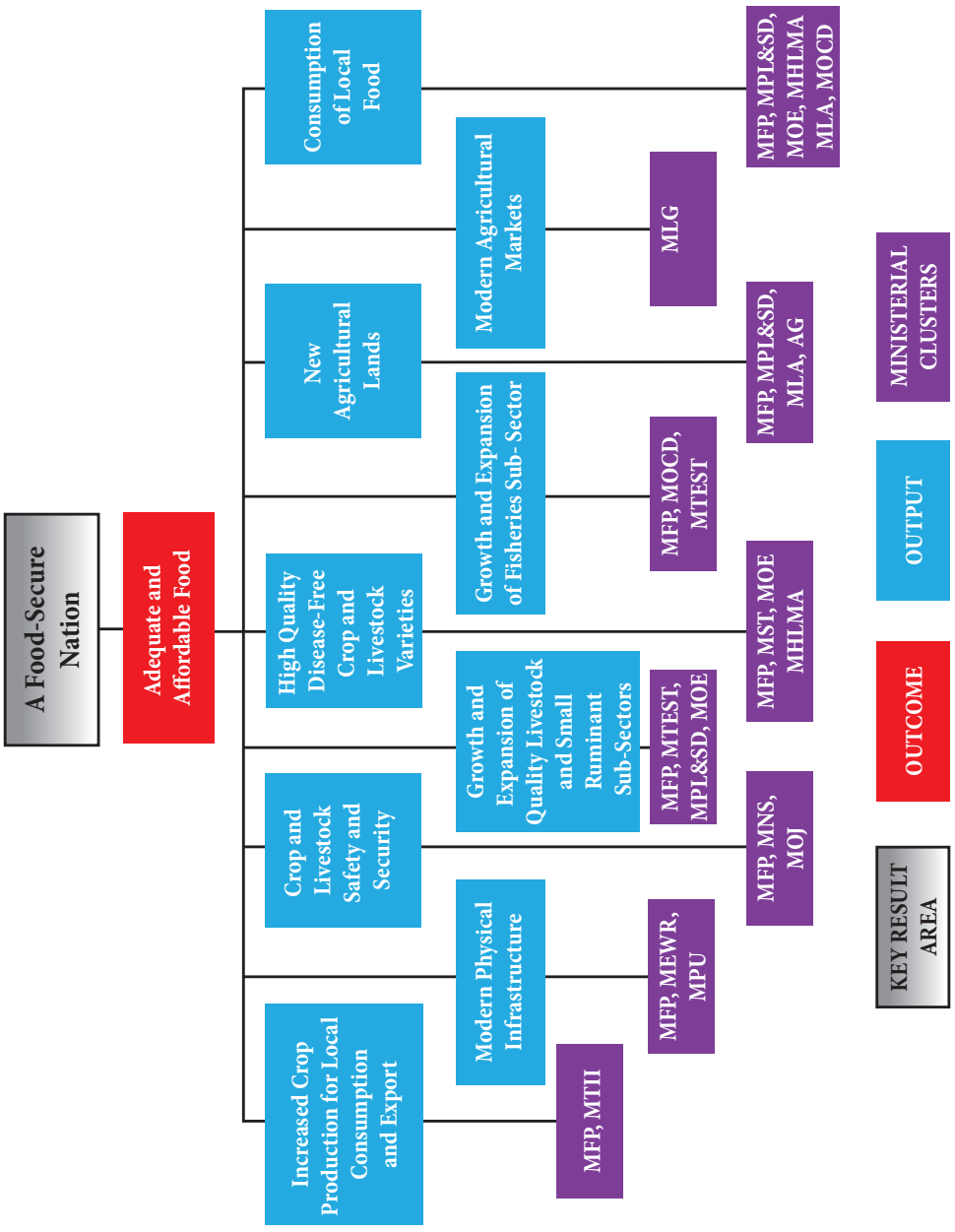
INDICATOR	BASELINE 2010	TARGET 2015
Food Inflation Rate	29.5%[8]	Reduce to 25%
% Contribution of Agriculture to Non-Energy GDP	0.7%[9]	Increase the contribution of the sector to GDP by 3%
% Employment in Agriculture	3.698%[10]	Increase employment in agriculture to 5%
Food Import Bill	$4 billion[11]	Reduce Basic Food Import Bill to $3 billion

INDICATOR	DEFINITION
Food Inflation Rate	Rise or fall in the price level of all agricultural food items
% Contribution of Agriculture to Non-Energy GDP	Amount of revenue agriculture earns as a percentage of the GDP (non-energy)
% Employment in Agriculture	Number of persons employed in the agriculture sector as a percentage of the total labour force
Food Import Bill	Dollar value of the amount of food imported

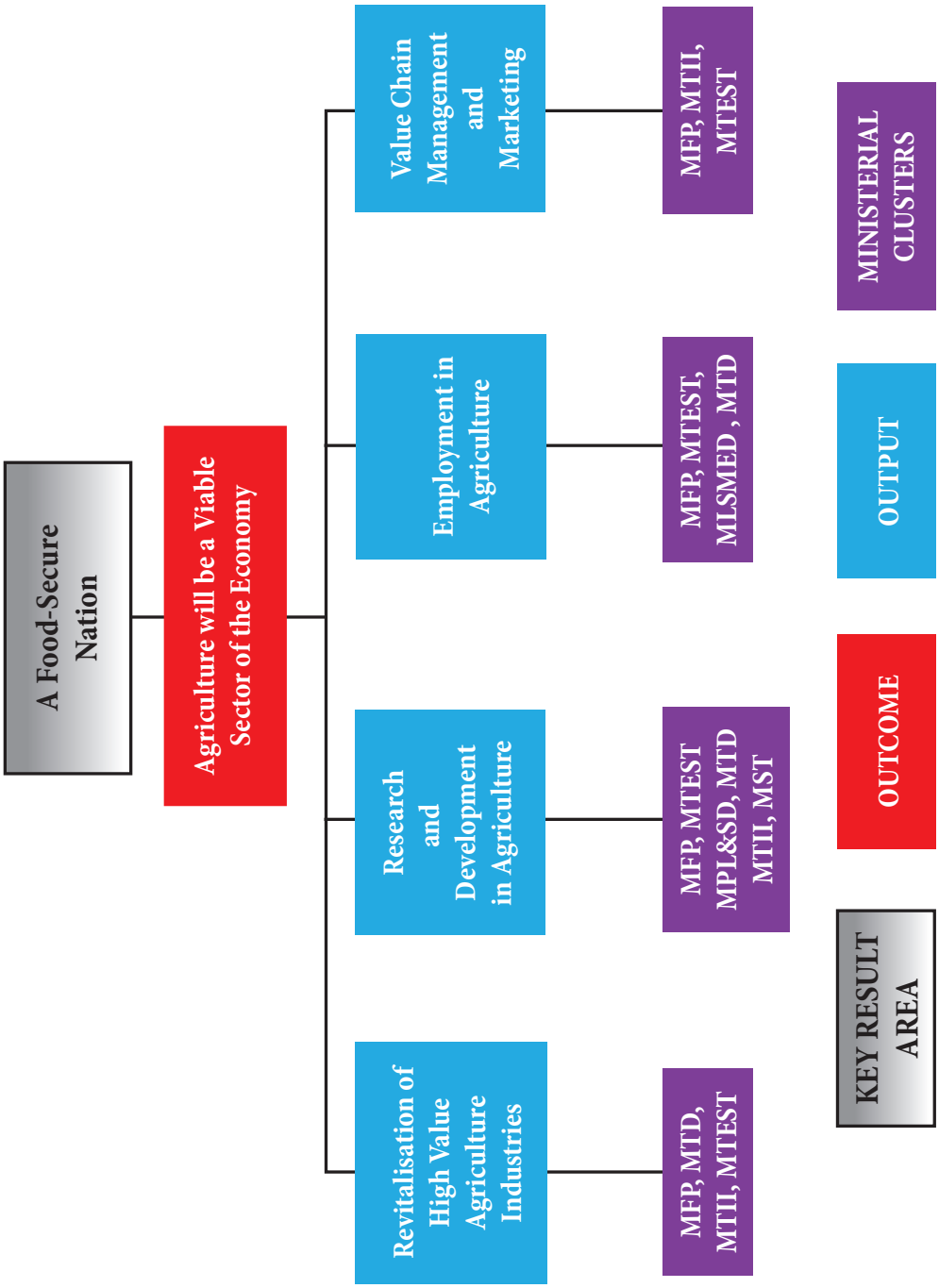
(Footnotes)
[8] Central Bank of Trinidad and Tobago
[9] Ibid[8]
[10] Central Statistical Office
[11] Ibid[10]

Part II - Achieving the Strategic Priorities (continued)

Results Chain: Agriculture and Food Security



Results Chain: Agriculture and Food Security



Priority 3:

Healthcare Services And Hospitals

Good physical, mental and emotional health supported by improved quality Healthcare services and modern institutions that embody a high quality Healthcare system is the focus of development. The continued economic, cultural and social growth of Trinidad and Tobago is dependent on a healthy population. With the emergence of new health threats globally, the strengthening of the national Healthcare system which includes the quality of delivery, physical infrastructure, technology, and access becomes integral in combating any emergent challenges.

An integrated approach to the delivery of Healthcare shall be achieved through the strengthening of policy, legislation and research and development. The Healthcare system shall deliver patient-centred care, a modern physical infrastructure, modern equipment and increased responsiveness to emerging health issues which will encourage public confidence in the level of care and the capability of all health institutions to deliver. A highly skilled and professional human resource will be available at all institutions contributing to an efficient and effective Healthcare system geared towards quality Healthcare services. Access shall be improved through the development of facilities close to communities; the improvement in the transportation system and the increase in health caravans and mobile clinics.

Cluster Ministries

1. Ministry of Health
2. Ministry of Sport
3. Ministry of Finance and the Economy
4. Ministry of Science and Technology
5. Ministry of Tertiary Education & Skills Training
6. Ministry of Public Administration
7. Ministry of National Security
8. Ministry of Local Government
9. Ministry of Gender, Youth and Child Development
10. Ministry of Community Development
11. Office of the Prime Minister
12. Ministry of Education
13. Ministry of the People and Social Development
14. Ministry of Food Production

KEY RESULT AREA	
A Fit and Healthy Nation	
OUTCOMES	**OUTPUTS**
• Greater Participation In Sport and Recreational Activities Towards Healthy Lifestyles	• An Enabling Physical Sporting and Recreational Environment • Increased Involvement in Sporting and Recreational Activities
• Reduced Prevalence of Diseases	• A More Informed Society with respect to Communicable Diseases, Non-Communicable Diseases and Mental Illness
• Healthier Choices in Diet and Nutrition	• Enhanced Awareness and Opportunities on Choosing Healthier Meals

Part II - Achieving the Strategic Priorities (continued)

KEY RESULT AREA	
First Class Healthcare	
OUTCOMES	**OUTPUTS**
• Universal Access to Healthcare Facilities Across Trinidad and Tobago	• Modern State of the Art Healthcare Facilities
• Efficient and Quality Healthcare System	• Optimum Human Resource Capacity • Increased Number of Surgical Procedures Performed • IT Systems Developed and Implemented • Efficient Service Delivery • Improved Health Emergency Preparedness

KEY RESULT AREA: A Fit and Healthy Nation

A fit and healthy nation is one in which the population is ideally free from disease and/or ailments and is of a sound mind to contribute towards national socio-economic development. Good nutrition, diet and exercise are the cornerstones of healthy lifestyles and citizens will be encouraged to embody healthy eating habits and engage in physical activity. Creating awareness of these three elements of healthy living will be the tool to drive transformation into a healthy population.

Additionally, promoting wellness and preventative care will address non-communicable diseases such as heart disease, diabetes, cancers and cerebrovascular disease which have increased to date. The target is to decrease these figures by 20 percent by 2015. The barriers that prevent differently-abled persons' full participation in national development will be removed. Improving the quality of clean drinking water, sanitation and the availability of immunizations and vaccinations to combat communicable diseases have led to increased health security of our nation.

OUTCOME 1: *Greater Participation in Sport and Recreational Activities towards Healthy Lifestyles*

Sporting activities similar to recreational activities cover all forms of physical activity. In addition to the development of athleticism, sport supports physical fitness and mental wellbeing of the average person. Rehabilitation and development of new sporting facilities in rural and urban areas; increased access to recreational spaces and improved safety at all facilities ensures increased availability and usability of sporting environments. The promotion of Trinidad and Tobago as a sporting hub and the developing of sport as an industry will be an added incentive to invest in this sector.

OUTPUT 1.1: *An Enabling Physical Sporting and Recreational Environment*

New and rehabilitated sporting facilities for all disciplines; modern infrastructure; and the availability of equipment will transform Trinidad and Tobago's physical sporting environment. This enabling sporting and recreational environment will encompass the improvement of leisure spaces such as beaches, parks, nature trails, recreational grounds, savannahs as well as indoor and outdoor sporting facilities. All sporting and recreational facilities and spaces will be accessible, safe and secure. The creation of this environment will encourage increased usage and by extension improved health of the citizenry.

KEY PROJECTS

- Upgrading Swimming Pools
- Improvement to Indoor Sporting Arenas
- Construction of Swimming Pools (National Aquatic Centre)
- Construction of the National Tennis Centre
- Upgrading and Rehabilitation of former Caroni Sport Facilities
- Construction of a National Cycle Track
- Upgrading of Recreational Grounds
- Upgrading of Multipurpose Stadia
- Construction of Community Centres
- Refurbishment of Community Centres
- Development of Recreational Facilities
- Construction of three (3) Multipurpose Indoor Sport Facilities
- Upgrading of Community Recreational Grounds

OUTPUT 1.2: *Increased Involvement in Sporting and Recreational Activities*

Increased involvement in sports and recreation will create the balance needed for high academic performance, building character, and developing life skills in children, men and women. Continued promotion of the increased benefits of this lifestyle through sporting caravans, sports camps and community based programmes will encourage the involvement of persons in these activities. Establishment of a health and physical education curriculum in schools; funding sporting and recreational exercises; increasing the number of sporting clubs; creating avenues for the participation of women and girls in sport and promoting sporting caravans will inculcate a culture of participation and community spirit.

KEY PROJECTS

- School and Community Coaching Programme
- National Excellence in Sports for Trinidad and Tobago (NESTT) Programme
- Community and District Sporting Programmes
- Provision of Financial Assistance to National Governing Bodies, Community Sporting Groups and Individuals

- Community and National Programmes for Women and Girls
- Sport Caravans
- National Swimming Programme
- National Sport Festival
- Women and Girls in Sport Festival
- National Governing Bodies Driven Programme
- Life Sport Programme
- Sports Camp

OUTCOME 2: *Reduced Prevalence of Diseases*

A reduction in the prevalence[12] of diseases means that fewer persons will be affected by communicable[13] diseases, non-communicable diseases and mental illness[14]. The choice of a healthy lifestyle which includes managing one's diet and exercise will result in the reduction of the incidence of non-communicable diseases such as heart disease, diabetes, cancer, obesity and stroke. As at 2009, 22.3 percent of persons in Trinidad and Tobago were affected by one or more chronic diseases showing the need to reduce its prevalence.

Expanded vaccination coverage, use of new technology, increased education and awareness will impact the Communicable Disease Mortality Rate of 130 per 100,000 persons which includes diseases such as HIV/AIDS, cholera and chicken pox. The provision of support at the community level; decentralisation of the services being offered at the St. Ann's Hospital; increased public education and awareness; and appropriate treatment and care will be given as guided by international human rights norms and standards to aid and reduce the number of persons suffering from mental illnesses. Fewer complications from these diseases will result in a decrease in pain, suffering, disability, loss of income, disruption in family life and even death.

The aim is to reduce the demand for care at primary, secondary and tertiary level Healthcare institutions through effective management of these diseases. As a result, the proper management of these diseases will lead to a reduction in government spending on healthcare; a reduction in absenteeism; and loss of productive man hours.

OUTPUT 2.1: *A More Informed Society With Respect To Communicable Diseases, Non Communicable Diseases and Mental Illness*

The key to making the right choices is the level and availability and reliability of information. Keeping citizens informed about the choices for healthy living is a priority. Access to information shall be increased through the use of popular and traditional media and

[12]The prevalence of diseases refers to the total number of cases that exists in the population at any given time
[13]Communicable diseases are infectious diseases that are transmitted from an infected person, animal or inanimate object to a person directly or indirectly such as tuberculosis, chicken pox, Hepatitis, HIV/Aids
[14]Disturbances of thoughts, experiences and emotions to a point where it cause functional impairment

community outreach initiatives. Citizens will be kept abreast of the health challenges affecting our development; knowledge on the treatment of diseases; preventative care; and emerging health issues. Awareness and education will increase through school based programmes; campaigns targeting families, the elderly and communities through presentations in community centres and lectures in health facilities; and insect vector control initiatives. All this will be done in an effort to improve the quality of people's health and longevity of lives.

KEY PROJECTS

- Treatment of Adult Cardiac Disease
- Special Programme-Renal Dialysis
- Special Programme-Tissue Transplant
- Waiting List for Surgeries
- Special Programme for HIV/AIDS
- President's Emergency Programme for AIDS Relief (PEPFAR)
- Community Outreach Family Medicine Programme
- Youth Health Programme/Implementation of the National Strategic Plan for HIV/AIDS
- National Chronic Non-Communicable Diseases Risk Factor Screening Plan
- Caribbean Wellness Campaign
- National Healthy Lifestyles Plan
- Tobacco Information and Education Programme
- Behavioural Risk Factor Survey
- Chronic Disease Surveillance System
- School Health Programme
- Dengue Integrated Management Strategy

OUTCOME 3: *Healthier Choices in Diet and Nutrition*

Access to foods that contain the necessary nutrients to maintain, repair, grow and aid reproduction in the body along with increased physical activities is key towards ensuring that we have a fit and healthy nation. Expansion of programmes geared towards growing food at home such as kitchen gardens and grow boxes; encouraging the consumption of local fruits and vegetables that are high in nutritional value; and reducing the cost of healthy foods on the market will broaden the range of options available to citizens. Increasing the availability of healthier meals to the population such as in schools through the School Nutrition Programme or public private collaboration and improving information on diet and nutrition will result in persons living full, long lives without the burden of disease.

OUTPUT: 3.1: *Enhanced Awareness and Opportunities on Choosing Healthier Meals*

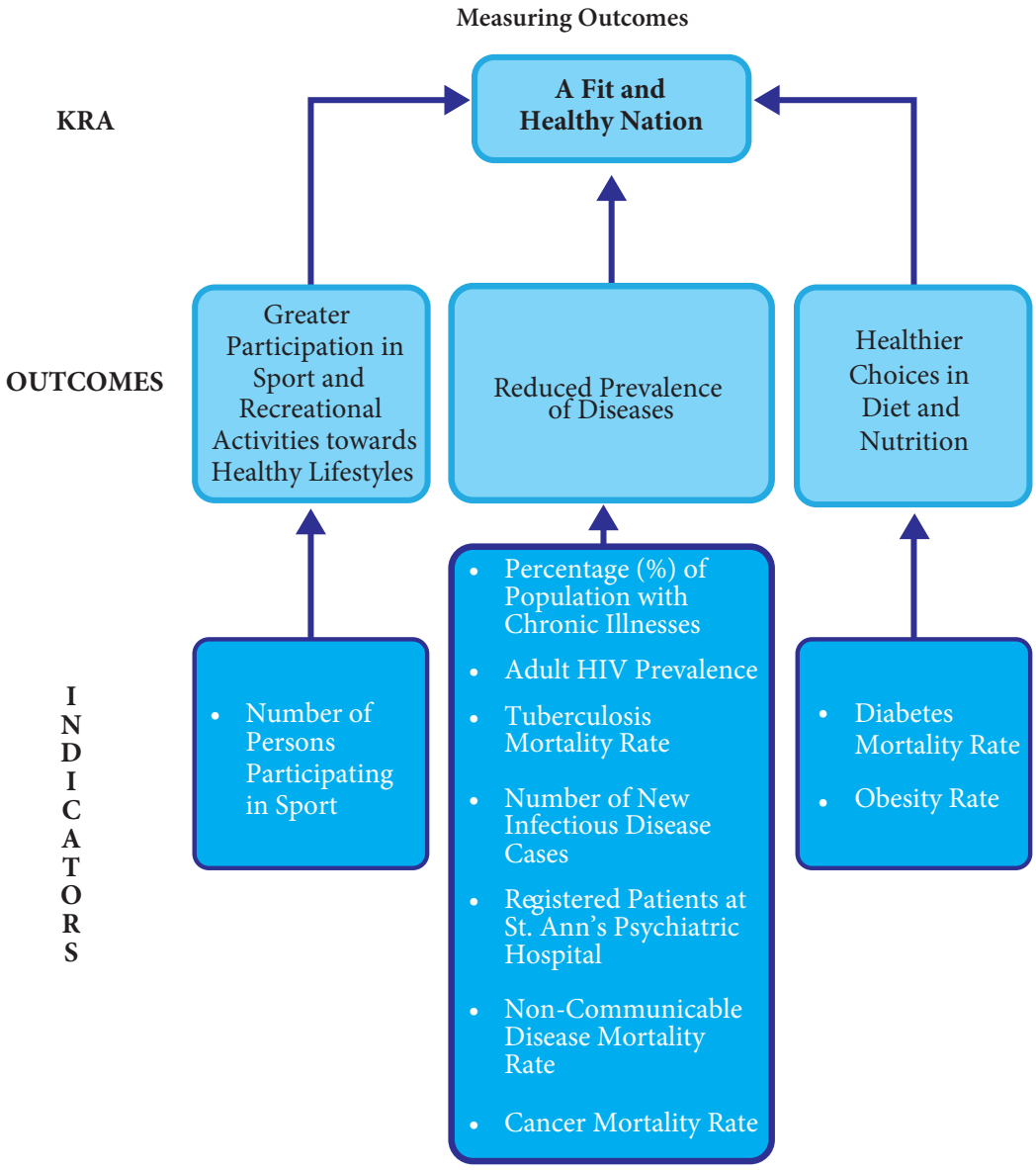
Changing eating habits is primarily dependent on the availability of the right foods in large quantities and at affordable prices. Equipping persons with the knowledge of the impact of unhealthy lifestyles will empower them to engender change in their consumption patterns towards healthier foods. Campaigns focused on changing attitudes towards diet and exercise will be delivered across the country in schools as well as health and community centres.

The State will encourage the development of kitchen gardens through the provision of high quality seedlings, and the provision of training and information services. The reduction in the cost of fruits and vegetables on the market as well as improved access will increase the food choices available and reduce the number of persons affected by chronic diseases. Initiatives to educate and encourage students to eat foods that will provide them with the nutrients necessary to promote learning and development shall continue.

KEY PROJECTS

- School Nutrition Programme
- Put Trinidad and Tobago on your Table Programme
- Home Gardening Project
- Healthy Eating Active Living Campaign
- Sports and Nutrition Programme
- Youth Health Programme/Implementation of the National Strategic Plan for HIV/AIDS

Part II - Achieving the Strategic Priorities (continued)



Part II - Achieving the Strategic Priorities (continued)

INDICATOR	BASELINE	TARGET 2015
% of population with Chronic Illnesses	22.3%[15] (2008-2009)	Reduce the mortality rates from heart disease per 100,000 persons by 20% by 2015 Reduce the mortality rates from cerebrovascular disease per 100,000 persons by 20% by 2015
Cancer Mortality Rate	108.7 per 100,000 persons[16] (2008)	Reduce the mortality rates from cancer per 100,000 persons by 20% by 2015
Tuberculosis Mortality Rate	2.8 per 10,000 persons[17] (2010)	By 2015, reduction of morbidity and mortality rates for tuberculosis diseases by 50%
Non-Communicable Disease Mortality Rate	673 per 100,000 persons[17] (2008)	Reduce mortality rates for non-communicable diseases (heart disease, diabetes, and cancer) per 100,000 persons
Number of new Infectious Disease Cases	1385[18] (2009)	Reduce morbidity and mortality rates from other infectious diseases 50% by 2015
Registered Patients at St. Ann's Psychiatric Hospital	3363 (2008)[19]	By 2015, reduce the admission rates due to serious mental illnesses by 25%
Adult HIV Prevalence	89.69 per 100,000[20] (2010)	By 2015 there would be a reduction in the number of new HIV infections to 0.5% of the adult prevalence rate
Diabetes Mortality Rate per 100,000 persons	108.5 per 100,000 persons[16] (2008)	Reduce the mortality rates from diabetes per 100,000 population by 20% by 2015
Obesity Rate	55%[19] (2012)	10% reduction by 2015
No. of Persons Participating in Sport	Statistical data unavailable	To be determined

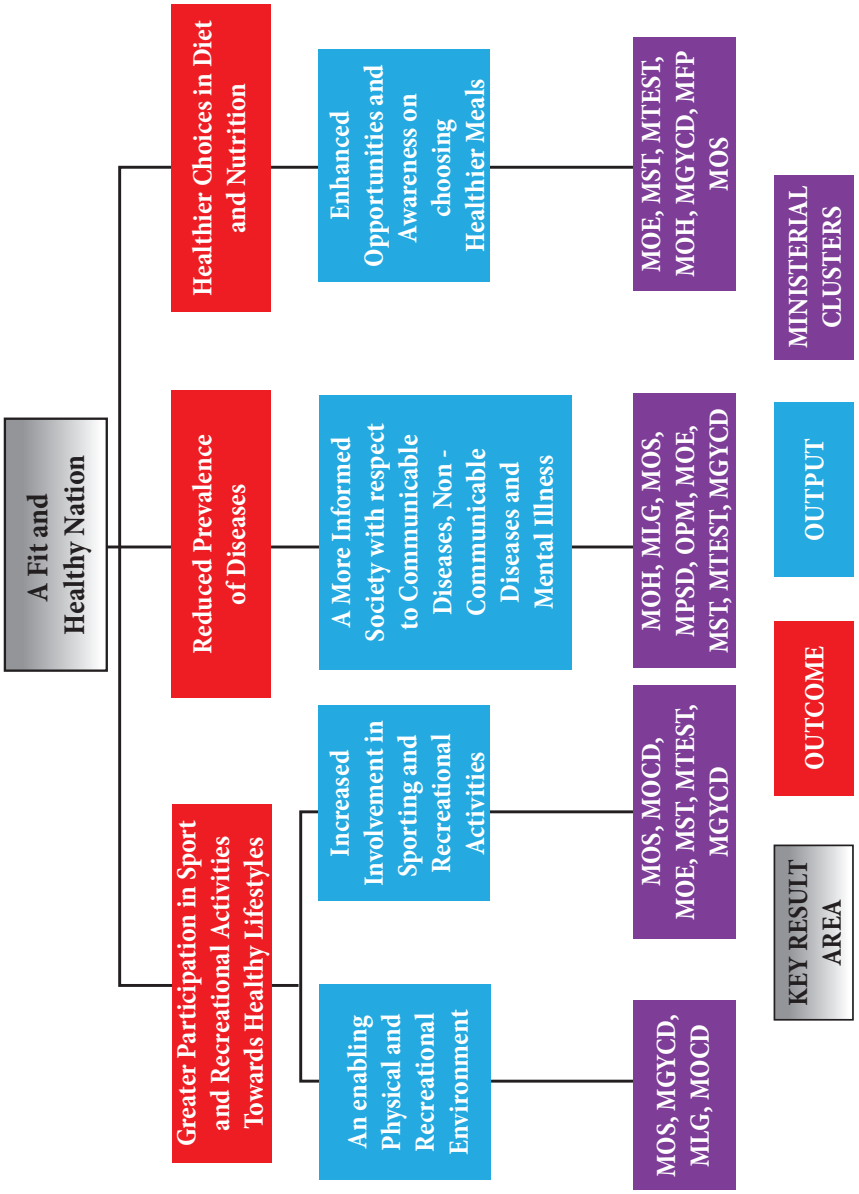
(Footnotes)
[15] Central Statistical Office, Household Budget Survey 2008-2009
[16] Central Statistical Office
[17] World Health Statistics 2012
[18] MOH Situational Analysis 2010 developed by the HRP&P Divisions
[19] Ministry of Health
[20] Ministry of Health

Part II - Achieving the Strategic Priorities (continued)

INDICATOR	DEFINITION
Percentage (%) of Population with Chronic Illnesses	The percentage of persons in the population that are affected by diseases which cannot be prevented by vaccines or cured by medication. Chronic diseases include arthritis, cardiovascular disease such as heart attacks and stroke, cancer, diabetes, epilepsy and seizures, and obesity
Cancer Mortality Rate	This refers to the number of persons per 100,000 persons that die from complications resulting from contracting cancer
Tuberculosis Mortality Rate	This refers to the number of persons per 100,000, who die from complications resulting from contracting the bacteria
Non-Communicable Disease Mortality Rate	The number of persons per 100,000, that die due to complications associated with being infected by a communicable disease. These diseases include cancer, diabetes, heart diseases and hypertension
Number of new Infectious Disease Cases	Number of additional persons annually who contract an infectious disease such as Avian influenza, acute conjunctivitis, cholera, dengue fever, hand, foot and mouth disease, hepatitis B, HIV, influenza, malaria, Severe Acute Respiratory Syndrome (SARS), tuberculosis and typhoid fever
Registered Patients at St. Ann's Psychiatric Hospital	Number of persons that have been registered as patients at the St. Ann's Psychiatric Hospital annually (this figure also includes outpatients of the hospital)
Adult HIV Prevalence	Adult HIV prevalence refers to the percentage of persons (aged 15-49) living with HIV/AIDS. The adult prevalence rate is calculated by dividing the estimated number of adults living with HIV/AIDS at year end by the total adult population at year end
Diabetes Mortality rate per 100,000 persons	This refers to the number of persons per 100,000, who died from complications associated with diabetes
Obesity Rate	This refers to the percentage of persons in the population with a Body Mass Index (BMI) of 30 or higher
Number of persons participating in sport	The total number of persons in the population engaging in sporting activity

Part II - Achieving the Strategic Priorities (continued)

Results Chain: Healthcare Services and Hospitals



KEY RESULT AREA: First Class Healthcare

A first class Healthcare system for Trinidad and Tobago will be based on efficiency, reliability, safety, equitability, timeliness and patient-centred care. There will be interventions geared towards the mother and child as a measure to achieve the health related MDG's. Effective communication and collaboration among health professionals such as physicians, nurses and administration within and among health institutions; reduce the number of cases of errors, wastage of resources and time. There will be increased access to Healthcare nationwide through the construction of Healthcare structures closer to communities. Through a highly skilled cadre of health professionals and support staff; public-private partnerships; availability of advanced state of the art equipment; and an increase in the range of specialised services such as tissue transplant surgeries and surgeries for complications resulting from chronic diseases, there will be improvements and expansion in quality and capacity of the health system, the range of care being offered as well as reduce the waiting lists for procedures.

Through increased government expenditure on the health sector, health service coverage will improve nationally. All persons who seek care from public health institutions will be allowed access and will be treated fairly. This country will react and adapt quickly to health emergencies that afflict our nation.

OUTCOME 1: *Universal Access to Healthcare Facilities across Trinidad and Tobago*

Universal access to efficient health facilities refers to all persons gaining entrance into an institution as well as the affordability of the services being offered. The Healthcare system will be designed around people's needs and expectations, ensuring standard services, and reducing the incidence of possible exclusion due to socio-economic disparities. In essence there will be equality in access and care at all primary, secondary and tertiary Healthcare facilities. The proximity or time taken to reach a facility from any point in the country shall also be improved through the establishment of new facilities in varying parts of the country. All facilities will be of the highest aesthetics and will echo the message of a place that is caring, comfortable, patient-centric and compassionate.

By 2014, 80 percent of institutions will be accredited by the local governing body. Modern facilities shall be outfitted with state of the art equipment to meet the health needs of the population in an effort to enhance customer care and increase the range of outpatient, surgical, psychological and physiological services offered. Expansion to the organ donor programme will be done with due dignity and regard for donor recipients.

OUTPUT 1.1: *Modern State of the Art Healthcare Facilities*

All Healthcare facilities will be outfitted with hi-tech medical and surgical equipment of the latest or best practicable technology. Protocols and Standard Operating Procedures will be completed and implemented as a guide towards enhancing public and private facilities.

Facilities to treat with disasters, specialised surgical procedures, and palliative care will be instituted. Trauma centres (psychological and emergency), hospitals, district health facilities and health centres will be upgraded and enhanced to meet international standards. The Ministry of Health shall continuously inspect institutions to ensure that they adhere to the guidelines provided.

KEY PROJECTS

- Physical Investments (Hospitals, District Health Facilities, Health Centres)
- Establishment of a Renal Dialysis Centre
- Establishment of Traumas Centres
- Construction of Scarborough Hospital
- Construction of the Oncology Centre
- Health Sector Reform Programme

OUTCOME 2: *Efficient and Quality Healthcare System*

An efficient and quality Healthcare system is one in which the patient population's desired health outcomes are achieved. A quality and efficient Healthcare system in Trinidad and Tobago shall be one whereby all institutions shall be accredited; shall be staffed with qualified health professionals; shall be an appropriate ratio of patients to health professionals; will be continuous review of medical records to ensure effectiveness of treatments and procedures; reduced medical errors; care will be timely, reliable and equal; and resources shall be used optimally in order to get the best value. Currently 44 percent of the population is satisfied with the service being given at the institution and the ultimate goal of this system is improved patient care and by extension service.

OUTPUT 2.1: *Optimum Human Resource Capacity*

There shall be sufficient personnel to deliver routine and specialist care to the population. There shall be an acceptable ratio of physician professionals and nursing professionals per 10,000 populations. Currently there are 11.8 physician professionals and 33.4 nursing professionals per 10,000 populations respectively.

Through recruitment, retraining and engaging in partnerships with health institutions in other countries, Trinidad and Tobago will possess an optimum capacity cadre of professionals for primary, secondary and tertiary institutions. The challenges affecting skill development will be addressed through continuous training and collaboration with tertiary level institutions locally and regionally in the development of a health curriculum. The migration of Healthcare professionals shall also be addressed through the institution of attractive compensation packages and better working conditions for those in the health sector which will result in improved worker satisfaction and daily performance of doctors, nurses, pharmacists and those in specialist areas.

KEY PROJECT

- Health Sector Reform Programme

OUTPUT 2.2: *Increased Number of Surgical Procedures Performed*

The number of persons that receive surgery per day will increase significantly. There will be an increased number of major and elective surgeries performed daily. This will result in reduced waiting lists at public health facilities for procedures such as cataract, hernia, echocardiogram and gallstone procedures.

KEY PROJECTS

- Waiting Lists for Surgeries
- Special Programme-Tissue Transplant
- Treatment of Adult Cardiac Disease

OUTPUT 2.3: *Information Technology Systems Developed and Implemented*

Our Healthcare system will be transformed through the development and implementation of information technology systems. Inter-agency integrated patient data will be developed to enable access to patient data at any institution at any time so as to improve the delivery of service and quicken response in times of emergency. Healthcare providers will be able to readily access information to effectively deliver patient care. Communication and the time taken to deliver services will be improved. In essence this vehicle will contribute towards improvement of the quality, efficiency, access, patient care and costs in the system.

KEY PROJECTS

- Health Sector Reform Programme
- Health Management Information System

Part II - Achieving the Strategic Priorities (continued)

OUTPUT 2.4: *Efficient Service Delivery*

Increased efficiency will result in the maximum use of resources in the delivery of services. There will be an improvement in patient care and satisfaction. Improvement in service delivery will result from motivated staff, increased equipment, ease of access to information, increased healthcare financing and the availability of affordable pharmaceuticals. There will be increased access, utilisation, availability, coverage and timeliness of services along with improved customer service and management of operational activities in the sector.

KEY PROJECT

- Public Sector Transformation

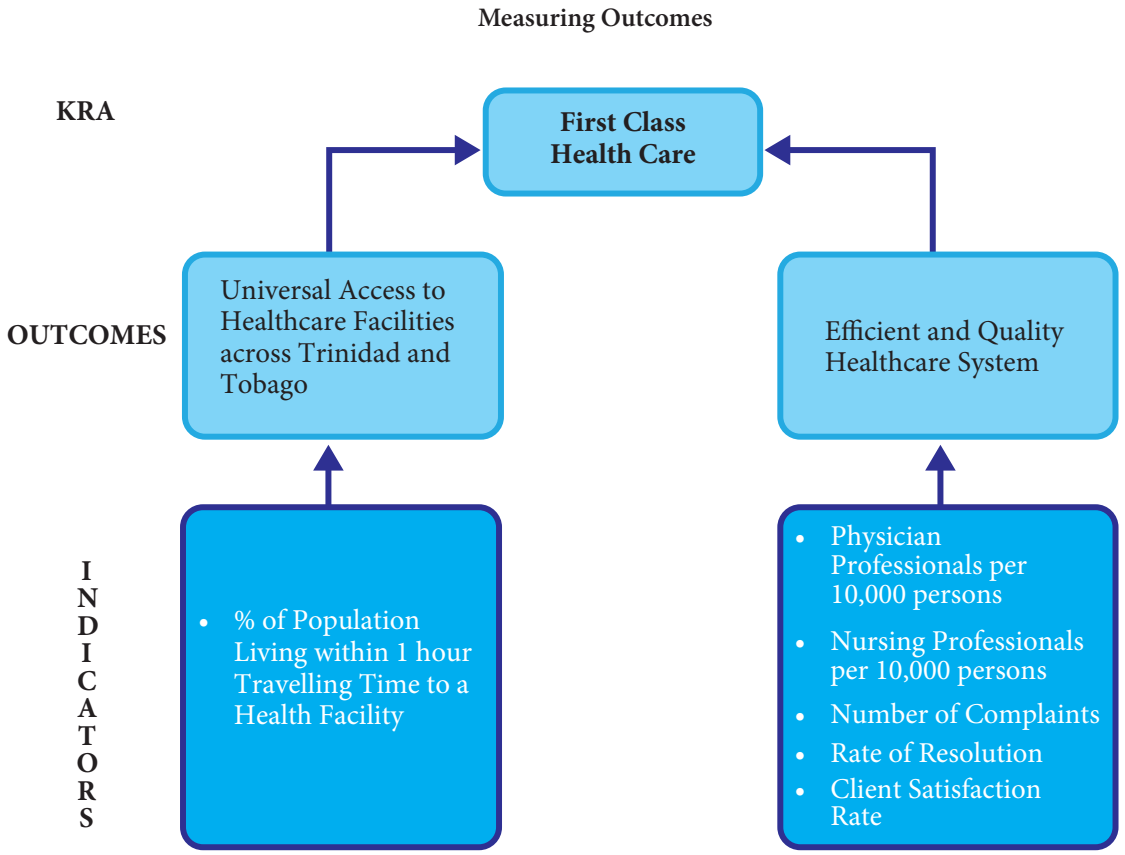
OUTPUT 2.5: *Improved Health Emergency Preparedness*

There shall be strengthened national capability and capacity of all institutions to respond to health disasters and emergencies associated with natural, technological, biological and societal hazards. Our country will experience a reduction in the adverse public health consequences of mortality, morbidity, disability and damage as a result of emergencies, disasters and other crises. A national coordinated approach to health disaster management will be developed to improve response time, capability of health systems, protection of property and quick reaction to threats. A disaster command centre will be established to coordinate emergency operations and shelter management. Also the public will be sensitised on risk awareness and disaster preparedness.

KEY PROJECTS

- Community Development Programme
- Establishment of Trauma Centres
- Disaster Preparedness Programme

Part II - Achieving the Strategic Priorities (continued)



Part II - Achieving the Strategic Priorities (continued)

First Class Healthcare - Indicators

INDICATOR	BASELINE	TARGET 2015
Physician Professionals per 10,000 persons	11.8 per 10,000 persons [21] (2010)	By 2015, increase the physician professionals to 18 doctors per 10,000 persons
Nursing Professionals per 10,000 persons	33.4 per 10,000 persons (2010)[22]	By 2015, increase the nursing professionals to 25 nurses per 10,000 persons[23]
Client Satisfaction Rate	44%[24] (2010)	By 2015, increase client satisfaction with the system by 85%
Number of Complaints	2,630[25] (2009-2010)	10% reduction by 2015
Rate of Resolution	78%[26] (2009-2010)	20% increase in resolution rate

(Footnotes)

[21] World Health Statistics 2012

[22] Ministry of Health

[23] During the period 2010-2012 the nurse to patient ratio has decreased significantly from the baseline year (2010). As such the Ministry of Health has targeted to increase the nursing professionals to 25 per 10 000 persons by 2015.

[24] Findings of public tele-survey conducted as part of the strategic planning exercise

[25] 14th Annual Report on the client Feedback System at the Regional health Authorities for the period Mar 2009-Feb 2010

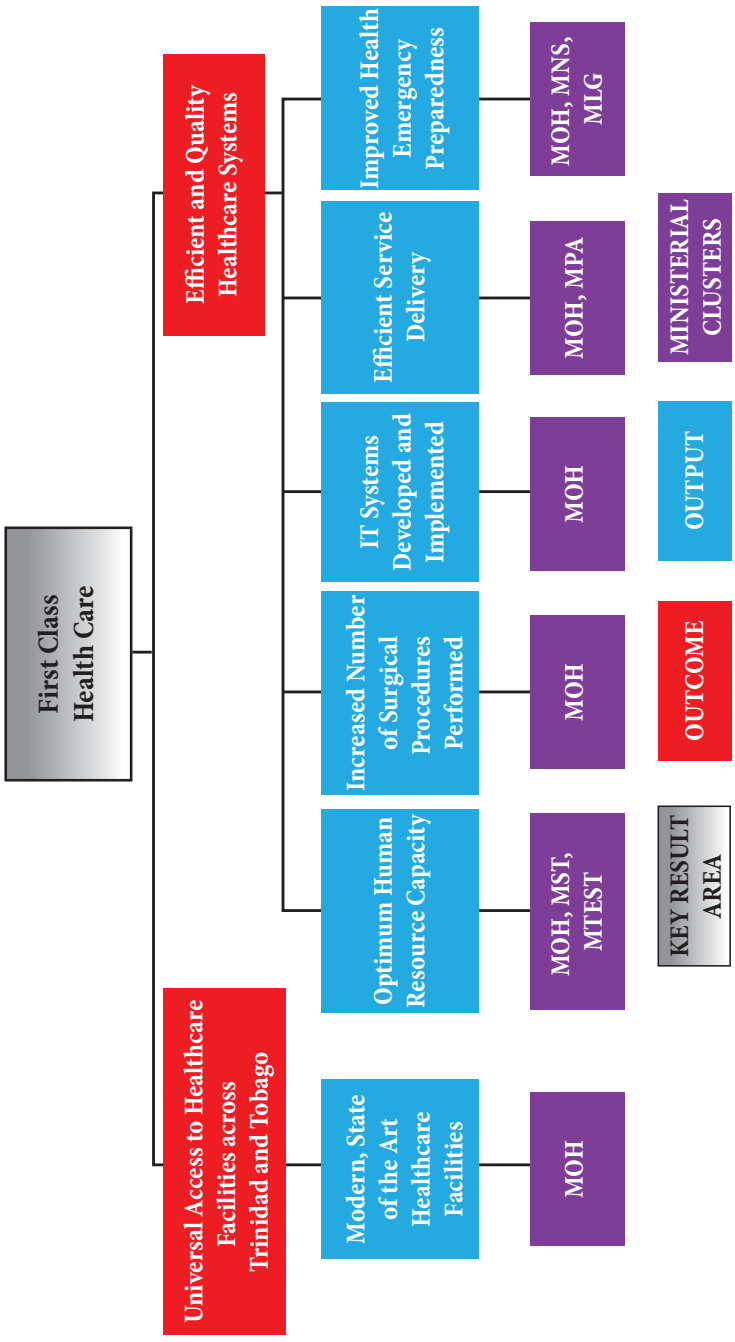
[26] Ibid

Part II - Achieving the Strategic Priorities (continued)

INDICATOR	DEFINITION
Physician professionals per 10,000 persons	Number of practicing physicians per 10,000 population that serve the persons at all public and private health institutions and facilities
Nursing professionals per 10,000 persons	Number of practicing professional nurses per 10,000 population that serve the population at all public and private health institutions and facilities
Client Satisfaction Rate	The percentage of persons who reported that their experience at the Healthcare institutions and facilities exceeded the specified satisfaction goals set
Number of Complaints	The number of persons that have expressed dissatisfaction or a grievance with the service or quality of care
Rate of Resolution	The number of reported complaints that have been resolved based on a specified criteria
Percentage (%) of Population Living within one (1) Hour Travelling Time to a Health Facility	A place of residence within or less than one (1) hour's travel time of the nearest health-care facility given available transport facilities (roads, public and private transport) and reasonable assumptions about access and mobility

Part II - Achieving the Strategic Priorities (continued)

Results Chain: Healthcare Services and Hospitals



Priority 4:

Economic Growth, Job Creation, Competitiveness And Innovation

Over the past fifty years, economic growth in Trinidad and Tobago has been driven by upstream and midstream activities in the petroleum-based energy sector. While the availability of natural resources continue to facilitate economic activity and wealth accumulation, continued heavy dependence on the oil and gas industry does not guarantee a sustainable economy and thereby may compromise the nation's ability to satisfy the future needs of all citizens. Further, economic survival depends on the nation's ability to adapt to the continually evolving, dynamic, knowledge-based global environment. This global economic system provides new and expanding opportunities for higher productivity, increased investment in traditional and non-traditional sectors, creation of viable niche markets and expansion of exports. Over the medium-term, Trinidad and Tobago will increase emphasis on economic growth, job creation, innovation, entrepreneurship and diversification, through the exploitation of these and additional opportunities, with a view towards attaining a resilient, competitive, stable and sustainable economy.

KEY RESULT AREA	
A Resilient, Competitive, Stable and Sustainable Economy	
OUTCOMES	**OUTPUTS**
• Economic Growth and Job Creation	• Improved Physical Infrastructure, Utilities and Information and Communications Technology • Improved Business Environment • Globally Competitive Trading Partner • A Sustainable Environment
• Innovation, Entrepreneurship and Partnership	• A National Innovation System Established • Enhanced Micro, Small and Medium Enterprise Sector
• A Diversified Economy	• New Growth Centres Established • Viable Clusters Established

KEY RESULT AREA: A Resilient, Competitive, Stable and Sustainable Economy

A sustainable economic future for Trinidad and Tobago will be based on diversification in both traditional and non-traditional sectors, as well as the ability of both private and public sector institutions to successfully compete in the dynamic and evolving global market. The policy direction articulated for the medium-term is expected to lead to an economic system that is resistant to sudden or extreme fluctuations and will better endure, and rapidly rebound from, economic challenges, adversity or shock. With emphasis on innovation and entrepreneurship, the creation of competitive advantages based on our unique culture and creativity will enhance our ability to withstand external shocks and minimise potential economic losses. Innovation will be inspired and induced for the creation and development of viable clusters; the enabling environment for current and future investment will be improved; and employment opportunities will escalate in new and developing industries.

Cluster Ministries

1. Ministry of the Arts and Multiculturalism
2. Ministry of Energy and Energy Affairs
3. Ministry of the Environment and Water Resources
4. Ministry of Finance and the Economy
5. Ministry of Food Production
6. Ministry of Foreign Affairs
7. Ministry of Housing, Land and Marine Affairs
8. Ministry of Labour and Small and Micro Enterprise Development
9. Ministry of Legal Affairs
10. Ministry of Planning and Sustainable Development
11. Ministry of Public Administration
12. Ministry of Public Utilities
13. Ministry of Science and Technology
14. Ministry of Tourism
15. Ministry of Trade, Industry and Investment
16. Ministry of Transport
17. Ministry of Works and Infrastructure

OUTCOME 1: *Economic Growth and Job Creation*

Economic growth refers to an increase in Trinidad and Tobago's productive capacity, in order to satisfy the needs of the population, and includes higher levels of investment in business, increased production and consumption of goods and services, expansion of exports and greater generation of revenue. Job creation involves an increase in the supply of jobs as well as more efficient and effective means of pairing prospective employees with employers. Economic growth and job creation will be facilitated through the expansion of road, port and utility infrastructure; modernisation of information and communication technology; improvement in the business environment; creation of new and improved trade relationships; and management and preservation of the natural environment.

OUTPUT 1.1: ***Improved Physical Infrastructure, Utilities and Information and Communications Technology***

The environment to stimulate and enable economic activity will be enhanced through the improvement in physical infrastructure and information and communication technology. Expansion and rehabilitation of roads and bridges, and improvement in port services and facilities will positively impact on the efficiency of production and distribution through shorter lead times for the transportation of goods and services. Widening coverage and building proficiency in the delivery of public utilities such as water and electricity contribute to greater access to reliable and cost effective services. Computerisation of manual systems and modernisation of existing technology broadens the availability and use of information and communication technology, and enhances communication and information exchange.

KEY PROJECTS

- Multi-Fuel Pipeline Project
- Development of Industrial Sites
- Development of New Port Facilities
- Development Works on Industrial Estates
- Tamana Industrial and Technology Park
- National Street Lighting Programme
- Upgrade of (Water) Transmission and Distribution Network
- Rehabilitation of Water and Waste Water Treatment Plant
- Construction of the Meteorological Services Building
- Implementation of Trinidad and Tobago Postal Code System
- Implementation of National ICT Plan
- E-Government and Knowledge Brokering Programme
- Port of Spain-East/West Corridor Transportation Project
- Road Construction/ Major Road Rehabilitation (Programme for Upgrading Road Efficiency- PURE)
- Bridges Reconstruction Programme (BRP)
- Landslip Repair Programme (LRP)
- Roads and Bridges Rehabilitation - National Highways Programme
- Extension of the Solomon Hochoy Highway to Point Fortin
- Infrastructure Rehabilitation and Flood Mitigation Programme
- Caparo/Honda River Works and Mamoral Dam
- Traffic Management Programme (TMP)

OUTPUT 1.2: ***Improved Business Environment***

An improvement in the business environment constitutes a reduction in the time and cost to establish and operate a business, and it facilitates greater ease of conducting business. In addition to the requisite physical infrastructure and information and communications

technology, an enabling environment to facilitate local and foreign investment is attainable through increased availability of and accessibility to financial and human resources, as well as strengthened regulations and more efficient practices for the registration, administration and termination of businesses.

KEY PROJECTS

- Support to Enabling Competitive Business in T&T
- Single Electronic Window for Trade and Business Facilitation
- Establishment of a Fair Trading Commission
- Labour Legislation Reform
- Labour Market Information Programme
- National Manpower Plan
- Establishment of the Driver and Vehicle Licensing Authority
- Financial Regime – Capital Markets Companies Registry
- Upgrade of ASYCUDA

OUTPUT 1.3: *Globally Competitive Trading Partner*

Strengthening of existing trade relations coupled with the creation of new trade relationships will assist in securing new markets and greater access for Trinidad and Tobago's goods and services. A trade policy will delineate a clear path for Trinidad and Tobago's engagement in trade issues at the regional, hemispheric and multilateral levels. Export expansion will be encouraged through a national export strategy and trade financing to exporters while foreign investment will be encouraged through trade and investment missions and investment promotion initiatives.

KEY PROJECTS

- Development of a Trade Policy of Trinidad and Tobago
- Establishment of a Trade Implementation Unit
- Trade and Investment Missions
- Development of a National Export Strategy
- Building Capability for Sustaining Export Led Growth
- International Market Development – Country Promotion and Marketing Assistance to Exporters
- Investment Promotion Initiatives

OUTPUT 1.4: *A Sustainable Environment*

A sustainable environment is one where resources, energy and otherwise, are effectively conserved and the natural environment is preserved and protected to satisfy the needs of the present and future generations. It is therefore necessary that, in the vigorous pursuit of

growth and development and the fulfilment of economic, social and other requirements, the current and future impact on the environment should be closely monitored. Accordingly, initiatives to generate renewable and alternative sources of energy as well as to maintain and care for the environment will be supported over the medium-term.

KEY PROJECTS

- Community-Based Environmental Protection and Enhancement Programme (CEPEP)
- Development of a Carbon Dioxide Emissions Reduction Strategy
- Establishment of the National Parks and Wildlife Conservation Authority
- National Parks and Watershed Management Project
- Outreach, Community Empowerment and Mobilisation
- Renewable Energy and Energy Efficiency Initiatives
- Solar and Wind Development Programme
- Calcium Chloride Project
- Establishment of a Solid Waste Management Policy
- Green Globe Awareness

OUTCOME 2: *Innovation, Entrepreneurship and Partnership*

Innovation is the transformation of ideas into products, services, solutions or processes with commercial value. Entrepreneurship is a process by which opportunities for change or the satisfaction of needs are identified, resources are allocated and value is created. Innovative and entrepreneurial activities are major drivers of competitive and sustainable economic and social advancement in the dynamic, evolving knowledge-based global market. Augmented by strategic alliances and partnerships between public and private sector stakeholders, a strengthened support system will be provided to facilitate innovation as well as serve as a catalyst for entrepreneurial activity and competitive advantage.

OUTPUT 2.1: *A National Innovation System Established*

An innovation-friendly business climate is one which encourages and supports the use of innovation in business. Over the medium-term, the public sector will partner with private institutions including research organisations and academia to articulate a comprehensive policy direction to build capabilities in, and provide the conditions for, innovation to thrive. Innovation as a catalyst for change will be facilitated through the increased provision of financial and other incentives, accumulation and application of knowledge capital and the removal of obstacles to innovative initiatives.

KEY PROJECTS

- National Innovation Policy
- Innovation Financing Facility

- Establishment of Research and Development Facility
- Innovation and Awareness in Research and Development through NIHERST

OUTPUT 2.2: *Enhanced Micro, Small and Medium Enterprise Sector*

The micro, small and medium enterprise (MSME) sector is critical to economic growth, employment creation and income generation, particularly small-scale production as well as labour-intensive and knowledge-based industries. The institutional arrangements and intervention mechanisms to propel these enterprises towards self-sustenance and realisation of their full potential in contributing towards economic growth will be articulated in a policy and strategy framework. Business incubators will contribute an enabling environment and strengthened support systems will facilitate and encourage sustainable activity in this sector.

KEY PROJECTS

- Establishment of Community-Based Business Incubators
- Implementation of the Fair Share Project
- Establishment of a Policy and Strategy and Institutional Framework for MSE Development
- Caribbean Small Enterprise Projects

OUTCOME 3: *A Diversified Economy*

Diversification, shifting from a few to a wide range of profitable sectors, contributes to a sustainable and competitive economy. To create opportunities for the generation of wealth, employment and economic sustainability, diversification will be encouraged through the development of growth centres based on industry and geography, the establishment of clusters in viable traditional and non-traditional sectors and the promotion of downstream energy activities.

OUTPUT 3.1: *New Growth Centres Established*

Investment in the establishment of strategically located growth centres in Trinidad and Tobago will facilitate the growth and development of a diverse range of sectors. These centres of investment will drive wealth and job creation in inter-related and inter-dependent industries in East Port of Spain, the North Coast, Central and South-West Trinidad as well as North-East Tobago.

KEY PROJECTS

- East Port of Spain Growth Pole
- North Coast Growth Pole
- Central Trinidad Growth Pole
- South West Peninsula Growth Pole
- North East Tobago Growth Pole

- Chaguaramas Development Project
- Emerging and Sustainable Cities Initiative
- Invaders Bay Project

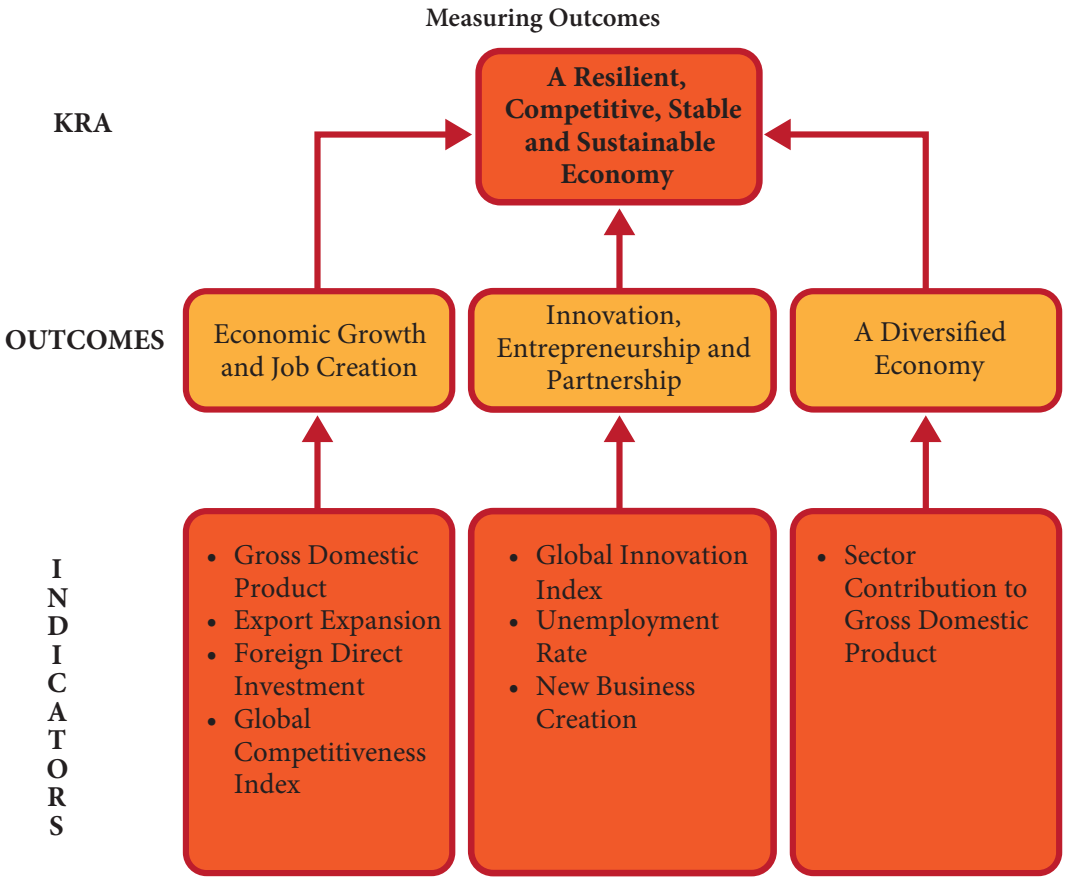
OUTPUT 3.2: *Viable Clusters Established*

The establishment of viable clusters and niches in traditional and non-traditional sectors will contribute to the diversification of the economy. Competitiveness will be driven in traditional sectors - agriculture, manufacturing and tourism - by creating goods and services of higher value and with export potential. Emerging sectors, such as culture, ecotourism, and food and beverage, will provide opportunities for synergies with traditional sectors and promote and enhance cluster formation and upgraded value chains.

KEY PROJECTS

- Development of the Local Fashion Industry
- Promotion, Product Development and Sector Analysis for the Entertainment Industry
- Development of Local Film Industry
- Inward Investment Non-Petroleum Initiatives
- Strengthening of Coalition of Services
- Port of Spain Tourism Business Improvement Programme-Ariapita Avenue
- National Tourism Quality Improvement Programme
- Eco-Tourism Development Project in Valencia
- Creative Industries Development
- Cultural Industries Development
- Establishment of Pan Chroming Factory
- National Agri-Business Development Programme
- Cruise-Home Porting
- International Conferences on Caribbean Tourism
- Establishment of the Sugar Heritage Museum
- Establishment of the Amerindian Village, Arima
- Development of a Project for the Establishment of a Methanol to Petrochemical Manufacturing Complex
- Development of a Project for the Establishment of a Methanol to Polyolefins Manufacturing Complex

Part II - Achieving the Strategic Priorities (continued)



Part II - Achieving the Strategic Priorities (continued)

Economic Growth, Job Creation, Competitiveness And Innovation - Indicators

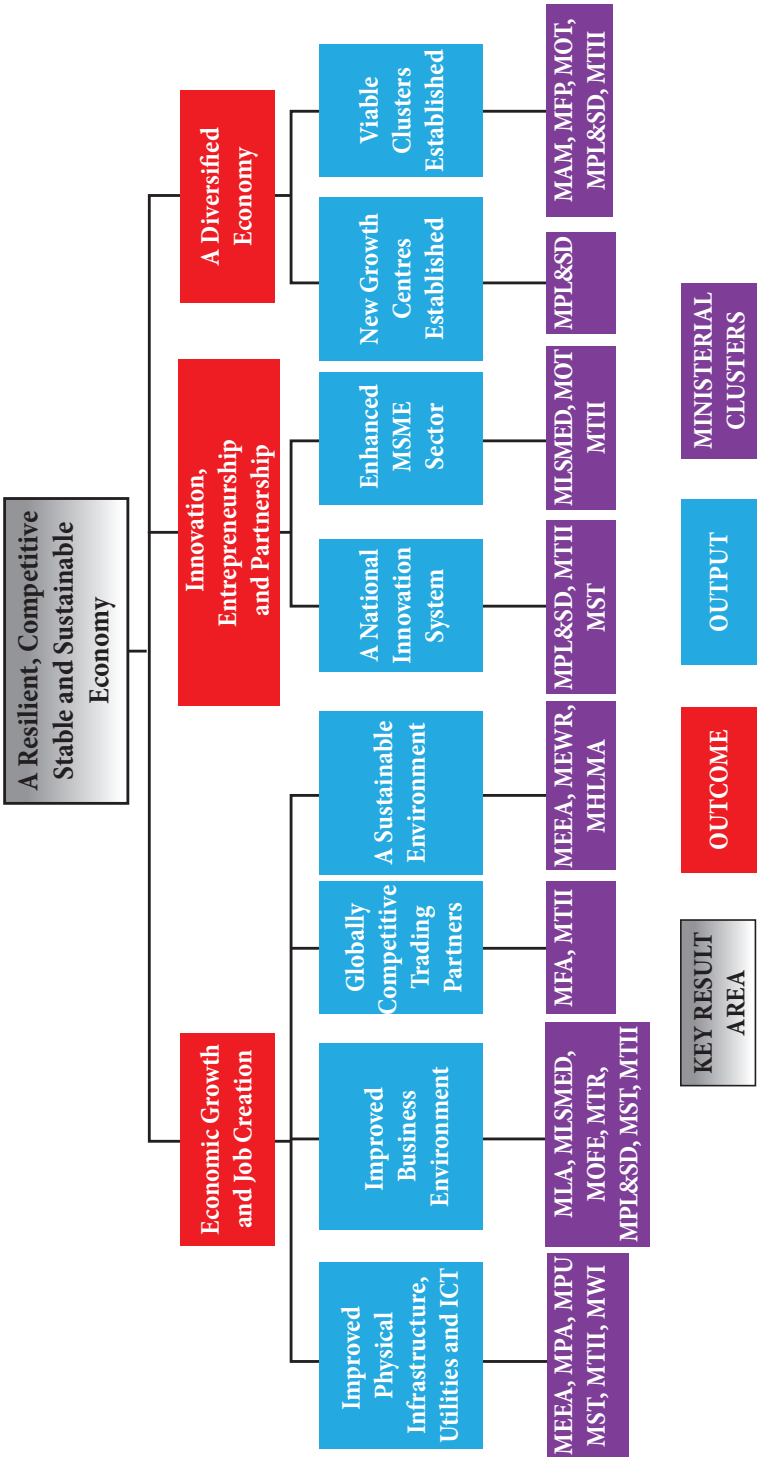
INDICATOR	BASELINE 2010	TARGET 2015
Gross Domestic Product (GDP)	TT$89,285.1 million[27]	Increase GDP by 2.0% annually
Sector Contribution to GDP • Petroleum Sector • Non-Petroleum Sector	 42.9%[27] 55.3%	Increase Non-Petroleum Sector Contribution to GDP by 3%
Exports • Energy • Non-Energy	 US$9,314.9 million US$1,924.0 million[28]	Increase Exports • 2% in Energy by 2015 • 5% in Non-Energy by 2015
Foreign Direct Investment (FDI)	US$549.4 million[28]	Increase to US$ 1 billion by 2015
Unemployment Rate	5.9 %[27]	Reduce to 5% by 2015
Global Competitiveness Index (GCI)	84/139[29]	Improve Ranking in GCI by 20 points by 2015
Global Innovation Index (GII)	55/132[30]	Improve Ranking in GII by 10 points by 2015
New Business Creation	6,659[31]	Increase by 5% by 2015

(Footnotes)
[27] Source: Central Statistical Office, Trinidad and Tobago
[28] Source: Central Bank of Trinidad and Tobago
[29] Source: World Economic Forum, Global Competitiveness Report
[30] Source: INSEAD, Global Innovation Index
[31] Source: Ministry of Legal Affairs, Trinidad and Tobago

Part II - Achieving the Strategic Priorities (continued)

INDICATOR	DEFINITION
Gross Domestic Product (GDP)	The total value of all final goods and services produced in a country in a given year
Sector Contribution to GDP • Petroleum Sector • Non-Petroleum Sector	The percentage of all final goods and services produced by the petroleum and non-petroleum sectors in a country in a given year
Exports (US$ million)	The total value of all goods and services which are produced in one country and are sold and transferred to a foreign country for consumption or resale
Foreign Direct Investment (FDI)	The total value of direct investment into the production of a country by another country or a company located in another country, either by buying a company in the target country or by expanding operations of an existing business in that country
Unemployment Rate	The percentage of the labour force that is unemployed at any given date
Global Competitiveness Index (GCI)	A composite index for measuring national competitiveness based on twelve pillars: institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labour market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation
Global Innovation Index (GII)	A composite index for measuring innovation based on seven pillars: institutions, human capital and research, infrastructure, market sophistication, business sophistication, scientific outputs and creative outputs
New Business Creation	The number of newly registered businesses in a given year

Results Chain: Economic Growth, Job Creation, Competitiveness and Innovation



Priority 5:

Poverty Reduction And Human Capital Development

The Survey of Living Conditions (SLC) defines poverty as "any situation in which an individual or group possesses less than some standard of living that has generally been defined as acceptable. This standard may be determined either on the basis of the material condition of other persons or groups in the society, or on the basis of a measure of the gap between what is possessed and some objective indicator of elementary human need. It is a complex of multiple deprivations."

Poverty, however, does not only encompass income and other monetary resource deficiencies but also non-monetary needs such as access to adequate and affordable homes, Healthcare, education, water and sanitation, a responsive and sound social system, sustainable communities, self-esteem and self-confidence of individuals or groups.

A family or household is poor when it lacks an adequate level of resources to maintain an acceptable standard of living. The most deprived households live in chronic or persistent poverty, while poverty of others is transient, with households moving in and out of deprivation as a result of economic shocks, seasonality of livelihoods and natural hazard events.

Achieving poverty reduction is not an easy task as it is constrained by a number of factors, such as changing economic trends, the economic environment, natural hazard and social vulnerabilities, including the impact of HIV/AIDS. The causes of poverty are multifaceted and while economic and social advancement for citizens is undeniable, improving living standards has been uneven.

Poverty reduction will depend on the extent to which the root causes of social exclusion and inequity can be addressed through continuing commitment by Government's policies for the poor and the vulnerable. A framework for good governance and sound social and economic policy is therefore vital for sustained and systematic reduction of poverty.

Cluster Ministries

1. Ministry of the People & Social Development
2. Ministry of Community Development
3. Ministry of Housing, Land and Marine Affairs
4. Ministry of Gender, Youth and Child Development
5. Ministry of Labour, Small and Micro Enterprise Development
6. Ministry of Public Utilities
7. Ministry of National Security
8. Ministry of the Attorney General
9. Ministry of Legal Affairs
10. Ministry of Food Production
11. Ministry of Local Government
12. Ministry of Works and Infrastructure
13. Ministry of Finance and the Economy
14. Ministry of Science, and Technology
15. Ministry of Tertiary Education and Skills Training
16. Ministry of Education

KEY RESULT AREA	
A Society Free From Poverty	
OUTCOMES	**OUTPUTS**
• Access to adequate and affordable housing	• New Housing Units Completed • Squatter Regularisation and Settlements Upgraded • Site and Service Lots Provided • Homes Improved
• Self-reliant and sustainable communities	• New Micro Enterprises Established within Communities • Improved Physical infrastructure • Recipients of Community-Based Training and Development
• An Efficient and Effective Social System for the Poor and Vulnerable	• Improved Access to Social Protection • Improved Physical Infrastructure • Increased No. of Trained persons from among the Poor and Vulnerable • Increased Public Awareness/Sensitisation towards Change in Attitude with respect to the Vulnerable

KEY RESULT AREA: A Society Free From Poverty

A society free from poverty will ensure that all citizens of Trinidad and Tobago achieve their right to an adequate standard of living without any form of discrimination; citizens will be able to acquire basic goods and services necessary for survival and to live with dignity. Breaking the cycle of poverty requires self-sufficiency and creates opportunities for wealth generation which can be achieved by improving and sustaining the living conditions of individuals, families, communities and society. Prudent investment in, and effective use of human, physical, institutional and productive resources, while fostering social and economic integration nationally and internationally, are the pillars upon which a poverty free society is built.

Reducing the incidence of poverty in Trinidad and Tobago requires strategies such as: restructuring the economy to create sustainable employment and income generation opportunities; the provision of appropriate housing solutions by increasing access to adequate and affordable housing; developing and building our citizens through education and training programmes; restructuring social safety net programmes; modernising social services delivery systems for optimal efficiency; and encouraging and nurturing self-reliant and sustainable communities to break the cycle of dependency and intergenerational poverty.

OUTCOME 1: *Access to Adequate and Affordable Housing*

Assumptions
- There is no change in policies
- Funding available
- Suitable lands for infrastructure are available

Everyone has the right to a decent standard of living. Essential to the achievement of this standard is indiscriminate access to adequate and affordable housing. This is achieved through the construction of new homes to fulfill the needs of the population; upgrading/improvement of existing homes to be equipped with basic and modern facilities; regularisation of squatters and upgrading of their settlements; development of lots and sites with modern infrastructure and distribution to eligible beneficiaries; and a review of financial arrangements such as the provision of grants, subsidies and mortgages must be undertaken to address affordability and accessibility issues.

These multifaceted initiatives enable citizens to access adequate, affordable housing thus eliminating the emergence of new squatting communities.

OUTPUT 1.1: *New Housing Units Completed*

The demand for housing in Trinidad and Tobago far exceeds the supply, resulting in escalating prices for homes, thus introducing the issue of affordability. Satisfying the demand among low and middle income groups requires increasing the rate at which low cost housing units are constructed without compromising the structural integrity and quality of the finished product. Housing construction is therefore critical to achieve this outcome.

KEY PROJECTS

- Accelerated High Density Housing Programme
- Neighbourhood Upgrading Programme
- Reduction in Housing Development Corporation (HDC) Mortgage rates

OUTPUT 1.2: *Squatter Regularisation and Settlements Upgraded*

The inability to legitimately acquire dwelling units has led persons to squat on land, mainly owned by the state, and in many cases, in high risk and environmentally unsafe areas. Transforming these squatter settlements into more planned and sustainable communities requires the regularisation of squatters and the upgrading of infrastructure and facilities in these communities. Key initiatives towards this entail legally establishing settlements by providing security of tenure for its residents, improving and modernising the physical infrastructure, amenities and public utilities and relocating residents to more suitable locations.

KEY PROJECTS

- Land Settlement Agency Squatter Programme
- Sugar Industry Labour and Welfare Committee (SILWC) Projects

- Neighbourhood Upgrading Programme
- The Programme For Upgrading Road Efficiency (PURE)

OUTPUT 1.3: *Site and Service Lots Provided*

The unavailability of affordable land for housing forces citizens to build homes illegally on state or abandoned private lands. To mitigate this, affordable plots of land with infrastructure and amenities will be made available to members of society, in particular, low income earners for the construction of homes. This initiative allows the poor and the vulnerable to purchase these lands at affordable prices.

KEY PROJECTS

- Land Settlement Agency Squatter Programme
- Sugar Industry Labour and Welfare Committee (SILWC) Projects
- Land for the Landless Programme

OUTPUT 1.4: *Homes Improved*

Improvement of the existing housing stock is facilitated through the provision of grants and subsidies for low income homes. Renovation works on all Government apartments and rental units are also undertaken to ensure that they are acceptable for occupation and more aesthetically pleasing and welcoming environments.

KEY PROJECTS

- Neighbourhood Upgrading Programme
- HDC Settlement Programme (Home Improvement Grant Initiative, Emergency Shelter Relief)
- Poverty Reduction Programme (Social Welfare Grants, General Assistance)
- Minor Repairs/Reconstruction Grant (MRRG)
- Emergency Repair/Reconstruction Assistance Grant (ERRAG)

OUTCOME 2: *Self-reliant and Sustainable Communities*

In an effort to attain a society free from poverty, measures such as creating self-reliant and sustainable communities should be encouraged and nurtured. Sustaining a community entails improving the quality of life of the residents not only socially but economically, psychologically, and spiritually. Self-reliance in community development demands that community members apply their knowledge and skills to the resources at their disposal.

Assumptions
- There is no change in policies
- Funding is available
- Skills and development programmes are developed to benefit the participants

Access to basic services and utilities; establishing, expanding and developing community infrastructure and recreational facilities to foster the building of community spirit; and empowering individuals, households, and communities with skills and education facilitates the building of social capital and enables persons to satisfy their basic needs and to become self-reliant thereby minimising dependence on Government and its agencies. Participation of citizens in efforts to improve their standard of living with much reliance on their own initiative and little or no incentives from the state is crucial in creating self-reliant, sustainable communities. Technical expertise and financial assistance are essential to assist and empower members of communities to undertake projects to improve their surroundings.

A combination of these initiatives and collective action contributes towards building strong, self-reliant, sustainable communities which are in-turn the building blocks of a stable society.

OUTPUT 2.1: *New Micro Enterprises Established within Communities*

A micro-enterprise is a small business that employs less than five employees and is started with a small amount of capital. Microfinance programmes not only equip individuals with skills and knowledge but also empower and provide individuals with financial assistance or capital to start their own businesses, earn income and improve the economic well-being of their communities.

KEY PROJECTS

- Youth Programme (YouthRISE Project)
- Community Development Fund Programme
- Social Services Programme (Poverty Reduction Programme, United Nation Development Programmes (UNDP) Small Grants Programme)
- Micro Enterprises Grants and Loans Programme

OUTPUT 2.2: *Improved Physical Infrastructure*

An improved and modern infrastructure contributes towards sustainable development by providing enhanced support systems that ultimately leads to improved living conditions of the people. Upgrading the quality of and increasing access to basic infrastructure such as roads, bridges, sewerage and sanitation systems, schools, parks, and other physical facilities are important initiatives for producing an environment that will enhance and sustain the communities.

KEY PROJECTS

- Social Services Programme (Decentralisation of Social Services)
- Construction and Upgrade of Community Facilities
- Community Development Fund Programme
- Establishment of Social Services Facilities and Facilities for the Socially Displaced (Day Activity Care Centres, Homes for Senior Citizens, Meal Centres and Day Nursery)

- Unemployment Relief Programme (URP)
- Community – Based Environmental Protection and Enhancement Programme (CEPEP)
- National Commission for Self Help Limited (NCSHL)

OUTPUT 2.3: *Recipients of Community- Based Training and Education*

Developing community based-training and education empowers individuals and groups of people by providing them with the skills and knowledge needed to effect change in their own communities, gain employment and improve their quality of life. Training facilitated through various initiatives develops leadership skills and upgrades educational and skills levels within communities.

KEY PROJECTS

- Social Services Programme (Poverty Reduction Programme (Multi-Purpose Community-based Tele-centres), Targeted Conditional Cash Transfer Programme, RISE UP)
- Community Development Fund Programme (Community Outreach and Scholarships Programme)
- Youth Programme (Save the Youth in Marginalised Communities Programme, Youth Health Programme, YouthRISE Project)
- Skills Development Programme (Civilian Conservation Corps)
- Military Led Youth Programme of Apprenticeship and Reorientation Training (MYPART)
- Military Led Academic Training Programme (MILAT)
- Youth Apprenticeship Programme in Agriculture (YAPA)
- The Life Skills for Adolescents in Various Communities Programme
- Women in Harmony Programme
- Non-Traditional Skills Training for Women
- Defining Masculine Excellence Programme
- Community Education Programme
- Refurbishment of Export Centres
- Refurbishment of Civic Centres and Complexes
- Prime Minister's Best Village Trophy Competition

OUTCOME 3: *An Efficient and Effective Social System for the Poor and Vulnerable*

A key strategy in reducing poverty is the establishment of an efficient and effective social system that targets the poor and vulnerable. This system ensures that the issues of human rights protection, human development and the economic well-being of members of society are addressed in a timely manner while maximising the benefits being provided.

Assumptions
- Funding is available
- Programmes and projects are developed and implemented
- Skills and development programmes are developed to benefit the participants

Part II - Achieving the Strategic Priorities (continued)

Providing the socially disadvantaged with financial assistance in the form of welfare grants and subsidies allows them in the short-term to improve their quality of life, while training and counselling in the long-term improve their skill level. This makes them more competitive in the job market and helps them to graduate out of poverty. Upgrading, maintenance and construction of systems, buildings and equipment further facilitate the reformation of the socially displaced and disadvantaged by creating facilities for them to attain counselling, training and assistance. These initiatives combined with national campaigns aimed at reducing discrimination as well as sensitising the public to the needs of the poor and vulnerable allow for their basic human rights to be achieved.

OUTPUT 3.1: *Improved Access to Social Protection*

Improving access to social protection is an important part of the social system. Decentralised services will be made available in every regional corporation throughout Trinidad and Tobago for improving people's ability to physically access the social assistance provided. Initiatives to assist the poor and vulnerable such as the Direct Impact and Direct Outreach Programmes will continue to increase public awareness of the services being offered. It also provides the opportunity for the range and mix of services offered to be tailored to suit persons most in need.

KEY PROJECTS

- Poverty Reduction Programme
- Decentralisation of Social Services
- Scholarships Programme
- URP Social Programme
- National Commission for Self Help Limited (NCSHL)
- Establishment of Social Services Facilities and Facilities for the Socially Displaced
- National Alcohol and Drug Abuse Prevention Programme (NADAPP)
- Foster Care Programme
- Community Care Programme

OUTPUT 3.2: *Improved Physical Infrastructure*

Creating an enabling environment for the social system requires that investments be made to improve the physical infrastructure. The regular maintenance and upgrade of facilities for the rehabilitation and reformation of the socially displaced increases the social system's operational efficiency, while constructing new facilities increases the system's capacity to accommodate more persons in need of services. Along with investments in buildings and equipment that support the system, advanced information and communication technologies will positively impact on the efficiency by reducing the time taken to administer the services and assistance.

KEY PROJECTS

- Decentralisation of Social Services
- URP Social Programme
- National Commission for Self Help Limited (NCSHL)
- Establishment of Social Services Facilities and Facilities for the Socially Displaced
- National Social Development Programme (NSDP)
- Development of an Electronic-Based Monitoring and Evaluation Mechanism for the Resolution of People's Issues
- Implementation of an Integrated Social Enterprise Management System

OUTPUT 3.3: ***Increased Number of Trained Persons from among the Poor and Vulnerable***

The ability of the poor and vulnerable to attain employment is one of the main factors in determining whether they will remain in poverty. Developing their skill levels through vocational training, coping and life skills will not only benefit the economy, it will increase their marketability, earning potential and help move them from being dependant on the state to being self-reliant members of society.

KEY PROJECTS

- Skills Development Programmes (Metal Industries Company (MIC), National Energy Skills Centre (NESC), MILAT, MYPART)
- Poverty Reduction Programme

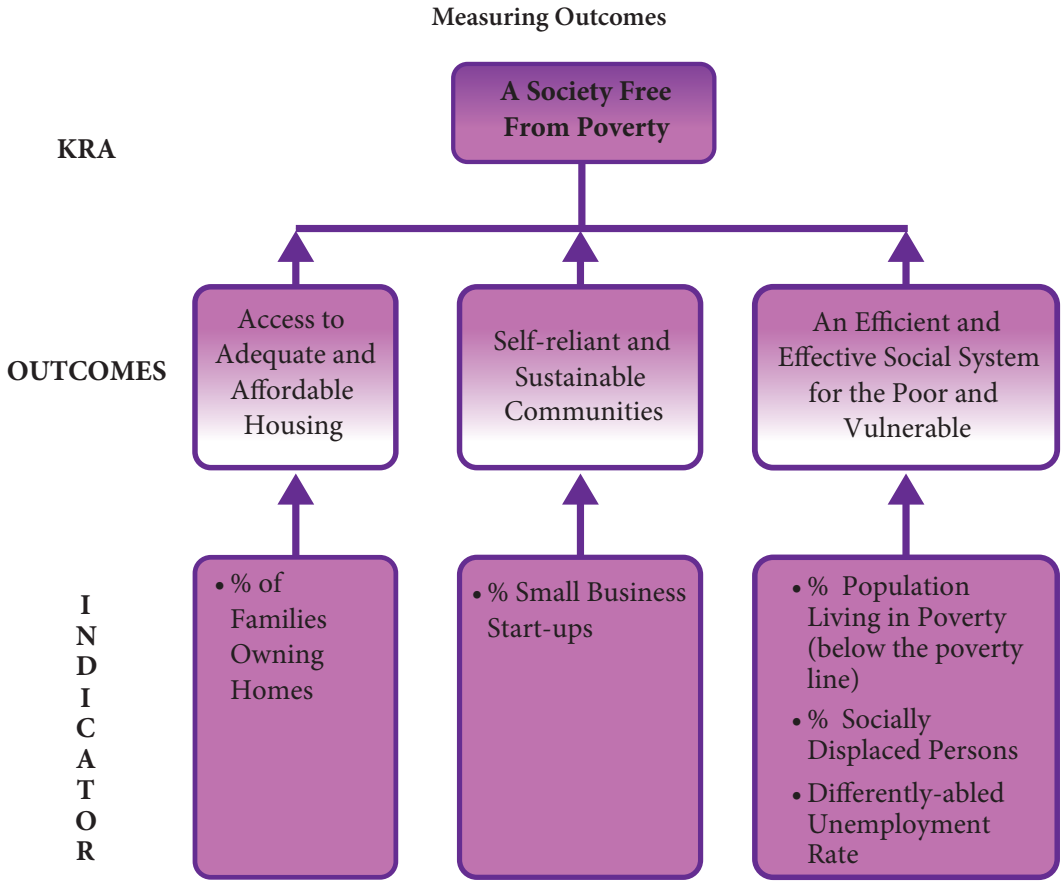
OUTPUT 3.4: ***Increased Public Awareness /Sensitisation toward Change in Attitude with respect to the Vulnerable***

Many socially disadvantaged persons are often denied basic human rights due to stigmatisation. There is need for a greater understanding of the plight of the poor and vulnerable, along with a change in the social attitudes and sensitivity towards these persons. National campaigns such as the National HIV/AIDS Campaign is one of the initiatives developed to increase public awareness about the plight of the socially disadvantaged. Policies regarding the elderly and persons with disabilities will also help to improve the standards to guide the handling of the vulnerable.

KEY PROJECTS

- The Aging Policy
- Social Services Programme (HIV/AIDS Coordinating Programme, HIV/AIDS Advocacy and Sustainability Centre , Public Awareness Campaign on National Policy on Persons with Disabilities)

Part II - Achieving the Strategic Priorities (continued)



INDICATOR	BASELINE 2010	TARGET 2015
% of Families Owning Homes	Statistical data unavailable	To be determined
% Small Business Start-ups	Statistical data unavailable	To be determined
% Population Living in Poverty (below the poverty line)	18.9% (2009)	Reduce Poverty (Target: 2% per year to 2015)
Differently- abled Unemployment Rate	Statistical data unavailable	To be determined
% Socially Displaced Persons	Statistical data unavailable	To be determined

Part II - Achieving the Strategic Priorities (continued)

A Society Free From Poverty - Indicators

INDICATOR	DESCRIPTION
% of Families Owning Homes	Total number of families owning homes as a percentage of the population of Trinidad and Tobago
% Small Business Start-ups	Total number of new small businesses registered and established in communities as a percentage of the total number of businesses registered and established in Trinidad and Tobago A small business is defined as an enterprise with less than 25 employees, assets of $1.5 Million or less (excluding land and building) and revenue of $5 million or less [32]
% Population Living in Poverty (below the poverty line)	The total number of persons whose incomes fall below the poverty line as a percentage of the total population The poverty line is the income level below which people are defined as poor. The definition is based on the income level people require to buy life's basic necessities—food, clothing, housing — and satisfy their most important sociocultural needs [33]
Differently-abled Unemployment Rate	The total number of differently abled persons unemployed expressed as a percentage of the total number of differently-abled persons Differently-abled persons are persons with physical and/or mental disabilities
% Socially Displaced Persons	The total number of socially displaced persons as a percentage of the total population A socially displaced person is defined as any idle person habitually found in a public place, whether or not he is begging and who by reason of illness or otherwise is unable to maintain himself and causes, or is likely to cause annoyance or damage to persons frequenting that public place or otherwise to create a nuisance [34]

(Footnotes)

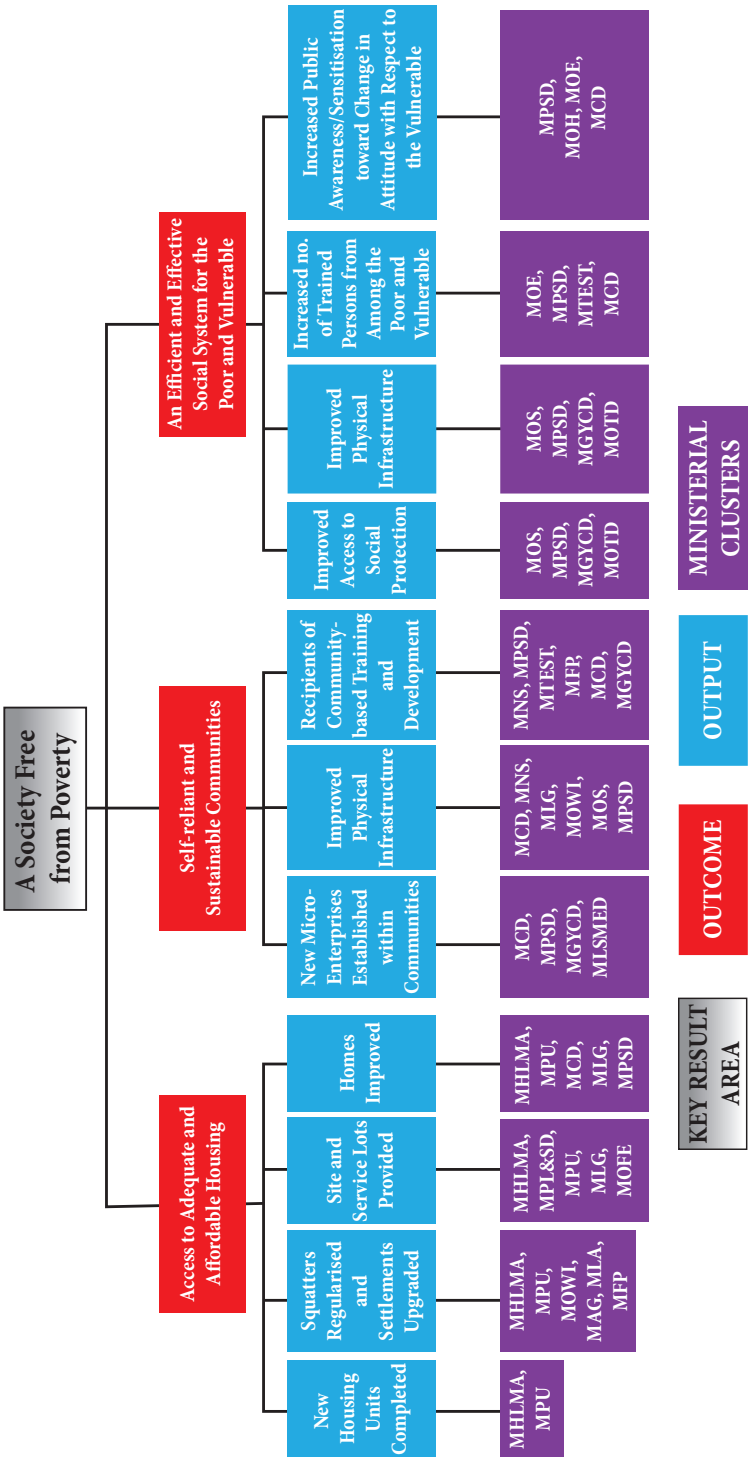
[32] Ministry of Labour and Small and Micro Enterprise Development: Enterprise Development Through Business Incubation Draft policy document

[33] World Bank Glossary http://www.worldbank.org/depweb/english/beyond/global/glossary.html

[34] Socially Displaced Persons Act No. 59 of 2000

Part II - Achieving the Strategic Priorities (continued)

Results Chain: Poverty Reduction And Human Capital Development



Human Capital Development

Human capital development is the single most critical success factor for transforming the economy and the society. With effective inputs from the education, health and social sectors, the human capital of any country can be transformed into a highly productive and valuable resource. In Trinidad and Tobago, the focus for this area over the medium-term is to strengthen the inputs into the education system, from the pre-primary to the secondary levels, then into the tertiary level such that our graduates would be well balanced, both academically and socially, and more competent to enter the world of work.

Cluster Ministries

1. Ministry of Labour and Small and Micro-Enterprises Development
2. Ministry of Science and Technology
3. Ministry of Tertiary Education and Skills Training
4. Ministry of Education

Pre-Primary to Secondary

The foundational element in building human capital is education from pre-primary to secondary level. Through this education, the child is prepared to be a fully participating individual in the social and economic development of Trinidad and Tobago. The goal is to provide quality universal education to prepare our young people to achieve their full potential, achieve an academically balanced education, grow healthy and normally, be well adjusted socially and culturally and be emotionally mature and happy.

KEY RESULT AREA
• **A Quality Pre-Primary to Secondary Education System that caters to the diverse needs of 21st Century Learners**

OUTCOMES	OUTPUTS
• Improved Learning Environment	• Improved Infrastructure
• Improved Students' Overall Performance	• Trained Teachers • Reformed Curricula • Improved Student Support Services • Increased Funding to Specific Non-Governmental Organisations
• Improved Alignment of Students to their Prospective Best-Fit Jobs and Promote Career Establishment	• A System for Career Support and Guidance
• Improved Institutional Strength and Capacity of the Ministry	• Improved Systems and Processes

KEY RESULT AREA: A Quality Pre-Primary to Secondary Education System that caters to the diverse needs of 21st Century Learners

The key thrust is to develop a pre-primary to secondary education system that will produce a secondary school graduate who possesses the characteristics and competencies of a 21st Century Learner. A 21st Century Learner is a graduate who has mastered specific skills, knowledge and expertise needed to succeed both in work and life. The 21st Century Learner Framework is based on four (4) key categories of competencies to be inculcated in each student:

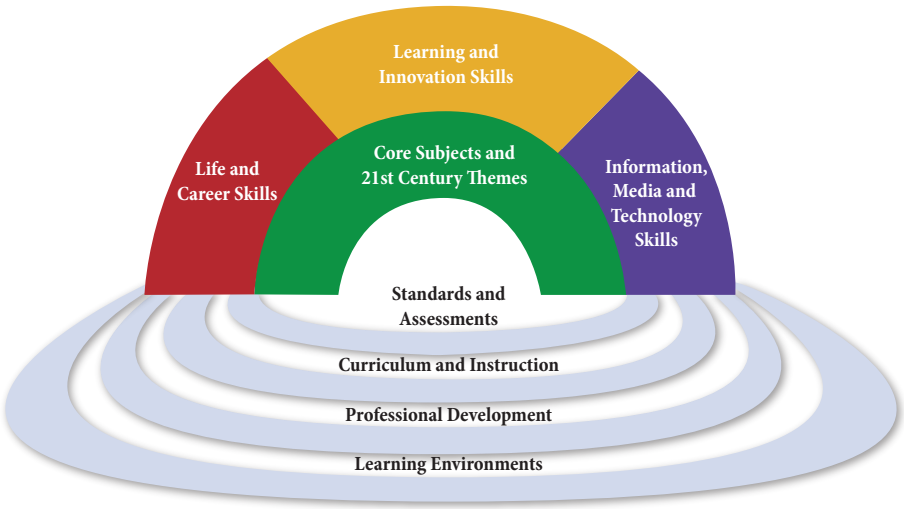
1. Core Academic Subjects and 21st Century Themes
2. Learning and Innovation Skills
3. Information, Media and Technology Skills
4. Life and Career Skills

The Framework articulates four (4) systems to support the above four (4) categories of competencies:

1. Standards and Assessments
2. Curriculum and Instruction
3. Professional Development
4. Learning Environment

Figure 4 is a pictorial representation of the framework and the relations among the key areas and support systems.

Figure 4 – 21st Century Learner Framework



OUTCOME 1: *Improved Learning Environment*

Our environment shapes our experiences. Similarly, a student's experience is impacted by the surroundings, which must be one that facilitates development and learning. Annually, a child spends over 1,000 hours in the school environment. It is therefore important that the environment is safe, nurturing, healthy and stimulating.

OUTPUT 1.1: *Improved Infrastructure*

The fundamental building block of creating a conducive environment for the child is ensuring that the physical environment is designed to support the child's learning needs. The physical environment sets the stage for the child's developmental journey. The focus will be to firstly improve the existing physical infrastructure of specific Early Childhood Care and Education (ECCE) Centres (pre-primary schools), primary and secondary schools to ensure that they are compliant with the national guidelines of the ECCE Centres, Occupational Safety and Health Act and standards set out by the United Nations Children Fund (UNICEF). Secondly, efforts will be concentrated to create state-of-the-art learning environments with modern equipment and furniture in these centres of learning. An increase in the number of learning institutions also improves the overall access for the students in the areas in which they serve.
The implementation of specific ICT infrastructure in secondary schools will also be addressed. Further to these, numerous infrastructural developments for several primary and secondary school will be addressed.

KEY PROJECTS

- Technical Upgrade of 8 ECCE Centres and 8 Primary Schools
- Construction of 26 ECCE Centres
- Construction of 21 Primary Schools
- Construction of 9 Secondary Schools
- E-CAL Programme
- Upgrading of Facilities for the Computerisation of Primary Schools
- Promote Safe Schools
- Open and Distance Learning
- Upgrade Sporting Facilities in Secondary Schools
- Construction of 5 Special Education Schools for Differently abled Students

OUTCOME 2: *Improved Students' Overall Performance*

Improving students' overall performance in the areas of academics, innovation, ICT and life skills is the focus of the 21st century learner framework. Child development is approached so that an individual can manage and balance both academic and non-academic activities. It seeks to achieve this by addressing the impeding issues arising from the stages of curriculum development to student assessment.

Part II - Achieving the Strategic Priorities (continued)

OUTPUT 2.1: *Trained Teachers*

The teacher plays a critical role in the development of the student. New/ modern teaching practises and teacher training and development is critical to deliver the new curriculum, as well as be able to appropriately respond to the student in the school environment. The aim is to produce a teacher who possesses the necessary abilities and competences to effectively teach the 21st century learner such as social and emotional intelligence and adaptability and resilience.

KEY PROJECTS

- Baseline Survey of representative sample of Primary and Secondary School Teachers to Inform the Model for Professional Development
- Mainstreaming of Gender Considerations throughout the Education System

OUTPUT 2.2: *Reformed Curricula*

The curriculum is the centre of the educational system. Its impact is determined in part by the quality of content. Producing a balanced and relevant curriculum that will produce a 21st century learner requires a review and redesigning of the current curriculum. The revitalised curricula will ensure that children receive an education that enriches their lives, expands their opportunities and empowers them to meaningfully participate in society and the economy.

KEY PROJECTS

- Revision to the Primary School Curriculum and Assessment Guide (7 subject areas)
- Revision to the Secondary School Curriculum
- Restructuring of the Continuous Assessment Component (CAC) of the Secondary Entrance Assessment (SEA)
- Introduce Spanish as the "first foreign language" at the primary level

OUTPUT 2.3: *Improved Student Support Services*

These services intend to provide relevant support to the student, and their respective families, to ensure holistic child development is achieved and healthy and effective learning is promoted. Some support services include counselling, life skills and student testing. They also provide opportunities that can identify possible solutions to removing barriers to learning, be it physical, emotional or psychological.

KEY PROJECTS

- Universalised Testing
- Neuro-diagnostics
- Testing for Emotional and Behavioural Disorders
- Testing for Vision and Hearing Difficulties
- Social Support Programmes
- Psycho-social Support Programmes

OUTPUT 2.4: *Increased Funding to specific Non-Governmental Organisations*

To provide increased funding to non-governmental organisations that are working on literacy programmes. It also involves establishing standards and benchmarks and developing intervention strategies to enhance the literacy and numeracy skills of targeted students.

KEY PROJECT

- Numeracy and Literacy

OUTCOME 3: *Improved Alignment of Students to their Prospective Best-Fit Jobs and Promote Career Establishment*

It is often found that students are detached from social and economic realities. As such, they experience difficulties in effectively choosing a desirable career. Exposing students to the working world and putting systems in place so that they can make more informed career decisions as well as successfully manage the transition from secondary school to post-secondary, and further on to the world of work, will become an integral part of the school experience. The system also provides support for vulnerable students who are at the risk of leaving the school system before they have completed their course of study.

OUTPUT: 3.1: *A System for Career Support and Guidance*

The conduct of an analytic study of student needs, the development of a school-wide, integrated model of careers and the institutionalisation of a systematic process for supporting students will form an important part of the system of support to schools.

KEY PROJECTS

- Career Guidance and Development in Secondary Schools
- National Mentorship Programme
- The Task Force on Violence and Indiscipline

OUTCOME 4: *Improved Institutional Strength and Capacity of the Ministry*

The Ministry of Education is required to perform its functions differently in the new system. The focus is on strengthening the Ministry in the areas of Planning, Leadership and Management, Oversight and Administration; along with instituting the various support systems required to enable and sustain these corporate competencies. The process will be stakeholder-inclusive and result in a relevant, performance-driven and responsive organisation.

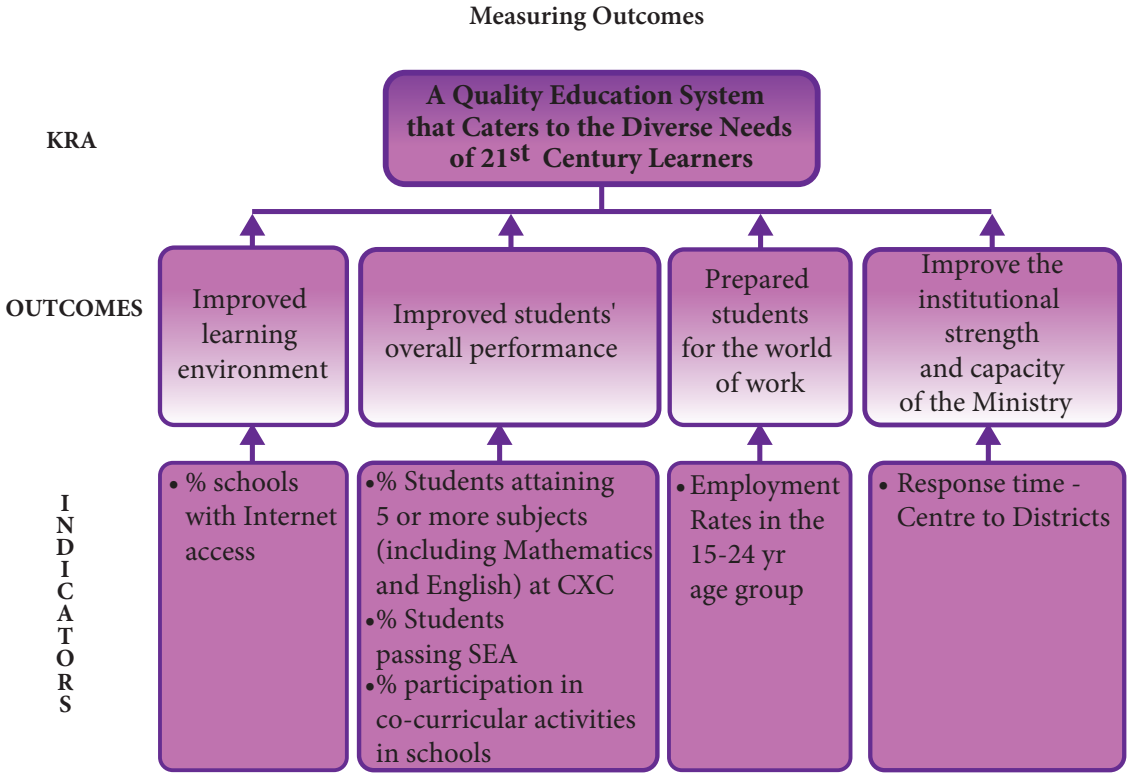
Part II - Achieving the Strategic Priorities (continued)

OUTPUT: 4.1: *Improved Systems and Processes*

Under this output, building competencies in the area of management, governance, planning and project management will be addressed. Business transformation with regards to organisational restructuring, business process reengineering and a more strategic use of ICTs will also be undertaken while carefully change-managing the process.

KEY PROJECTS

- Organisational Structuring
- Inclusive Education
- Business Process Transformation and Organisational Transformation
- Overall Strategy for ECCE
- School Supervision and School Based Management
- Ministry of Education's Communication's Strategy



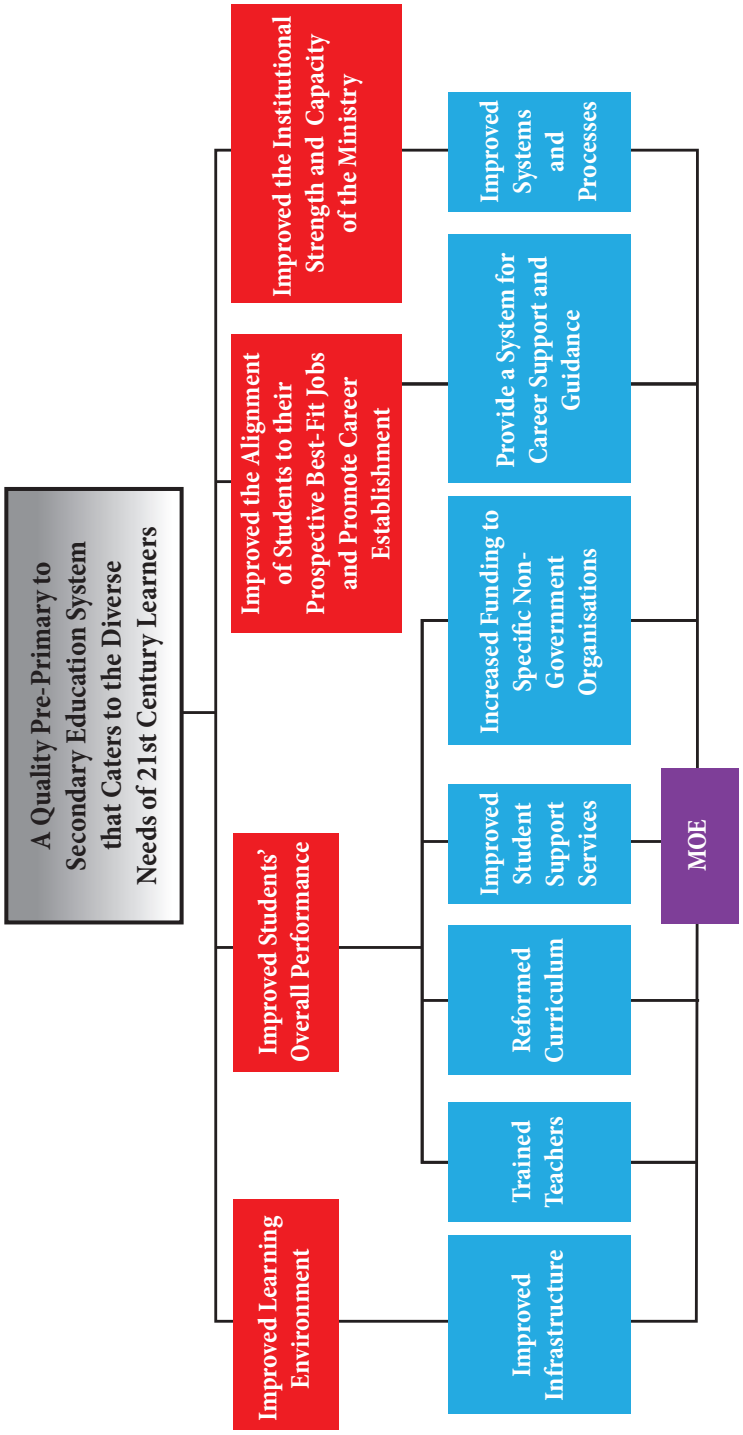
Part II - Achieving the Strategic Priorities (continued)

A Quality Education System that Caters to the Diverse Needs of 21st Century Learners - Indicators

INDICATOR	BASELINE 2010	Target 2015
% schools with Internet access	Statistical data unavailable	100% (all secondary schools)
% Students attaining 5 or more subjects (including Mathematics and English) at CXC	48.95%	Increase to 60% by 2015
% Students passing SEA	88.4%	Increase to 92% by 2015
% participation in co-curricular activities in schools	Statistical data unavailable	Increase to 60% by 2015
Employment Rates in the 15-24 year age group	14.0%	Increase employment rate in the 15-24 age group by 2% per annum
Response time – Centre to Districts	Statistical data unavailable	72 hours (3 working days)

INDICATOR	DESCRIPTION
% schools with Internet access	Number of schools with internet access as a proportion of the total number of schools (i) Primary (ii) Secondary
% Students attaining 5 or more subjects (including Mathematics and English) at CXC	Students writing the Caribbean Secondary Education Certificate (CSEC) CXC Examination who pass 5 or more subjects inclusive of Mathematics and English
% Students passing SEA	Students writing the SEA Examination who score 30 per cent and above
% participation in co-curricular activities in schools	Number of students participating in co-curricular activities in schools as a proportion of the total number of students
Employment Rates in the 15-24 yr age group	The number of persons the non- institutional population, in the 15-24 year age group who are employed as a proportion of the total number of persons in the 15-24 year age group
Response time – Centre to Districts	The response time between Ministry Office and Educational District Office

Results Chain: Human Capital Development



Tertiary Education

The focus of tertiary education initiatives is to provide support towards building both a knowledge-driven economy and creating new avenues for economic growth. The thrust is towards fashioning high quality and responsive tertiary institutions to the demands of the labour market, as well as improving access to tertiary and technical vocational institutions throughout Trinidad and Tobago. The ultimate goal is to ensure that our human resource achieve their highest potential thus fulfilling both the needs of the industry and the individual to grow, create wealth and prosperity.

Increasing enrolment and graduate rates from tertiary and technical institutions is therefore a priority. In 2010, the participation rate in tertiary institutions was 46.4 per cent and the target to be achieved by 2014 is 60 per cent.

Building the human capital impacts directly on the quality of industry development; skilled persons demand a different type of employment than what traditionally exists. The absorptive capacity by industry will be a critical factor in the achievement of this development goal.

KEY RESULT AREA: A Knowledge-Driven and Skilled Population

A country's greatest asset is its human resources. Through investment in this resource it is possible to transform the economy. The aim is to increase the human capital formation by training thereby transforming the labour force into a highly qualified and adaptable entity. This type of worker would bring professional capability, new systems of work and new approaches to work including innovation and creativity. Facilitating access and affordability to higher learning and education centres is a priority. Well managed financial assistance programmes will reduce the financial barriers to tertiary education. The traditional education system will be transformed to facilitate programmes which will encourage creativity and innovation, so setting the foundation for the tertiary sector. The graduates from the tertiary institutes will be equipped to think innovatively creating the shift in the view of lifelong employment to creating business and becoming entrepreneurs. Further, the institutions should develop the optimal mix of professionals and innovative members of the workforce to staff all of the vacancies in all of the various sectors of the economy.

Part II - Achieving the Strategic Priorities (continued)

KEY RESULT AREA
• **A Knowledge-Driven and Skilled Population**

OUTCOME	OUTPUTS
• Quality graduates in tertiary education and technical vocational programmes in sufficient numbers and capabilities to drive a knowledge intensive economy	• Decentralised Tertiary and Technical Vocational Institutions Constructed • Increased intake at tertiary and technical vocational institutions • Increased Provision of Opportunities for all Lifelong Learning
• Synchronisation of labour market requirements with skills and tertiary education	• Government Assistance for Tuition Expenses • Labour Market Information System
• Improved system of entrepreneurship, apprenticeship and internship for young persons	• Workforce Ready Population • Trained entrepreneurs

OUTCOME 1: *Quality Graduates in Tertiary Education and Technical Vocational Programmes in Sufficient Numbers and Capabilities to Drive a Knowledge Intensive Economy*

Increased level of participation in tertiary education and technical vocational programmes will facilitate Trinidad and Tobago's readiness to become a knowledge intensive economy. The completion rate of students at these levels and type of training of these graduates entering into the industry are critical for the achievement of this outcome. Access to and availability of spaces in tertiary and technical vocational institutions will enable the achievement of the increased numbers and quality of student in these institutions.

OUTPUT 1.1: *Decentralised Tertiary and Technical Vocational Institutions Constructed*

The construction of tertiary and technical vocational institutions at strategic locations would bring training opportunities closer to the communities and the industries which they serve. These institutions will be modern with state of the art technology to meet industry and professional needs.

KEY PROJECTS

- Construction of the UWI Debe Campus
- Construction of the COSTAAT Campuses in Chaguanas and Sangre Grande
- Construction of the main Campus of UTT – Tamana
- Construction of Tobago Technology Centre
- Construction of the Teaching and Learning Complex at UWI
- Construction of the YTEPP Waterloo Centre

- Upgrading of Technology Centres
- Implement online course delivery at COSTTAT
- Establishment of an Integrated Centre for Academic Excellence (St. Augustine Education City)
- Establishment of Pleasantville Technology Centre
- Development of an Integrated University Campus in Tobago
- Improvement of Facilities –
  - Eastern Caribbean Institute of Agriculture and Forestry
  - John Donaldson Technical Institute
  - San Fernando Technical Institute
  - O'Meara Campus UTT Campus
  - Chaguaramas Campus UTT Campus
  - University of Southern Caribbean
  - Valsayn Teachers College
  - Corinth Teachers College
- Establishment of a Nursing and Healthcare Education and Training Facility

OUTPUT 1.2: ***Increased intake at Tertiary and Technical Vocational Institutions***

Increase in the number of persons accessing these tertiary and technology institutions is facilitated by the proximity to communities. A knowledge worker who enjoys improved standards of living due to higher skilled employment will be realised.

OUTPUT 1.3: ***Increased provision of opportunities for all Lifelong Learning***

New and expanded access to centres for lifelong learning will provide adult learners with centres close to their communities. The programme of training would be relevant to the needs of the individual and the labour market.

KEY PROJECTS

- Opening of libraries on Sundays in San Fernando, Couva, Debe and Sangre Grande;
- Books on Wheels;
- Introduction of libraries at St. Jude's School for Girl, St. Michael's School for Boys and at the Women's Prison and Maximum Security Prison;
- Construction of libraries at Chaguanas, Rio Claro, Mayaro, Arouca, Siparia, Couva, Penal, Moruga, Toco, Morvant, Diego Martin, San Juan and Arima
- Certificate in Criminal Justice Programme for Prison Officers.

OUTCOME 2: *Synchronisation of Labour Market Requirements with Skills and Tertiary Education*

The mismatch between the requirements of the labour market and the training of tertiary level graduates has been an on-going challenge leading to unemployment or underemployment as well as the outward migration of trained professionals. As a result of synchronising, tertiary throughput will be better aligned to market realities. Through a number of initiatives, the skills base will be expanded and strengthen which will also be aligned to labour market requirements.

OUTPUT 2.1: *Government Assistance for Tuition Expenses*

One of the barriers to pursuing tertiary or technical vocational training is that of financing. The Government assistance programmes facilitate this access to training expanding support to students pursuing technical vocational areas.

KEY PROJECTS

- Review of the GATE Programme

OUTPUT 2.2: *Labour Market Information System*

A system that monitors the supply and demand for labour as well as project this demand and supply in keeping with industry growth projects will inform training and development of graduates to meet industry requirements. Other variables such as the ageing of the population, health status of the population will guide interventions in relation to inwards and outward migration and labour shortages.

KEY PROJECTS

- Vacancies Survey
- Manpower Planning
- National Human Resource Management Information System
- Strengthening of the National Employment Service

OUTCOME 3: *Improved System of Entrepreneurship, Apprenticeship and Internship*

Equipping young persons with the ability to think creatively is one of the greatest investments a country can make. Through a number of initiatives, the relevant programs will be created to allow young persons to develop their creative ability thus allowing them to become young entrepreneurs. These young persons will have the ability to create new sectors in the industry and strengthen existing sectors thus facilitating the transformation of the economy.

OUTPUT: 3.1: *Workforce Ready Population*

A Workforce Assessment Centre (WAC) is a skills assessment and recognition facility designed to increase access to, and participation in, Post-Secondary Education and Training. It uses a system of Prior Learning Assessment and Recognition (PLAR) to assess and certify competencies gained through non-formal means of education. The establishment of these Centres throughout Trinidad and Tobago will assess and certify individuals who are skilled but uncertified. The integration of all skilled persons into the workforce is necessary to achieve the fullest participation of human talent in all sector of the economy.

KEY PROJECTS

- Workforce Assessment Centre (WAC)
- TVET Registry
- Expansion of the OJT Programme

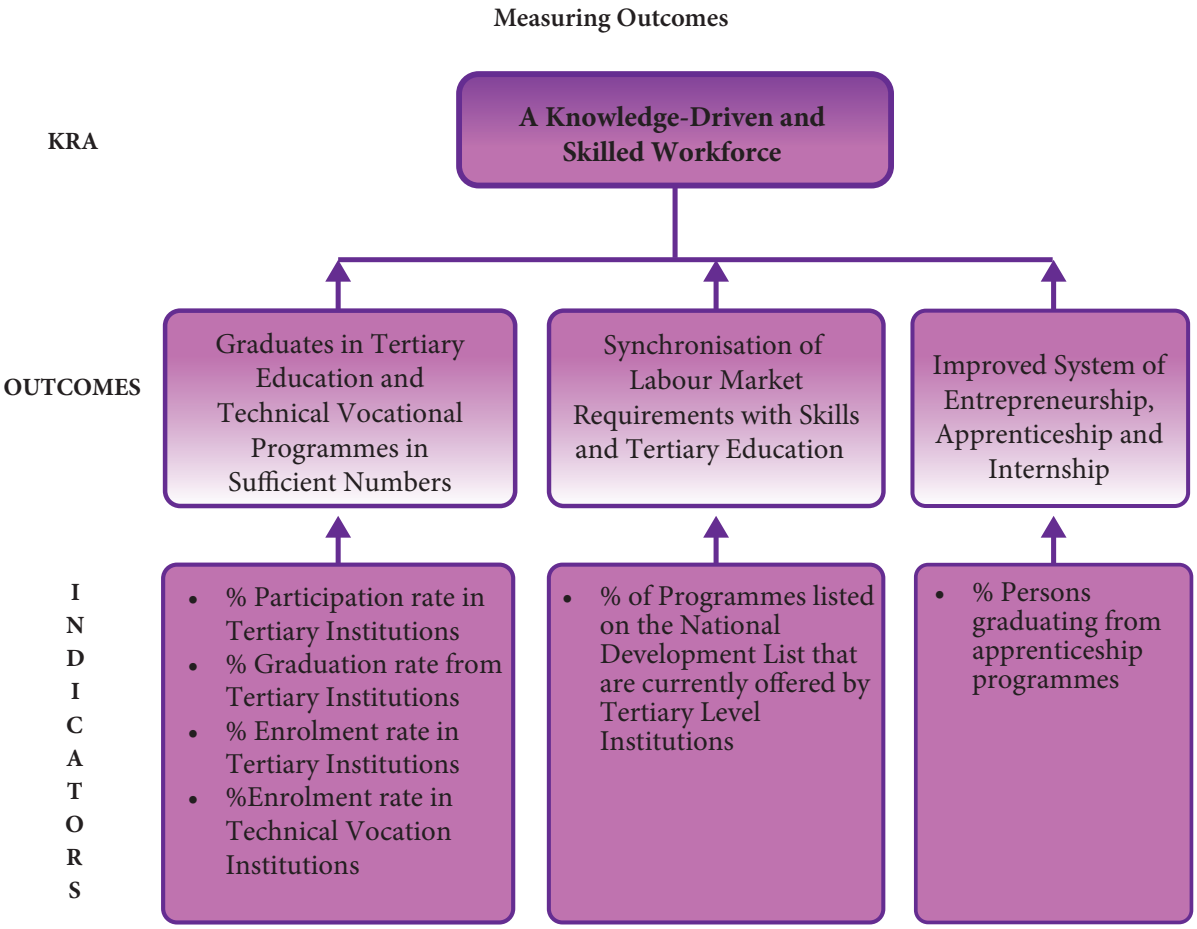
OUTPUT: 3.2: *Trained entrepreneurs*

The shift from lifelong employment to self-employment through entrepreneurial activity is being viewed as a viable platform for economic growth and prosperity. The focus on building skills within learning institutions in the area of entrepreneurial studies and practices is increasing. To ensure that entrepreneurs are created students are encouraged to develop pilot businesses, to become more enterprising by taking initiative and responsibility, Teachers are being equipped in teaching the areas through the establishment of practical partnerships between schools and industry and building networks in industry.

KEY PROJECTS

- Expansion of Community Based Micro Credit System
- Expansion of Community Based Business Incubators
- Establishment of a Policy, Strategy and Institutional Framework for MSE Development

Part II - Achieving the Strategic Priorities (continued)



Part II - Achieving the Strategic Priorities (continued)

INDICATOR	BASELINE 2010	Target 2015
% Participation rate in Tertiary Institutions	42%	Increase to 60% by 2015
% Graduation rate from Tertiary Institutions [35]	Statistical data unavailable	Increase to 50% by 2015
% Enrolment rate in Tertiary Institutions	Statistical data unavailable	To be determined
% Enrolment rate in Technical Vocation Institutions	Statistical data unavailable	To be determined
% of Programmes listed on the National Development List that are currently offered by Tertiary Level Institutions	Statistical data unavailable	To be determined
% Persons graduating from apprenticeship programmes	Statistical data unavailable	To be determined

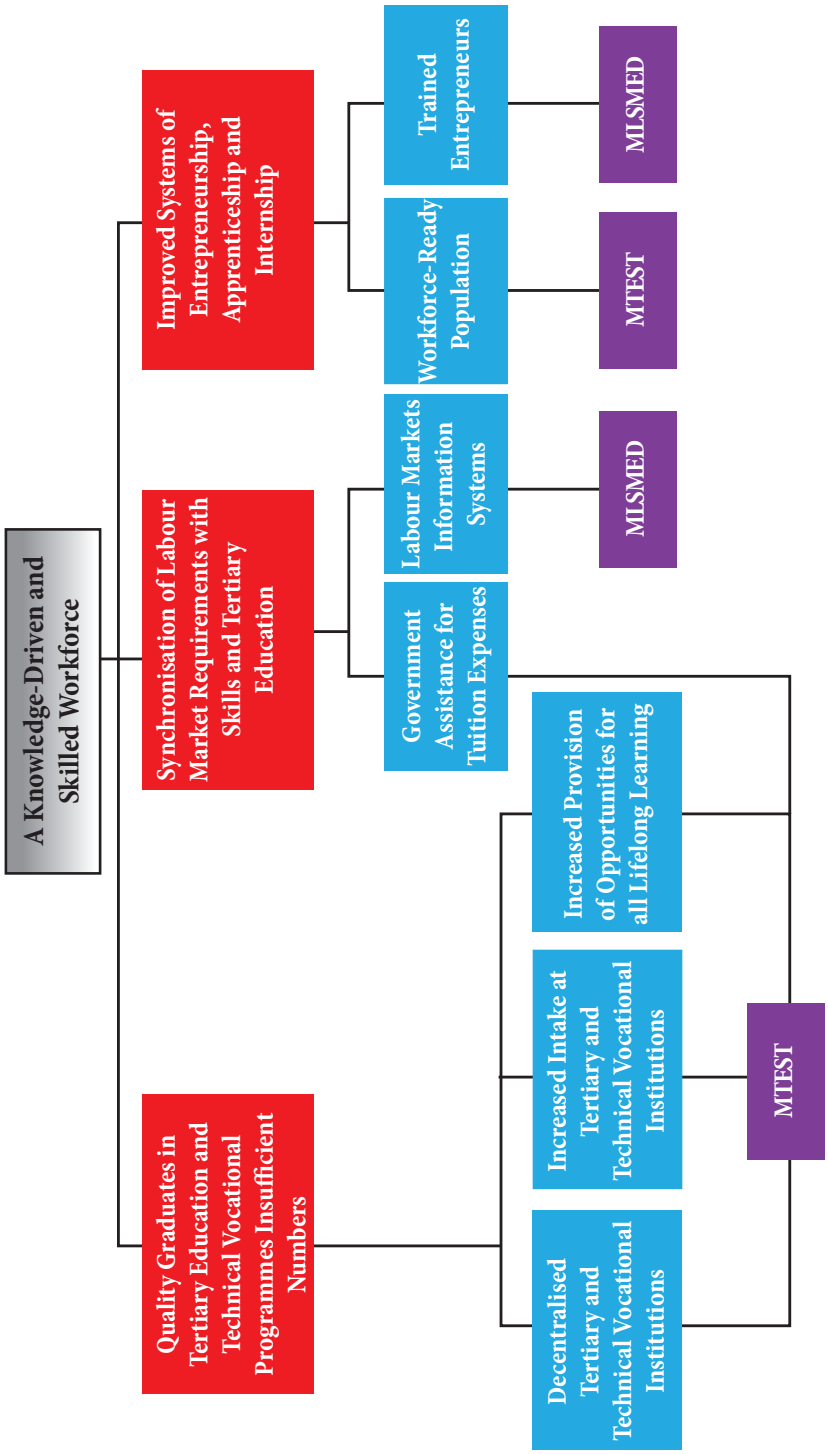
(Footnotes)
[35] Source: Ministry of Tertiary Education and Skills Training; Tertiary Institutions – University of the West Indies-St. Augustine, University of Trinidad and Tobago, College of Science, Technology and Applied Arts of Trinidad and Tobago

Part II - Achieving the Strategic Priorities (continued)

INDICATOR	DESCRIPTIONS
% Participation rate in Tertiary Institutions	The percentage of students who graduate from secondary school and enroll into either the University of the West Indies-St. Augustine, University of Trinidad and Tobago, College of Science, Technology and Applied Arts of Trinidad and Tobago
% Graduation rate from Tertiary Institutions	The UNESCO methodology is used which incorporates statistics for the 3 major tertiary institutions
% Enrolment rate in Tertiary Institutions	The percentage of persons enrolled in tertiary level institutions compared to the total amount of the population who are eligible to receive tertiary education
% Enrolment rate in Technical Vocation Institutions	The number of persons enrolled in Technical Vocation Institutions compared to the total amount of persons enrolled in tertiary level institutions
% of programmes listed on the National Development List that are currently offered by Tertiary Level Institutions	The number of programmes that are listed on the National Development List that are currently offered by local Tertiary Level Institutions
% persons graduating from apprenticeship programmes	The number of persons graduating from apprenticeship programmes compared to the total amount of persons who started the programme

Part II - Achieving the Strategic Priorities (continued)

Results Chain: Poverty Reduction and Human Capital Development



Part III
Reporting On Results

Reporting Templates and Guidelines For Use

National Performance Framework Reporting Template

The National Performance Framework – Reporting Template was developed by the Ministry of Planning and Sustainable Development as a tool that will assist Ministries in tracking and measuring progress towards the five strategic priorities outlined in the Medium-Term Policy Framework (MTPF) 2011- 2014. It allows for reporting against the outputs as well as the outcomes outlined in the NPF. Collectively, this information allows the Ministry of Planning and Sustainable Development to track the progress towards the Key Results Areas and by extension the national objective of sustainable development. It also provides for the collection and collation of the data necessary for effective decision making and policy formulation.

The National Performance Framework – Reporting Template replaces the previous Action Plan Reporting Template developed by the then Ministry of Planning, Housing and the Environment in 2010, which required Ministries to report on their one year action plans. This new reporting template requires that the Ministries report against the strategies of the priority areas in the MTPF. While the Action Plan Reporting Template served to assist reporting at the ministry or micro level, the National Performance Framework – Reporting Template serves to assist reporting at the national or macro level as it will track progress towards the overall objective of attaining sustainable development.

The Performance Framework – Reporting Template requires Ministries to report against both the outputs and the outcomes outlined in the NPF. While it is envisaged that not all Ministries have the capacity to report against outcomes, it is understood that they possess the capacity to report against the outputs. In light of this, all Ministries are required to report against the outputs and where possible the outcomes. These reports are to be completed on a bi-annual basis and are to be submitted to the National Transformation Unit, Ministry of Planning and Sustainable Development within two weeks of the end of the reporting period – the second (2nd) week in April and October.

NATIONAL PERFORMANCE FRAMEWORK – REPORTING TEMPLATE

As at _____

MINISTRY		
NPF PRIORITY AREA		
NPF KEY RESULT AREA		
NPF OUTCOME		
NPF OUTPUT		

PROJECT NAME	PROJECT OUTPUT	MEASURE OF OUTPUT/OUTCOME						STATUS / COMMENTS
		PERFORMANCE INDICATOR	BASELINE (2010)	TARGET			ACTUAL MEASURE FOR CURRENT YEAR	
				2013	2014	2015		

Part III - Reporting On Results

SUPPLEMENTAL INFORMATION TEMPLATE

(Projects Not Listed in the NPF)

As at _____

MINISTRY										STATUS / COMMENTS
PROJECT NAME	PROJECT OUTPUT	MEASURE OF OUTPUT							ACTUAL MEASURE FOR CURRENT YEAR	
		PERFORMANCE INDICATOR	BASELINE (2010)	TARGET						
				2013	2014	2015				

Part III - Reporting On Results

Guide to Reporting Templates

National Performance Report- Reporting Template

i. Ministry – the name of the Ministry completing this report;

ii. NPF Priority Area – one of the following five NPF priority areas to which the reported Ministry's project is aligned: Crime and Law and Order; Agriculture and Food Security; Health Care Services and Hospitals; Economic Growth, Job Creation, Competitiveness and Innovation; and Poverty Reduction and Human Capital Development;

iii. NPF Key Result Area – the KRA under the respective priority area to which the reported Ministry's project is aligned;

iv. NPF Outcome – the Outcome under the respective KRA to which the reported Ministry's project is aligned;

v. NPF Output – the Output under the respective Outcome to which the reported Ministry's project is aligned;

vi. Project Name – the name of the relevant project as recorded on official or accepted Project Documents;

vii. Project Output – the major deliverable of the project;

viii. Measure of Output/Outcome – this section describes how the achievement of the Outcome is tracked –

   a. Performance Indicator – this is the Output and Outcome performance indicator. It is a specific variable, that when tracked systematically over time, indicates progress (or lack thereof) toward the achievement of the Output and Outcome;

   b. Baseline – the first measure of the Output and Outcome Indicator. Be sure to include the year in which this measure was made;

   c. Target – the measure of the Output and Outcome indicator which you would like to achieve by each of the years 2013, 2014 and 2015;

   d. Actual Measure for Current Year – this is the measure of the Output and Outcome indicator for the year in which this report is being completed;

ix. Status/Comment –

a. Significant project achievement/s;

b. Significant challenge/s faced; and

c. Other significant Outcome- or Output-relevant information.

Supplemental Information Template

i. Ministry – the name of the Ministry completing this report;

ii. Project Name – the name of the relevant project as recorded on official or accepted Project Documents;

iii. Project Output – the major deliverable of the project;

iv Measure of Output/Outcome – this section describes how the achievement of the Outcome is tracked –

a. Performance Indicator – this is the Output and Outcome performance indicator. It is a specific variable, that when tracked systematically over time, indicates progress (or lack thereof) toward the achievement of the Output and Outcome;

b. Baseline – the first measure of the Output and Outcome Indicator. Be sure to include the year in which this measure was made;

c. Target – the measure of the Output and Outcome indicator which you would like to achieve by each of the years 2013, 2014 and 2015;

d. Actual Measure for Current Year – this is the measure of the Output and Outcome indicator for the year in which this report is being completed;

v. Status/Comment –

a. Significant project achievement/s;

b. Significant challenge/s faced; and

c. Other significant Outcome- or Output-relevant information.

Glossary of Terms

Term	Definition
Baseline information	Information – usually consisting of facts or figures collected at the initial stages of a project that provides a basis for measuring progress in achieving project objectives and outputs
Cluster	A group of Ministries whose projects significantly contribute toward the achievement of a particular Outcome
Input	The financial, human, and material resources used for the development intervention
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor
Integrated Public Management Framework	A public performance management system that links policy, budget, implementation and results
Key Result Area	The long-term impact expected to be produced by a development intervention
Logic Model	A logic model (or theory of change) explains why the links in the standard results chain make sense
National Performance Framework	A framework designed to monitor and measure government's performance against stated, expected results
Output	The products, goods and services that result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes
Outcomes	The likely or achieved short-term and medium-term effects that are expected of an intervention's outputs
Results-Based Management	A management strategy focusing on performance and achievement of outputs, outcomes and impacts
Standard Result Chain	A graphical simplification which shows the overall structure of how an intervention is expected to work
Target	A specified objective that indicates the number, timing and location of that which is to be realised

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