



Government of the Republic of Trinidad and Tobago

# Sustaining Growth, Securing Prosperity

BUSINESS AND  
TRADE EXPANSION

# State Enterprises' Investment Programme

Policy Development

Diversification  
Economic Infrastructure  
Investment

e-Auction

Good Governance

SOCIAL INFRASTRUCTURE

(SEIP)

# 2014

DIVESTMENTS

# Corporate Governance

Public Private Partnership





GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

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# FOREWORD

In these volatile economic times marked by low growth rates, Central Banks across the globe remain steadfast in their pursuits to stimulate economic activity. Ongoing attempts through an accommodative monetary stance have spurred signs of moderate recovery in the first quarter of 2013 resulting in a global growth rate of 2.75 percent. This change gave rise to a reassuring outlook for 2013, though only marginally higher than the growth experienced in the latter half of 2012. In spite of these encouraging reports, the initial positive outlook was overpowered by the extended recession in the euro area; growth disappointments in emerging economies such as China and Brazil; and the weaker than expected expansion in the United States of America (US). These challenges eventually triggered the International Monetary Fund (IMF) to revise its estimate from 3.3% to 3.1% for 2013 and from 4% to 3.8% for 2014.

With the performance of the global economy falling short of expectations, the CARICOM region was no different. According to the IMF, constraints in the tourism sector and high levels of debt lead to reduction in growth projections for the region, to less than 2%. On the local front, reports by the Central Bank of Trinidad and Tobago indicated that in the first quarter of 2013 the Trinidad and Tobago economy grew by 1.6%, core inflation remained relatively stable at 2.2%, unemployment at 5% and anticipated a growth rate of 2.5% in the next fiscal year.

As the economy recuperates from the effects of the downturn, the Government of the Republic of Trinidad and Tobago (GORTT) continues to strive to promote sustainable development. In keeping with this, it is imperative that State Enterprises in executing their mandate, utilize the available resources in a more efficient and effective manner to build a competitive economic base in order to withstand the vagaries of the changing global environment. It is in this context that the State Enterprises' Investment Programme (SEIP) 2014 provides an overview of the developmental capital programmes undertaken by wholly and majority owned State Enterprises and Statutory Authorities.

The SEIP focuses on programmes which are financed by the entity, either through its retained earnings or by debt raised and serviced by the agency or government.

The 2014 State Enterprises' Investment Programme includes projects that cover the following areas:

- Business and Trade Expansion — Energy Sector
- Business and Trade Expansion — Non-Energy Sector
  - Electricity
  - Tourism
  - Transport and Communication
  - Education and Training
  - Community
  - Housing and Settlements
  - Health
  - Public Order and Safety
  - Public Administration

# INTRODUCTION

The State Enterprise Sector is comprised of sixty (60) companies of which forty-eight (48) are wholly owned, seven (7) are majority owned and five (5) in which Government has a minority shareholding.

These enterprises operate in the gas and oil industry, infrastructure development, banking and financial services, manufacturing, transport and communication, training, tourism, agriculture, information technology and the provision of social services.

The number of wholly owned companies increased by four (4) in 2013 – the Atrius Life

Insurance Co. Limited, Clico Trust Corporation Limited, Trinidad and Tobago Tourism Business Development Limited and Trinidad and Tobago Creative Industries Company Limited.

In fiscal 2012, Government's equity holding in these State Enterprises totalled \$8,232.5 million and a ROCE of 7.0% was realised. The Sector also contributed to the economy through foreign exchange earnings, employment, dividend payments and taxes.

Enterprises that contributed significantly to Government's revenue in fiscal 2012 are outlined hereunder:-

Enterprises	Profit Before Tax (\$ million)	Corporation Tax (\$ million)	Foreign Exchange (\$ million)
PETROTRIN	2,065.6	1,049.6	29,657.0
NGC	5,225.8	1,512.0	2,847.0
NEL	608.7	5.4	0.0
NP	51.4	16.6	524.0

## Profit by Sector:

Sectors	Profit After Tax 2012 (\$ million)
Energy and Energy Based	4,783.0
Financial Services	477.6
Manufacturing and Agro-Based	279.0
Services	(253.2)
Transport and Communication	16.0
<b>TOTAL</b>	<b>5,302.4</b>

## DIVESTMENT

First Citizens Bank Limited launched an Initial Public Offering (IPO) of shares on the Trinidad and Tobago Stock Exchange on Monday 15th July, 2013. Twenty percent of the shareholding of the Bank was offered for sale to the public at an offer price of \$22.00 per ordinary share.

Also in fiscal 2013, three (3) companies were deregistered: the Iron & Steel Company of Trinidad and Tobago, CWC World Cup (2007) Trinidad and Tobago Limited and Orange Grove National Company Limited.

As part of the reform of the public procurement regime, government embarked on the e-Auction initiative to foster greater transparency, accountability and value for money in the State Enterprise Sector. Since its inception, this tool has been used in a number of State Enterprises resulting in a reduction in cycle time and cost in the procurement of goods and services.

E-Auctions contributed to savings across thirty-two (32) State Agencies and a reduction in time taken to invite and receive bids by approximately sixty percent. These Agencies have also benefitted from economies of scale through collaborative events held for common items such as paper, computers and personal protective equipment. Moreover, government continues to expand the e-Auction initiative within the State Sector and increase the range of goods and services procured.

In August 2011, a Public Private Partnership (PPP) Unit was established in the Ministry of Finance and the Economy – Investments Division. This Unit currently has responsibility for regulating the programme, disseminating the Cabinet approved policy, contributing to the development of projects and becoming a repository of skills and knowledge in PPP.

This Unit will facilitate the development of a framework to support public procurement utilizing the PPP methodology for the procurement and delivery of sustainable and high quality infrastructure projects. In addition, the Unit has secured consultancy services to develop an organizational and institutional model/operational guideline to support PPP investments.

The PPP Unit has developed a pipeline of over ninety (90) potential projects from various sectors. This project pipeline was subdivided into:

- **Category A** – projects that are highly doable as PPPs; and
- **Category B** – projects that were screened and assessed for viability prior to developing for the PPP programme.

As part of the Technical Cooperation Agreement with the Inter-American Development Bank (IDB), the PPP Unit has commenced two (2) pilot projects which reside within two (2) Government Ministries:

- The proposed National Diagnostic Centres for Imaging and Laboratory/Pathology Services in the Ministry of Health; and
- Ten (10) Primary Schools/Early Child Care and Education (ECCE) Centres in the Ministry of Education.

Sixteen (16) other Category A projects have received the approval of Cabinet for implementation. These projects emanated from the Ministry of Transport, Ministry of Works and Infrastructure, Ministry of Finance and the Economy, Ministry of Tourism and the Ministry of Local Government.

Further, the PPP Unit is reviewing the draft operational guidelines developed to underpin the National PPP Policy. This document will serve as a guide in the development and implementation of PPP projects in Trinidad and Tobago. Under the current procurement landscape in Trinidad and Tobago, State Enterprises would be afforded key roles in the procurement of PPP projects.



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# OVERVIEW OF THE STATE ENTERPRISES' INVESTMENT PROGRAMME – 2014

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The State Enterprises' Investment Programme (SEIP) highlights all capital infrastructure projects financed by State Enterprises and Statutory Authorities, through internally generated funds, loans raised and serviced by either the Agencies or Government. The State Sector will continue to focus on national development in the following priority areas:

- **Economic infrastructure**
  - business and trade expansion
  - agriculture
  - business facilitation
  - communication technologies
  - electricity
  - financial services
  - manufacturing services
  - tourism
  - transport and communication
  
- **Social infrastructure**
  - education and training
  - community
  - housing and settlements
  - health
  
- **Administration**
  - public order and safety
  - public administration

# ECONOMIC INFRASTRUCTURE

## BUSINESS AND TRADE EXPANSION – ENERGY SECTOR

### ENERGY, PETROCHEMICALS, MINING

#### THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED (NGC)



The National Gas Company of Trinidad and Tobago (NGC) was established in 1975 to purchase, compress, transport and distribute natural gas to industrial users. This company has maintained its corporate responsibilities and has focused on developing the country's resources.

#### CORPORATE SOCIAL RESPONSIBILITY

NGC, as a state owned corporate entity in the gas-based energy sector, continued its mission to create exceptional national value from natural gas and energy businesses in support of national socioeconomic development which is the cornerstone of its operations. Since 2005, NGC has been actively restructuring its community relations programme towards Community Economic Development (CED) as a means of assisting communities impacted by its operations to thrive and grow within their own environments.

Accordingly, NGC has been identifying, evaluating and improving the way it manages its relationships with communities. The company continues to develop and improve its interaction with residents and other key stakeholders. In addition, emphasis was placed on contributions, sponsorships and youth development activities to expand its reach in ensuring that the entire country benefits from the success of the gas industry.

Seven (7) main projects were identified in 2013:

- Youth development through sponsorship of Police Youth Clubs in Couva, La Brea, Beetham and Laventille Road;
- Construction of sporting and recreational facilities in various areas of Trinidad and Tobago to foster community building;
- Continuation of the reforestation programme in which NGC partners with communities in Moruga, Rousillac and Parrylands to restore the natural environment while providing employment for the residents;
- Continuation of the public education programme to create public awareness of NGC, its business and natural gas safety and emergency response;
- Promotion of T&T with NGC at the forefront in seeking gas-related investment opportunities overseas;
- Strategic contributions and sponsorships in the areas of the arts and culture, sport, education and human and social development; and
- Promotion of CNG as a vehicular fuel in the transportation sector.

## ENVIRONMENT, HEALTH AND SAFETY

Environment, Health and Safety (EHS) is a major focus of the company. Therefore, NGC is committed to ensuring the protection of human health, personnel safety and environmental quality. This company has embarked upon several "safety culture based initiatives" which are critical to the organization, and has also initiated several measures to merge EHS principles into everyday processes by the use of an EHS Portal.

NGC has a robust Business Continuity Plan (BCP) that has been audited externally and tested via mini-tabletops for its core operational sites to ensure that NGC's primary operations are not compromised.

Health Surveillance is another significant EHS aspect monitored and managed by the company. Indoor air quality and shelter-in-place training are conducted quarterly to ensure the wellness of all employees at the various NGC facilities.

On the environmental side, the company has adopted a "no net loss principle" with respect to the deforestation. This is carried out using a community-based approach whereby community groups neighbouring the reforestation sites, known as Community Re-Leaf Blocs, were formed and engaged to execute the reforestation works. Areas under reforestation are Edward Trace, Grant's Trace, Woma, Guapo and Mayaro.

## CORE BUSINESS

NGC continues to play a critical role in the development of the country by expansion of gas-based industries in Trinidad and Tobago. During fiscal 2013, NGC worked on several projects aimed at improving the infrastructure to support the expansion of the natural gas industry and its transformation into liquefied natural gas (LNG), methanol, ammonia, iron and steel and other gas-based products.

NGC has completed one of its major projects which is the Tobago Pipeline Project. The Liquid

Fuels Pipeline project is near completion. These projects are all internally managed, utilizing reputable local and international service providers.

Major projects under development are:

## GOVERNMENT FUNDED PROJECT

- **Liquid Fuel Pipeline (LFP)** – This project involves the construction of an 8" diameter steel multiproduct pipeline from Point-a-Pierre to Caroni, the construction of a road tank wagon loading facility at Caroni, and a dedicated Jet Fuel Pipeline from Caroni to Piarco Airport.

The estimated cost was revised from \$597.0 million to \$832.8 million. The expenditure for the period October 2012 to March 2013 was \$169.9 million and projections to September 2013 is expected to be \$58.7 million. Construction and commissioning at Piarco are scheduled to be completed by September 2013.

This project is 97% complete and is being funded by GORTT, NGC and PETROTRIN.

## TRANSMISSION PIPELINE

- **North Eastern Offshore Pipeline (NEOP)** – This project involved the connection of a 36" diameter offshore pipeline from the BHP Billiton (BHPB) field to the Beachfield Upstream Development (BUD) pipeline. The estimated cost of the project was revised from \$3,204.5 million to \$3,473.0 million in 2012. The NEOP commenced in 2007 and was commissioned in May 2011.
- **Tobago Pipeline Project** – In alignment with GORTT's plans to develop an Industrial Estate at Cove Point Lowlands, Tobago, NGC was requested to construct a pipeline and supporting infrastructure to supply gas to meet the island's long-term domestic needs and to provide additional transportation

capacity for third parties. A 12" diameter, 54 km long subsea pipeline was constructed from the BHPB Central Processing Platform in the Angostura Field to Cove Estate, Tobago.

The actual expenditure as at March 31, 2013 was \$1,215.4 million of which \$31.3 million was expended over the period October 2012 to March 2013 for procurement of materials, project management services, construction of pipeline and related facilities. The projected expenditure for the period April to September 2013 is \$21.4 million to complete civil and electrical installation work.

This project commenced in 2007 and was commissioned in November 2012. Its estimated cost was revised from \$976.5 million to \$1,236.8 million in 2013, due to welding quality issues and piping modification. The project is 99.3% complete.

## DISTRIBUTION PIPELINES AND RELATED FACILITIES

- **Pipeline to Union Estate** – NGC installed a main gas pipeline to Union Estate and in addition, installed connections to La Brea Industrial Development Company Limited (LABIDCO) for light industrial users. This project was completed at an estimated cost of \$267.0 million in fiscal 2013.
- **North West Peninsula Phase III to Diamond Vale** – NGC commenced the installation of a 6 km, 6" diameter pipeline from Westmoorings to e-Teck's Diamond Vale Industrial Estate to supply natural gas to light industrial users. The estimated cost of the project was revised from \$28.3 million to \$35.2 million. Expenditure for October 2012 to March 2013 was \$9.6 million and projected expenditure for the period April to September 2013 is \$7.8 million. The project was delayed and is expected to be completed by September 2013. The project is currently 86% completed.

- **Pipeline to Longdenville** – NGC is installing a pipeline to replace an existing pipeline at Longdenville to supply light industrial users. The estimated cost of the project was revised from \$17.5 million to \$36.4 million due to increased costs. The projected expenditure for fiscal 2013 is \$4.8 million while \$7.5 million is projected for fiscal 2014. The project is 67% complete.
- **New PETROTRIN Metering Station** – This project involves the replacement of the existing metering station with a new one that has the capacity to supply 110 mmscf of natural gas to meet future demand. The budgeted cost of the project is revised from \$3.7 million to \$13.0 million due to increased construction costs. Expenditure for October 2012 to March 2013 was \$0.6 million and the projected expenditure for the balance of fiscal 2013 is \$5.0 million.
- **Pipe Laydown Yard** – NGC constructed a Pipe Laydown Yard for storage of pipes next to NEC's compound. This project was completed in fiscal 2013.
- **Pipelines to Small Customers** – NGC commenced construction of pipelines to supply small consumers including schools. The objective of this programme is to supply gas to secondary schools mainly for cooling purposes. However, NGC is awaiting guidance from the Education Facilities Company Limited (EFCL) on the way forward.

## MODIFICATION WORKS

- **Phoenix Park Valve Station Upgrade** – This project involves the construction of a new 4,000 Barrel Slug Catcher and Liquid Handling Facility geared towards providing cleaner fuel and a more reliable gas supply.

The estimated cost of the project was revised from \$450.5 million to \$449.0 million in 2012 due to the variation in scope of the project. The project commenced in 2006 and was scheduled to be completed in 2009, however, it was delayed due to the awarding of contracts and adverse weather conditions.

Expenditure from October 2012 to March 2013 was \$8.1 million. The projected expenditure for the construction and commissioning of the facilities for the remainder of fiscal 2013 is \$50.3 million. The projected expenditure for fiscal 2014 is \$20.0 million to meet post commissioning expenditure. The project is 96.4% complete.

### NATURAL GAS TO CNG STATION

- **Pipeline and Metering Infrastructure for CNG Filling Stations** – This project involves the expansion of NGC gas distribution network to supply natural gas to proposed CNG filling stations across Trinidad, which is part of a strategic initiative to increase market share and profitability. The projected cost of construction of twelve (12) CNG Filling Stations was revised from \$12 million to \$16.5 million. Expenditure from October 2012 to March 2013 was \$2.8 million. The projected expenditure for the balance of fiscal 2013 is \$8.5 million and \$4.0 million for fiscal 2014

### OTHER PROJECTS

- **Charleville Diversion Pipeline** – In order to maintain compliance with safety standards, NGC is required to re-route sections of its pipeline through less populated areas, from Point Lisas to Port of Spain. In this regard, NGC proposes to replace approximately 5.2 km of this pipeline using 20" FBE-coated steel pipe. Construction is now scheduled to commence in the second quarter of fiscal 2014, with the commissioning targeted for July 2014.

The estimated cost of the project is \$77.80 million. Projected expenditure for fiscal 2013 is \$22.8 million and \$55.0 million is projected for fiscal 2014.

- **Odorization Facilities Installation Project** – This project includes installation of odorization facilities on the 16" diameter mains to Port of Spain and Penal and retrofitting of existing metering facilities with zero-emission regulators. The cost of the project was revised from \$8.0 million to \$12.5 million. Expenditure for the period October 2012 to March 2013 was \$0.2 million and projected expenditure for fiscal 2013 is \$12.3 million. The project is 77% complete.

- **Beachfield Condensate Storage and Compressor Facility** – This project was merged with the Beachfield Valve Station to CIP Interconnect Pipeline projects. NGC initiated strategies to maximise opportunities presented in the Union Industrial Estate. Consequently, the company commenced the construction of condensate storage and compressor facilities and also proposes to install a new pipeline connection.

The condensate storage element entails the construction of two (2) 16,000 barrel tanks, effluent treatment skid, delivery pumps and a metering unit. The tank foundation is complete and hydro-testing is currently in progress. Engineering design is projected to be completed by June 2014 and the facility is scheduled to be commissioned in June 2015. The storage facility is 31% complete.

The estimated cost of this revised project is \$182.5 million due to the increased cost of construction. The actual expenditure for fiscal 2012 was \$7.0 million. The projected expenditure for fiscal 2013 is \$57.6 million and 2014 is \$33.5 million.

- **Beachfield Valve Station (BVS) to CIP Interconnect Pipeline** – This project was merged with the Beachfield Condensate Tanks projects.
- **BG to Domestic Interconnect to Beachfield** – This project is being undertaken to mitigate take-or-pay liability with respect to gas contractually available to NGC from BG. It will allow NGC the flexibility to transfer up to 150 mmscfd of gas to its domestic transmission network, from the NGC owned BG operated Dolphin Gas On-shore Gas Receiving Facility. The estimated cost for this project was \$20.1 million and it is scheduled to be completed by September 2013. Expenditure for the period October 2012 to March 2013 was \$3.1 million and projected expenditure for the remainder of fiscal 2013 is \$16.0 million.
- **Corporate Complex** – NGC initiated measures to construct a new corporate complex to meet its current and projected office space requirements. Land was identified adjacent to NEC's offices. Preliminary engineering works have commenced, with construction scheduled for 2014. The estimated cost of the project is \$650.0 million. The projected expenditure for the balance of fiscal 2013 is \$20.0 million and \$384.6 million is projected for fiscal 2014.
- **Other Potential LIC Sector Customers** – NGC recognised that there are a number of light industry consumers that are potential natural gas customers. Accordingly, the company has projected \$13.8 million towards this project. Expenditure for the period October 2012 to March 2013 was \$0.3 million. The projected expenditure for the remainder of fiscal 2013 is \$7.0 million and \$3.8 million for fiscal 2014.

## NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO LIMITED (NEC)



National Energy Corporation of Trinidad and Tobago Limited (NEC) is a wholly owned subsidiary of NGC. The company is responsible for developing and managing the marine assets at Point Lisas and managing the La Brea Industrial Estates. The company provides marine and infrastructure facilities for new and existing investors. NEC is assisting NGC in attracting new investors to Trinidad and Tobago. Accordingly, the company is involved in the transformation of the Union Estate at La Brea into a world-class industrial parkland for the location of large-scale energy plants and the promotion of associated downstream industries.

NEC expended \$12.5 million for the period October 2012 to March 2013 on projects. The projected expenditure for the period April to

September 2013 is \$31.8 million to continue planned projects. As part of its on-going programme to improve efficiency and customer satisfaction as well as attracting new investors, the company has projected \$259.6 million for fiscal 2014. Details of projects on-going and projected are as follows:

- **Berth II – LABIDCO** – This project entails the reconstruction of 300 metres of quay at an estimated cost of \$153.0 million. The design phase is estimated to cost \$2.5 million and is expected to be completed by December 2013. This phase is 47% complete at a cost of \$1.3 million.

Construction is expected to commence in January 2014. The project is expected to be completed in eighteen (18) months at a

revised estimated cost of \$180.0 million of which \$120.0 million is estimated to be spent in 2014. NEC proposes to finance this capital expenditure by using a combination of equity funding in the amount of \$25.0 million from insurance settlements and loan financing.

- **Berth II – 30 metres Dock** – This project entails the design and reconstruction of 30 metres of quay which is estimated to cost \$5.0 million. This project was completed at a revised cost of \$31.7 million.
- **Wellness Centre** – NEC completed the construction of a wellness centre for its staff at a cost of \$1.6 million.
- **Savonetta Pier** – In fiscal 2010, NEC estimated \$5.8 million for improvement works on the Savonetta Pier facilities to accommodate vessels and handle cargo safely. The estimated total cost of this programme was revised to \$31.0 million. An estimate of \$13.0 and \$18.0 million is projected for the last quarter of fiscal 2013 and fiscal 2014 respectively. This upgrade includes major safety equipment/operating systems which are in progress. It also includes but is not limited to the installation of terminal firewater/foam systems, conveyor systems, mooring equipment and platforms, general inspection and maintenance of steel superstructures, gas and fire detection systems, replacement of marine berthing fenders and replacement of standby generators.
- **Savonetta Pier 3** project is estimated to cost \$1.0 million for emergency backup generator, anchor shackles and bolts, and dock fender chains.
- **Savonetta Pier 4** project is estimated at \$2.0 million to meet expenditure for primary shuttle and main drive gear boxes, NOVEC 1230 Fire Suppression System and the construction of Canopy over Firewater Systems.
- **Tug Mooring Facilities** – NEC initiated a measure to reinstate its tug mooring facility which was damaged through normal wear and tear. The estimated cost of this reinstatement is \$5.0 million. This project was completed in January 2013 at a revised cost of \$2.5 million.
- **Other Projects** – NEC allocated \$9.8 million towards the acquisition of furniture, office equipment, motor vehicles, computer hardware and software and replacement and acquisition of equipment for the operations of the company. Expenditure for the period October 2012 to March 2013 was \$1.4 million.
- **Navigational Aids – Channel Marker** – \$0.4 million was allocated for the purchase of two (2) channel markers. The channel markers were scheduled to be purchased in the fourth quarter of 2012 at an estimated cost of \$0.1 million each. However, only one (1) was replaced in December 2012 at a cost of \$0.1 million.

The scope of this project included marine infrastructure works at four (4) piers as follows:

- **Savonetta Pier 1 & 2 North & South** projects were estimated to cost \$5.7 million.

- **Tugs and Launch** – Acquisition of two 55-ton Bollard Pull Stan Tug – NEC embarked on an initiative to acquire two (2) tugboats for additional towage services as well as a launch at an estimated cost of \$93.0 million. The project was revised to acquire one (1) new

65-ton bollard pull tug, a new workboat and a new fast passenger launch.

- **Tugs** – A 15-Ton Bollard Pull Stan Tug was constructed in China and shipped to Trinidad by sea freight. The cost of the Tug is \$12.0 million of which \$5.4 million was expended and the balance of \$6.6 million is to be paid in the last quarter of fiscal 2013. The purchase of a new 65-ton Bollard Pull Tug was deferred to the 4th Quarter 2014.
- **Launch** – A 22 passenger high speed launch was constructed in Singapore and shipped to Trinidad by sea freight. The cost of the Launch Boat is \$10.8 million, of which \$1.1 million was expended and the balance of \$9.7 million is to be paid in the last quarter of fiscal 2013.

Planned projects for fiscal 2014 are as follows:

- **Equity Investment in Chemtech** – Chemtech Limited initiated measures to develop a formaldehyde/melamine resins cluster in Trinidad and Tobago. The estimated total cost of this project is \$1,290.0 million. NEC has estimated \$10.0 million to acquire equity participation in fiscal 2014.
- **New vessels to support tenders Atlantic LNG and PETROTRIN** – In order to maximize business opportunities, NEC proposes to acquire four (4) 55-65 Tons BP ASD Tugs at an estimated cost of \$230.0 million. The acquisition of these vessels is targeted towards support tenders for Atlantic LNG and PETROTRIN. NEC has projected an amount of \$57.5 million towards this venture for fiscal 2014.
- **Surveying/Dredging of Point Lisas Channel and Turning Basin** – This maintenance project is required to be undertaken every five (5) years in order to meet vessels standards. NEC is required to maintain the chart/advertised depth of the Point Lisas harbour. The projection for fiscal 2014 is \$24.0 million to carry out works including engagement of a dredging company to remove the siltation in the harbor.
- **Risk Analysis/Market Study for Haiti (Port of Migroane)** – NEC has projected \$1.6 million to participate on a project in Haiti with NP and PETROTRIN.
- **NEC Building** – NEC has projected \$6.0 million towards the extension of its administration building to accommodate new staff for fiscal 2014.
- **PPGPL Access Road** – NEC has projected \$2.5 million for fiscal 2014 to provide access to PPGPL's corporate headquarters on lands leased from NEC.
- **Research Projects** – NEC has projected \$8.5 million for fiscal 2014 to undertake the following in fiscal 2014:
  - **Asset Integrity Study** – The project objective is to assess the sustainability of the major marine assets at Point Lisas and to determine any risks and mitigation strategies to ensure NEC's revenue source from port/terminal users are sustainable. The estimated cost is \$5.0 million;
  - **Regional Market Marine Intelligence Study** – As a basis for assessing NEC's opportunities and threats and overall competitiveness, a competitor



- analysis of existing and emerging port and infrastructure projects as well as towage services within the region is to be conducted. The estimated cost is \$2.5 million; and
- **GIS Study** – To improve the storage and retrieval of data related to land-utilization at the Industrial Estates. The estimated cost is \$1.0 million.
  - **Security Control Buildings for NEC Infrastructure** – The project involves improvements to the security control systems. The projected cost is \$9.0 million.
  - **Other projects** – NEC has projected \$2.2 million to undertake the following studies for LABIDCO:
    - **A Market Study for LABIDCO's Administrative Complex** to determine the need for a complex. The estimated cost is \$0.2 million; and
    - **A Strategic Study for New LABIDCO Growth Model** to determine new opportunities for revenue and cost management. The estimated cost is \$2.0 million.

## LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)



La Brea Industrial Development Company Limited (LABIDCO) is 83% owned by NGC and 17% by PETROTRIN. This company provides industrial land for leasing, lay-down and fabrication yard facilities, bio-remediation and port and dock services at the La Brea Industrial Estate and the Port of Brighton. It also offers developed sites and infrastructure which includes a 380 acre block of developed lands which could accommodate eighteen (18) tenants.

In fiscal 2013, LABIDCO continued to implement projects to upgrade the infrastructure facilities at the La Brea Industrial Estate and introduced its capital expenditure programmes as follows:

- **Access Roads Development of Site** – LABIDCO commenced the construction of 2,600 metres of access roads with drainage as new tenants occupied the industrial estate. The projected cost was revised downwards from \$8.0 million to \$4.7 million. LABIDCO completed the construction of 1,183 metres of access roads in 2012 at a cost of \$3.5 million.
  - **International Ship and Port Facility Security Codes (ISPS)** – In accordance with the ISPS codes, \$0.2 million was provided for infrastructure development works to maintain certification status. NEC is currently in the process of identifying contractors for the second phase of this project which will be at the Brighton Port and Storage Yard. This project is in progress and a contractor is expected to be selected in fiscal 2013 to install CCTV at the Brighton Port and Storage Yard Facilities.
  - **Cathodic Protection** – \$1.0 million was estimated for the Cathodic Protection of the Dock Facility. This project was completed in December 2012 at a total cost of \$1.3 million.
  - **Drains Corridor/Upgrading of Drains** – The completion of the drainage network on the estate was estimated at \$3.2 million. It is projected that \$1.5 million will be expended on drainage works in fiscal 2014.
- All outstanding works will be completed as required.

## PETROLEUM COMPANY OF TRINIDAD AND TOBAGO LIMITED (PETROTRIN)



For over one hundred (100) years, Petroleum Company of Trinidad and Tobago Limited (PETROTRIN) continues to be in the oil and gas business. The company operates both on land and offshore; its principal activities are to explore, produce, refine, manufacture, buy and sell petroleum and natural gas and otherwise deal with crude oil, natural gas and petroleum products.

PETROTRIN's downstream sector includes the refining of crude oil and the selling and distribution of products derived from crude oil and natural gas. These products include gasoline or petrol, jet fuel, diesel oil, liquefied petroleum gas (LPG) and other fuel oils.

PETROTRIN's upstream operations include operated and non-operated assets onshore and offshore Trinidad. The operated assets include the TRINMAR offshore fields located in the Gulf of Paria to the south-west of Trinidad as well as its onshore fields across the southern portion of the island. The non-operated or joint venture assets are located onshore in the south-western portion of the island and off the north, east and west coasts of the island.

### REFINING AND MARKETING DIVISION

- **Gasoline Optimization Programme** – The Gasoline Optimization Programme (GOP) is critical to the company's operations. This project will impact positively on the profitability and viability of the company's future operation and enable the company to meet international standards.

The programme involves:

- the upgrade of the Fluid Catalytic Cracking Unit (FCCU) from 26,000

to 35,000 bpsd (barrels per stream day);

- installation of a new Isomerisation complex;
- installation of a Continuous Catalytic Regeneration (CCR) platformer complex;
- installation of a New Sulphuric Acid/Alkylation Unit; and
- installation of Offsite Facilities and Upgrades of utility systems.

PETROTRIN issued a US\$600.0 million Bond in 2006 and another Bond in the amount of US\$850 million in August 2009 to finance the GOP as well as the Ultra-Low Sulphur Diesel Plant. Mechanical works on all the units were completed. The new Sulphuric Acid/Alkylation Unit is expected to be commissioned in September 2013. The total cost of the GOP is estimated at US\$1.4 billion (approximately TT\$9.3 billion). Completion is expected in fiscal 2013. The cost of the GOP increased over time due to the expansion in the scope of works.

Additional projects associated with the GOP include:

- **Bund Wall/Fire Water System** – Tank 181 – PETROTRIN commenced construction and installation of offsite facilities and upgrade of utility systems to include a new five (5) million gallon per day water treatment facility and two (2) new 275,000 pounds per hour (lbs/hr) steam boilers at an estimated cost of \$21.0 million. The water treatment facility is operational and the two (2) new boilers are to be commissioned in fiscal 2013.

- **Refinery Water Supply** – One of the major components emerging out of the Refinery Upgrade is the installation of new boilers and water treatment systems. The estimated cost of this project is \$125.4 million. Expenditure to date is \$27.8 million and \$2.7 million in open commitments, taking the total estimated expenditure to \$30.6 million. This facility was completed and is currently in operation.
- **Upgrade Refinery Switchgear** – The upgrade of the refinery switchgears is now scheduled to be completed by the end of fiscal 2013 with installation to commence in fiscal 2014 because of the long lead items. The estimated cost was revised downwards from \$177.4 million to \$125.4 million
- **FCCU – New Main Fractionator Column** – The fabrication and supply of a new main Fractionator Column for the FCCU was scheduled for fiscal 2013 at an estimated cost of \$46.0 million. However, procurement of a new column is a long lead item and bid documents are being prepared with delivery expected in fiscal 2014. The estimated cost was revised downwards to \$35.0 million of which \$26.0 million is projected for fiscal 2014.
- **Nitrogen Generation Facility** – A new nitrogen generating unit producing 18,000 US gallon per day to meet the demands for the FCCU and Alky Plants is to be acquired. The estimated cost was revised to \$27.4 million. Works are expected to be completed in fiscal 2013.
- **Ultra-Low Sulphur Diesel Plant** – The construction of a new Ultra-Low Sulphur Diesel (ULSD) Plant is part of PETROTRIN's Clean Fuels Upgrade Programme. This new ULSD Plant will enable PETROTRIN to meet stringent new diesel quality specifications (sulphur and aromatics) in the local, regional and international markets.  
Engineering and procurement activities were completed and construction is in progress. As at April 2013, construction was 95% complete. Mechanical works are delayed until October 2013 due to industrial disruptions.
- **New Refinery Laboratory** – A new refinery laboratory is under construction within the compound of the Pointe-a-Pierre refinery. The pre-commissioning and hand over is expected by September 2013. The budget is being reviewed due to changes in the scope. Completion cost is estimated to be \$205.0 million, an increase from the original estimate of \$170.0 million.
- **Liquid Fuels Pipeline Project** – New Distribution Bond Road Tank Wagon Facility – PETROTRIN in collaboration with GORTT, NGC and NP initiated measures to provide fuels (jet, diesel, gasoline) to a new Road Tank Wagon (RTW) Distribution Facility at Caroni and to the Piarco Jet Fuel Distribution Facility, via a multi-product pipeline.  
A liquid fuel transfer facility is being constructed on PETROTRIN's compound to facilitate the multi-product pipeline and Caroni Terminal. The overall progress on OSBL and ISBL works were approximately 89.1% and 51.5% complete respectively. The cost to PETROTRIN for the Pointe-a-Pierre Facilities was revised to \$64.9 million and is expected to be completed in fiscal 2013.
- **Upgrade of Refinery Bulk Electrical Power System (URBP)** – This upgrade is geared towards accommodating increased demands of the GOP as well as the non-GOP projects.  
High voltage switching works are in progress

and are expected to be completed in fiscal 2013. The estimated cost of the upgrade is \$257.5 million.

- **New Marine Building and Jetty** – The project consists of a new Launch/ Tug Landing Stages (Jetty) and a new Marine Flagship Building for offices, change rooms/ lockers and associated facilities.

This project experienced a three (3) year set-back due to the delay in receiving the Certificate of Environmental Clearance (CEC). A conditional CEC given on April 26, 2010 stipulated that a Shoreline Management and Monitoring Plan (SMMP) must be implemented and approved by the EMA prior to construction. The SMMP was approved by the EMA on June 21, 2011.

The construction of the new Marine Building and Landing Stage was deferred and alternative office arrangements were proposed at a revised cost of \$59.8 million. The cost of the project was revised to \$90.0 million which included the New Port Office Building. The construction of the jetty is expected to be completed in December 2013.

- **Gas to Liquids (GTL)** – *World GTL Trinidad* – PETROTRIN partnered with World GTL Inc. to construct a diesel plant at Point-a-Pierre by relocating a Methanol Plant from Delaware City, USA, a hydro-cracker from a Texaco refinery and an amino unit from Mexico. The plant is designed to have a capacity to process 22 mmscfd of natural gas and produce 1,800 bpd diesel for use in blending products for the local market.

World GTL Trinidad is currently in Receivership.

## EXPLORATION AND PRODUCTION DIVISION

The company's upstream operations are

managed by the Exploration and Production (E&P) Division, which is organized into three main functional areas:

- Exploration & Development;
- Production Operations; and
- Joint Ventures.

One of the E&P Division's main areas of focus is to increase crude oil production to allow for enhanced refinery margins and profitability.

EHS performance continues to be of paramount importance and priority and the E&P Division would therefore continue to strive for compliance with applicable regulatory standards and legislation and ensuring a safe working environment.

On land, the exploration thrust which commenced with the acquisition of the 3D seismic survey will continue with a fast track approach to data processing and interpretation. This approach is intended to commence exploration drilling in the shortest possible time.

TRINMAR's main oil-winning activities include drilling, reactivation of wells, work-overs, and conversion of wells to PCP. The South West Soldado (SWS) Development Project commenced with drilling, reactivations and infrastructure work being undertaken. Major investments are to be made in upgrading the marine infrastructure, both to maintain base crude production as well as to support new oil from the oil-winning projects. Other infrastructure work includes repairs to existing pipelines and the upgrade and strengthening of platforms and wells.

PETROTRIN will continue to utilise the Joint Venture (JV) programme as another mechanism to increase reserves and expand its participation in new upstream business opportunities. The company was granted participation in several recently awarded new blocks, which provides an optimistic growth platform, harnessing the experience, expertise and financial capacity of its international partners. Planned activities in the JVs include seismic, exploration and development drilling and installation and upgrade of major production facilities.

Planned initiatives include Lease Operatorship (LO), Farmout (FO), Incremental Production Services Contracts (IPSC) programmes as well as drilling and work-over activities in some blocks. As operators continue to increase work in these blocks, increased production is expected from these programmes.

- **Seismic Acquisition** – Land – 3D seismic data was acquired over the core land fields and data processing and interpretation are in progress. It is expected that the processing of 3D seismic data will be completed in fiscal 2013.
- **Drilling Land: All Existing and New EOR Projects** – For fiscal 2013, \$60 million was projected to drill and complete approximately twelve (12) EOR wells. The first EOR well was drilled in March 2013 and drilling commenced on the second.
- **Development Drilling** – Land, North and East (LNE) – For fiscal 2013 \$114.0 million was projected to drill approximately nineteen (19) primary development wells. Three (3) primary wells were completed by the second quarter of fiscal 2013 at an approximate cost of \$9.4 million. For fiscal 2014, projected cost of \$45.0 million was allocated for the land primary development drilling programme.
- **Drilling TRINMAR** – For fiscal 2013, \$603.5 million was projected to drill approximately sixteen (16) wells in TRINMAR acreage. The cost was revised to \$579.5 million. As at March 2013, five (5) wells were drilled at a cost of \$203.1 million, two (2) were completed and one (1) was temporarily suspended. For fiscal 2014, \$690.0 million is projected for the continuation of TRINMAR's drilling programme including exploration wells.
- **New Reserves Type (NRT) Workovers Land** – For fiscal 2013, \$13.2 million was projected to undertake approximately twenty-two (22) NRTs. The estimate was revised to \$12.0 million. As at March 2013, twelve (12) jobs were completed at a cost of \$3.5 million. For fiscal 2014, \$15.0 million is projected towards the Land NRT workover programme to perforate new sand in existing wells.
- **Side Tracks** – In fiscal 2013, \$24.0 million was allocated for the implementation of the sidetrack programme. As at March 2013, three (3) wells were completed at a cost of \$9.7 million. For fiscal 2014, \$30.0 million is projected to continue this programme.
- **New Reserves Type Workovers – TRINMAR** – For fiscal 2013 an estimated \$16.0 million was projected to undertake five (5) NRT workovers. However, the cost was revised to \$46.9 million. One (1) workover was completed at a cost of \$1.7 million. For fiscal 2014, \$45.0 million is projected for TRINMAR's recompletion workover programme to perforate new sands in existing wells.
- **Well Conversions – TRINMAR** – For fiscal 2013, estimated cost of \$25.0 million was allocated to convert thirteen (13) wells from the current form of artificial lift to a more efficient form. The estimated cost was revised to \$60.0 million. However, no conversions were undertaken to date. For fiscal 2014, \$60.0 million was projected to convert producing wells from the current form of artificial lift to a more efficient form of artificial lift.
- **Construction of Line at Massahood to Woodland** – Installation of the 16" pipeline from Massahood to the Woodland Manifold along the existing 12" Right-of-Way (ROW), replacing the existing old and leak prone pipeline is on-going. The main challenge to the schedule is the timely completion of negotiations with land owners to facilitate

installation. In fiscal 2013, the estimate was revised from \$40.5 to \$57.4 million of which \$0.7 million was expended and the projection for the balance of fiscal 2013 is \$9.3 million. For fiscal 2014, \$10.0 million was projected for the completion of the pipeline installation. The installation is 59% complete.

- **Southwest Soldado (SWS) Reactivation**

– This infrastructure upgrade is to facilitate production enhancement initiatives. Phase I activities include the installation of a temporary facility to handle base production and increased oil and gas volumes, the reactivation of “off” wells and drilling of approximately eight (8) to ten (10) wells in Southwest Soldado. Phase 1 is expected to be completed within two (2) years. A projection of \$230.0 million was estimated for fiscal 2013.

The Top Deck was installed on Riser Platform 10 and completion of stairway, lighting and painting are expected to be completed in fiscal 2013. The workmen facilities at Remote Deck 1, SWS was 90% complete. The estimated cost of the programme was revised from \$863.3 million to \$355.4 million. For fiscal 2014, \$150.0 million was projected to install additional processing capacity and new pipeline and facilities to handle additional production volumes.

- **Platform refurbishment** – This is an on-going programme to upgrade platforms to maintain structural integrity and safe operating conditions. The estimated cost of the programme was revised from \$50.0 million to \$20.0 million. For fiscal 2014, \$150.0 million is projected to install additional processing capacity and new pipeline and facilities to handle additional production volumes.

## JOINT VENTURES

The Joint Venture strategies and initiatives continued to provide the platform for growth and portfolio optimization. These strategies entail:

- The commercialization aspects of potential and new joint ventures;
- The management of PETROTRIN's interest in the operation phase of the various joint ventures;
- The management of the lease operatorships, farmouts and incremental production service contracts as well as the company's internal lease reactivation areas; and
- Natural Gas monetization and value optimization.

PETROTRIN expended \$124.7 million on its joint venture programme for the period October 2012 to March 2013 and has projected \$338.3 million for the period April to September 2013. The projected expenditure for fiscal 2014 is \$371.5 million. The continued activities in this programme are:

- **Teak, Samaan and Poui (TSP) Joint Venture** – This is a joint venture arrangement between Repsol, PETROTRIN and NGC. The projects earmarked for fiscal 2013 entailed the completion of the Offshore Crude Oil Treatment Project (OCOT), drilling campaign in the TSP field, facilities upgrade and addressing ongoing HSE issues. OCOT was 85% complete and start-up is expected in fiscal 2013. The company's contribution for fiscal 2013 was revised from \$15.0 million to \$75.0 million. For fiscal 2014 \$75.0 million is projected.
- **Central Block Joint Venture** – This is a joint venture agreement with BGTT, where BGTT is the operator. First Gas was achieved

in early October 2012 on the Baraka Tie-In and Compression (BTIC) project which was completed in January 2013. The initial projection for fiscal 2013 was \$10.0 million and was revised to \$53.0 million. Other projects included in fiscal 2013 are facilities upgrades and projects to highlight HSE issues. For fiscal 2014, an estimated \$23.0 million is projected as PETROTRIN's share of the capital projects for the Central Block.

- **North Coast Marine Acreage (NCMA) Joint Venture, Block 9** – This joint venture is an agreement between BG, ENI, NSGP (Ensign) Limited and PETROTRIN. For fiscal 2013, the estimate was revised from \$100.0 million to \$146.0 million for works on Phase 4a – Hibiscus Compression Project. First gas is targeted for the second quarter of 2014. For fiscal 2014, \$53.0 million was projected for NCMA's Block 9 capital projects.
- **North Coast Marine Acreage (NCMA) Joint Venture, Block 4** – This joint venture is an agreement between Venture North Sea Oil Limited and PETROTRIN. A joint 3D seismic acquisition and processing of data was completed over NCMA 2, 3 and 4 blocks and final data was received. PETROTRIN's share of capital expenditure included drilling of an appraisal well which is expected to be spudded in fiscal 2013. An estimated \$45.0 million is projected for the balance of fiscal 2013 as PETROTRIN's share of capital expenditure.
- **Galeota Joint Venture** – This joint venture, between Bayfield and PETROTRIN, commenced with the spudding of the first exploration well (EG-8) on January 27, 2011. For fiscal 2013, \$30.0 million was projected

by the company to replace a line to the shore line. This was revised to \$50.0 million. Studies for front-end engineering design (FEED) were deferred as Bayfield was taken over by a new partner, Trinity. PETROTRIN's estimate for fiscal 2014 is \$122.0 million to meet its share of capital expenditure

- **Block 22 Joint Venture** – This is a joint venture between Centrica Resources Limited and PETROTRIN. FEED studies for CNG option was delayed pending the results of an appraisal well which was expected to be spudded in May 2013. The projection of \$125.0 million for fiscal 2013 was revised to \$64.0 million and for fiscal 2014, \$43.0 million was projected.
- **Central Range Shallow Joint Venture** – This joint venture is owned by Petro-Andina Voyager Energy and PETROTRIN. This joint venture drilled its second exploration well in the Shallow PSC – Mapepire-1 and drilled two (2) exploration wells in the Deep PSC – Tigre and Bushmaster. PETROTRIN's contribution for fiscal 2013 is \$15.0 million.
- **Southeast Coast Consortium (SECC) Joint Venture** – This joint venture is between EOG Resources, PETROTRIN and NGC. PETROTRIN's estimate for fiscal 2013 was \$10.0 million. However, this was revised to \$30.0 million. The PARULA Compression project on the Pelican Platform was completed and first gas achieved in February 2013. Other projects for 2013 are:
  - Oilbird Field Compression Installation with first gas expected in February 2014;
  - Kiskadee Firewater System Upgrade to address HSE issues;
 The projection for fiscal 2014 is \$10.5 million.

## TRINIDAD AND TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NP)



**People Serving People**

Trinidad & Tobago National Petroleum Marketing Company Limited (NP) is a diversified company involved in the marketing of petroleum fuels, lubricating oils and greases, liquefied petroleum gas (LPG), compressed natural gas (CNG) and the blending of imported oils (base oils) into lubricants. The Company also provides facilities for marine and aviation bunkering.

During fiscal 2013, NP maintained its overall asset modernisation and upgrade programme and embarked on projects geared towards greater efficiency in operations and fuel distributions.

Major projects which were **not completed** in fiscal 13 as a result of the magnitude and/or delays in the planned roll-out of these projects will be continued into fiscal 2014.

- **Upgrade of Dealer Sites (full upgrade)** – This project involves the full upgrade of twenty-three (23) dealer owned stations. The service stations allocated for full upgrade are O'Meara Road, Charlotte Street, Starlight Diego Martin, Manzanilla, Charlieville, Valsayn, Dindial (California), Wrightson Road, Cross Crossing, Tumpuna Road, Orange Grove, Frederick Settlement, Pointe-A-Pierre Roundabout, Mucurapo Road, Endeavour Park, St. Joseph, Grand Bazaar, Tobago Warner, El Socorro South, Munroe Road and Couva. These service stations are expected to be completed by 2014. The estimated cost of the full upgrade is \$288.9 million with projected costs of \$37.4 million for April to September 2013 and \$223.7 million for fiscal 2014.

The Siparia and D'Abadie Service Stations were completed in fiscal 2013. The Orange Grove and Tumpuna Road Service Stations are New to Industry (NTI) Service Stations. This is part of NP's thrust to improve the

service station upgrade network in Trinidad and Tobago and ensure an efficient and reliable distribution of fuel.

- **Eight (8) Compressed Natural Gas (CNG) dispensers** – This project replaces obsolete pump and dispensers in the Service Stations Networks. The estimated cost is \$2.0 million and is projected to be completed by the end of fiscal 2013. This is part of NP's thrust to upgrade and modernize the existing CNG network throughout Trinidad and Tobago.
- **Construction of Two (2) New CNG Service Stations** – NP will be constructing two (2) new CNG service stations at the compound of The Vehicle Management Company of Trinidad and Tobago Limited (VMCOTT), Beetham Highway and at the PTSC Main Terminal in Port-of-Spain. The facility at VMCOTT is a joint venture between NP and VMCOTT with NP contributing \$3.0 million to this project. The CNG service station at the PTSC Terminal will be fully funded by NP at an estimated cost of \$30.0 million. Projected cost from April to September 2013 for both projects is \$6.6 million. The projection for fiscal 2014 is \$26.4 million.
- **Construction of a Fuel Tank at LABIDCO and 9000 bbl Gas oil tank in Tobago** – This project involves the construction and installation of a new fuel storage tank at La Brea Industrial Development Co. Ltd (LABIDCO) at an estimated cost of \$4.0 million. The facility at La Brea will store diesel as well as service the needs to the Exploration and Production Sector. Projected expenditure to September



2013 is \$0.97 million. The 9000 bbl Gasoil tank in Tobago was completed in fiscal 2013 at an estimated cost of \$4.6 million.

- **Salt and Fresh Water Fire Pump System** – The existing salt water and fresh water pumps are to be replaced at a total estimated cost of \$3.4 million. These new installations are to ensure an uninterrupted source of water for fire-fighting at NP's compound in Sea Lots. The projected expenditure for April to September 2013 is \$1.1 million while for fiscal 2014 is \$2.3 million. This project is expected to be completed by the second quarter of fiscal 2014.
- **Fire Engine with Pump at Piarco (Fire water system)** – This project involves an overhaul of the fire control system at Piarco to increase coverage of a sprinkler system and to increase overall fire water storage capacity. The estimated cost of the project is \$2.0 million. The projected costs for April to September 2013 and fiscal 2014 are \$0.5 million, respectively.
- **Installation of Automatic Transfer Switch (ATS) and Power Upgrade at NP** – The ATS will replace the existing switch which is obsolete and inoperable. This is expected to mitigate the risk associated with manual switching when the utility power supply to the Sea Lots Complex is interrupted. The upgrade to medium voltage power system is based on the Electrical Inspectorate requirements. The estimated cost for both projects is \$4.0 million with projected expenditure for April to September 2013 at approximately \$2.3 million and for fiscal 2014 is \$1.0 million.
- **Multi Fuelling Facility at Caroni (Diesel)** – This will be used as a fuelling facility to service NP's Road Tank Wagons (RTW's) with diesel at the new base in Caroni. This project will increase the efficiency of fuel supplied to NP Service Stations throughout Trinidad. The project is estimated to cost \$3.0 million. Projected expenditure for April to September 2013 is \$1.0 million and for fiscal 2014 is \$1.0 million.
- **Acquisition of LPG Cylinders and Valves** – NP is expected to acquire 60,000 20lbs and 30,000 100lbs cylinders at an estimated cost of \$23.0 million by September 2013. NP further proposes to acquire another 180,000 20lbs and 30,000 100lbs cylinders at an estimated cost of \$11.1 million. Expenditure for cylinders for April to September 2013 is projected at \$5.7 million and for fiscal 2014 the projection is \$5.7 million. The acquisition of cylinder valves was based on the results of testing plants and is estimated to cost \$1.8 million.
- **Upgrade of LPG Filling Plants at Natpet (Sea Lots) and Tobago** – The upgrade of both plants will improve the accessibility and supply of LPG nationwide. The estimated cost of the plants at Natpet and Tobago is \$4.9 million and \$6.0 million respectively. Projected expenditure for the period April to September 2013 for the Tobago plant is \$1.0 million and \$2.5 million is projected for the Natpet Plant. The projected expenditure for fiscal 2014 for both plants is \$3.5 million.
- **5000 BBL Static Water Tank Piping** – The objective of this project is to ensure the fire-fighting system in Piarco complies with the NFPA codes for fuelling terminals. The estimated cost is \$4.0 million with projected expenditure of \$2.0 million for April to September 2013 and \$2.0 million for fiscal 2014.

- **One (1) Semi-Automatic Filling Line for the Lube Oil Blending Plant (LOBP)** – NP proposes to replace an obsolete gallon filling line at its plant in Sea Lots. The estimated cost of this project is \$10.0 million and completion is targeted for fiscal 2014. Projected expenditure from April to September 2013 and for fiscal 2014 is \$3.0 million, respectively.
- **Automatic Pail Filler** – This system involves the bulk packaging of lube oil. The automation of this system will result in a more efficient and accurate pail filling. The estimated cost of this project is \$5.0 million and is expected to be completed by fiscal 2014. Projected expenditure from April to September 2013 and for fiscal 2014 is \$2.5 million, respectively.

## NATIONAL QUARRIES COMPANY LIMITED (NQCL)



LEAVING NO STONE UNTURNED

National Quarries Company Limited (NQCL) was incorporated in 1979 as a wholly owned state enterprise to carry on the business of manufacturing, importing and exporting of aggregate products. The company also operates quarries, mines and sand pits. NQCL contributes to the supply of aggregate at affordable prices which is a key success factor in the implementation of the government's housing programme, the development of industrial estates and the physical infrastructure of the Republic of Trinidad and Tobago. NQCL operates four (4) Wash Plants with capacity to produce 940 metric tonnes of aggregate per hour.

The company will continue the following projects from internal funds for fiscal 2014:

- **Crushing Plant #5** – This plant will allow NQCL to increase its production capabilities to meet expected demands. The estimated cost of the project is \$0.8 million of which \$0.5 million was expended in fiscal 2012. Projected expenditure for April to September 2013 is \$0.3 million.
- **Upgrade of all Plants & Buildings** – The scope of the project was revised to include the optimisation of existing washing plants as well as the various buildings at the Turure Division. The estimated cost was revised from \$1.2 million to \$14 million. The projected expenditure for April to September 2013 is \$7.5 million and for fiscal 2014 is \$6.0 million.
- **Purchase of Heavy Equipment** – An estimated \$6.6 million was projected to purchase a new loader, excavator and backhoe to enhance operating activities. The purchase of the heavy equipment is scheduled for the last quarter of fiscal 2013.
- **Laboratory Upgrade** – The estimated cost of the project is \$0.5 million of which \$0.3 million was expended as at March 2013. The projected expenditure for April to September 2013 is \$0.2 million to complete the upgrade.
- **Integrated IT System** – The scope of the project was expanded to include two (2) additional modules for the new software application. The cost was revised from \$1.5 million to \$2.1 million. Expenditure for the period October 2012 to March 2013 was \$1.5 million with \$0.6 million projected for the last quarter of fiscal 2013.

- **Eco Centre** – NQCL commenced an initiative to establish an Eco Centre at an estimated cost of \$1.5 million. Expenditure as at March 2013 was \$0.7 million, with \$0.8 million projected for the last quarter of fiscal 2013.
- **Low Cost Housing** – NQCL had estimated \$1.5 million to diversify its business model through partnering with local developers to provide affordable houses. This project was rescheduled to fiscal 2014.
- **Crumb Rubber Asphalt Plant** – An estimated \$2.0 million is budgeted for the acquisition of a Crumb Rubber Asphalt Plant which will blend rubber mesh particles and organic sand to create a new grade of asphalt. This project was rescheduled to fiscal 2014.

## TRINIDAD NITROGEN COMPANY LIMITED (TRINGEN)



Trinidad Nitrogen Company Limited (TRINGEN) is a joint venture between YARA Caribbean (2002) Limited and the GORTT. National Enterprises Limited (NEL) holds 51% shareholding in TRINGEN on behalf of the Government.

The company is engaged in the manufacturing and sale of anhydrous ammonia using two (2)

independent production plants known as Tringen I and Tringen II. All production is sold through sales agency agreements, with a related party on the open market. TRINGEN also entered into agreements with various agencies for the supply of natural gas, electricity and water.

## UNION ESTATE ELECTRICITY GENERATION COMPANY LIMITED (UEEGCL)

The GORTT in 2007 agreed to engage in a joint venture project for the construction and commissioning of 720 megawatts (MW) Power Generation Plant at Union Estate, La Brea. The arrangement involves a fixed price Engineering, Procurement and Construction (EPC) contract in the amount of \$5,063.3 million (US\$785 million) managed by Trinidad Generation Unlimited (TGU), a joint venture between the GORTT and AES Corporation of the United States of America.

UEEGCL is a wholly owned State Enterprise that was formed to hold GORTT's shares in TGU on a 40:60 ratio, with GORTT holding 40%. However, due to AES' inability to meet its required contribution to equity, this relationship was first changed to a 90.3 % (UEEGCL) : 9.7%

(AES) and subsequently, during 2012, to a 100% shareholding in favor of UEEGCL by way of GORTT purchasing the minority interest (9.7%) held by AES.

Phase 1 was completed in 2011 and had a generation capacity of 240 MW; while Phase 2, with a capacity of 480 MW was completed in fiscal 2013. The additional capacity which was originally earmarked for Alutrint Limited, presents a challenge to T&TEC since the amount exceeds its current distribution requirement.

The projected expenditure for the period April 2013 to September 2013 is \$193.5 million (US\$ 30.0 million) and \$243.2 million (US \$ 37.7 million) for fiscal 2014.

## LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)



Lake Asphalt of Trinidad and Tobago (1978) Limited (LATT) was incorporated on April 27, 1978 as a wholly owned subsidiary of Trinidad and Tobago Oil Company Limited (TRINTOC) but was later made a wholly owned State Enterprise. The company is involved in the extraction, refining, processing and marketing of dried asphalt, cement and asphalt based derivatives and is responsible for managing the Pitch Lake.

LATT has initiated measures to implement the following projects in fiscal 2014:

- **Construction of a New Administration Building** – LATT's offices are all scattered throughout the estate and the company is subjected to separate costs with respect to utilities and maintenance, loss of synergies, improper supervision and insufficient accommodation. Construction of an administration building will improve efficiency and productivity. The proposed structure will occupy 30,000 to 35,000 square feet. The estimated cost of this project is \$50.0 million
- **Acquisition of Software and Computers** – In order to improve the efficiency and productivity, LATT proposes to acquire software and computers in fiscal 2014 at an estimated cost of \$3.6 million.
- **Upgrade to existing facilities** – LATT proposes to upgrade its existing facilities at an estimated cost of \$8.0 million.
- **Construction of a New Plant** – In an effort to expand its operations, LATT initiated measures to construct a new plant. The estimated cost of this plant is \$50.0 million. LATT proposes to finance this project utilising debt financing.

and will be funded from retained earnings. Expressions Of Interest for pre-construction services were advertised.

## BUSINESS AND TRADE EXPANSION -NON ENERGY SECTOR

The GORTT is implementing initiatives to diversify the economy and continues to invest in areas including agriculture, business facilitation, communication technology, electricity distribution, financial services, tourism stimulation and development, manufacturing, transport and communication.

### AGRICULTURE

#### AGRICULTURAL DEVELOPMENT BANK OF TRINIDAD AND TOBAGO (ADB)



The Agricultural Development Bank of Trinidad and Tobago Limited (ADB) was established on January 25, 1968 by the ADB Act Chapter 79:07 to encourage and foster the development of agriculture, commercial fishing, industries connected therewith and to mobilise funds for the purpose of development. The ADB provides

financial support to the domestic agricultural sector, in high-risk areas which are not serviced by other financial institutions.

In an effort to reduce the food import bill, GORTT agreed that the lending rate to farmers be reduced to 3-5%. This initiative is geared towards attracting more farmers to the industry.

#### NATIONAL AGRICULTURAL MARKETING AND DEVELOPMENT CORPORATION (NAMDEVCO)



National Agricultural Marketing and Development Corporation (NAMDEVCO) was created by Act of Parliament No. 16 of 1991, to engage in the marketing of agricultural produce and the operation of fish markets. The Corporation also provides training in agricultural cultivation and information on credit and support services which

are available to the sector. Training includes land preparation, greenhouse technology and irrigation techniques to reduce labour requirements and increase productivity. Additional support is provided through the provision of seedlings and market access for final produce.

## PALO SECO AGRICULTURAL ENTERPRISES LIMITED (PSAEL)



Palo Seco Agricultural Enterprises Limited (PSAEL) was incorporated as a limited liability company on October 11, 1956. The company was a wholly owned subsidiary of Trinidad and Tobago Petroleum Company Limited (TRINTOPEC). PSAEL manages the non-core assets of TRINTOC

and TRINTOPEC as well as property sales and rentals of land and commercial buildings.

In 2005, PSAEL was designated a Special Purpose State Enterprise with a mandate to develop the south-west peninsula of Trinidad and was made a wholly owned State Enterprise in 2007.

## SEAFOOD INDUSTRY DEVELOPMENT COMPANY LIMITED (SIDCL)



Seafood Industry Development Company Limited (SIDCL) was incorporated on March 31, 2006 as a wholly owned State Enterprise to modernise the seafood sector. Its aim is to

make the sector sustainable, profitable and internationally competitive, as well as to assist with the empowerment and unification of the coastal fishing communities.

## TUCKER VALLEY AGRICULTURAL ENTERPRISES LIMITED (TVAEL)

Tucker Valley Agricultural Enterprises Limited (TVAEL) was incorporated on April 2, 2008 as a wholly owned State Enterprise to manage the

operations of a 200 acre farm in Tucker Valley, Chaguaramas.

## BUSINESS FACILITATION

### EXPORTT LIMITED



ExportTT (formerly Business Development Company Limited) was established to create internationally competitive firms in the non-energy, manufacturing and services sectors to grow and diversify trade and generate wealth through export led growth.

The main functions of ExportTT Limited include:

- providing manufactures and service providers with business friendly information on market access opportunities;

- equipping firms with the necessary tools to take advantage of market access opportunities abroad;
- identifying opportunities for Trinidad and Tobago's products and services abroad;
- facilitating trade and export missions abroad organised by the private sector;
- creating business linkages and matchmaking between domestic suppliers and foreign distributors;

- building export selling capabilities of firms to bolster and develop their international selling skills; and
- providing business intelligence to firms in the form of country, company, market and sector information.

## EVOLVING TECKNOLOGIES AND ENTERPRISE DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (eTeck)



Since its establishment in 2004, the mandate and responsibilities of the Evolving TeckNologies and Enterprise Development Limited (eTeck) have expanded from the development of industrial estates and assets management to include hotel management, sector development and investment promotion. The company established two (2) subsidiaries namely InvesTT Limited and Asset Optimisation Company (AOC) Limited.

These developments have led to a revised mandate for eTeck which includes:

- to develop new modern economic zones through public private partnership that can expand and diversify Trinidad and Tobago's economic base;
- to improve the infrastructure and operation of existing economic zones/industrial parks;
- to optimise existing industrial parks on a commercial basis; and
- to manage the assets of the Hilton International Trinidad Limited and the Magdalena Grand Beach Resort.
- to increase Trinidad and Tobago's attractiveness to foreign and local investors via effective branding and promotion of Trinidad and Tobago as the place to invest and do business;
- to simulate new growth through investor sourcing in targeted sectors;
- to facilitate and provide aftercare of local and foreign investors to retain and grow investment; and
- to simulate growth through sector ecosystem innovation.

### Asset Optimisation Company (AOC) Limited

AOC was incorporated on January 12, 2012 with the following responsibilities:

- to manage eTeck's assets, including the existing industrial parks, hotel assets and any new assets acquired as part of the Group's strategic intent;
- to implement and manage asset policy and ensure that acquisition, disposal and management of assets are done in the interest of the company's mission; and
- to develop new facilities/industrial parks to be utilised by local and foreign investors.

### InvesTT Limited

This company was incorporated on November 08, 2011 and was mandated:

## TRINIDAD AND TOBAGO ENTERTAINMENT COMPANY LIMITED (T&TEnt)



Trinidad and Tobago Entertainment Company Limited (T&TEnt) was incorporated on November 30, 2006. Its principal business activity is to

develop a globally competitive entertainment industry.

## TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY (CreativeTT)

Trinidad and Tobago Creative Industries Company was incorporated as a wholly owned State Enterprise on July 29, 2013 and is branded CreativeTT. The Company is responsible for stimulating and facilitating the business development export activities of the

Creative Industries in Trinidad and Tobago. The sub-sectors and niche areas developed in the creative industries are festivals, heritage, dance and theatre, film, music, fashion, literature and publishing and broadcasting.

## TRINIDAD AND TOBAGO FILM COMPANY LIMITED (TTFC)



Trinidad and Tobago Film Company Limited (TTFC) was incorporated on May 4, 2005 to facilitate the development of the film production industry and the promotion of Trinidad and Tobago as a premier location for international motion picture productions. The company's

principal business is the provision of institutional support services and other incentives, including financial support for film production and script development, to different arms of the local film industry.

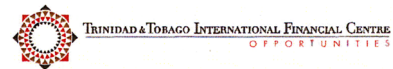
## TRINIDAD AND TOBAGO FREE ZONES COMPANY LIMITED (TTFZ)



Trinidad and Tobago Free Zones Company Limited (TTFZ) was incorporated on July 6, 1988 to administer, control, operate and manage all Free Zones in accordance with the provisions

of the Trinidad and Tobago Free Zones Act. The company's revenue is derived from license fees.

## TRINIDAD AND TOBAGO INTERNATIONAL FINANCIAL CENTRE MANAGEMENT COMPANY LIMITED (TIFCMCL)



Trinidad and Tobago International Financial Centre Management Company Limited (TIFCMCL) was incorporated as a wholly owned State Enterprise on November 06, 2008. It is a project management company whose mandate is to:

- promote the Trinidad and Tobago International Financial Centre (TTIFC) domestically and internationally as an attractive location for business and investment activities;
- establish and promote the TTIFC as a credible financial centre and a leader within its targeted area of focus; and
- ensure the growth and development of the TTIFC, including the provision of policy recommendations to support the expansion of the IFC.



## COMMUNICATION TECHNOLOGIES

### CARIBBEAN NEW MEDIA GROUP LIMITED (CNMG)



Caribbean New Media Group Limited (CNMG) was established on January 11, 2005 to manage and operate the licenses for television channels 2, 4, 9, 13, 14, and 16 and the radio frequencies 610 KHz; 90.385MHz; 91.100MHz; 98.500MHz; 98.900MHz; 100.30MHz; and 107.1MHz .

### GOVERNMENT INFORMATION SERVICES LIMITED (GISL)



Government Information Services Limited (GISL) was incorporated on July 21, 2006 as a wholly owned State Enterprise to sensitise the public on GORTT's policies including citizen's rights and responsibilities.

### NATIONAL INFORMATION AND COMMUNICATION TECHNOLOGY COMPANY LIMITED (NICTCL)



National Information and Communication Technology Company Limited (NICTCL) was incorporated on July 20, 2009 as a wholly owned State Enterprise as the executor and administrator of Government's enterprise-wide Information and Communication Technology (ICT) strategies and programmes.

## ELECTRICITY

## TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&amp;TEC)



Trinidad and Tobago Electricity Commission (T&TEC) was established under the Trinidad and Tobago Electricity Commission Act, Chapter 54:70 (as amended) to provide electricity for industrial, commercial and domestic use throughout Trinidad and Tobago.

The total capacity of T&TEC is 1,672 megawatts (MW) and the Commission has initiated measures to increase capacity to approximately 2,300MW. This includes the execution of a Power Purchase Agreement with Trinidad Generation Unlimited (TGU) and the establishment of a power station in Barataria.

The upgrade of its physical infrastructure continues to be of paramount importance to T&TEC in carrying out its mandate of maintaining a safe and reliable supply of electricity to the people of Trinidad and Tobago.

The projects include:

- **Construction of Transmission Lines** – This project involves the installation of transmission lines from the substation in Ghandi Village to the new substation at Barataria. The estimated cost of the programme is \$95.8 million.
- **Upgrade of Circuit Breakers** – T&TEC is upgrading its circuit breakers throughout the country, as mandated in its modernisation programme. The estimated cost of the upgrade is \$6.6 million.
- **Installation of Switchboards** – This project forms part of the broader modernisation initiative. The estimated cost of this project is \$22.1 million and the projected expenditure for fiscal 2014 is \$8.2 million.
- **Transformer Installation/Upgrades** – This project comprises the installation of new transformers and the upgrade of a 12kV Network at an estimated cost of \$35.9 million of which the 12kV network is allocated \$9.5 million. The projected expenditure for fiscal 2014 is \$6.8 million.
- **Land Acquisition** – This programme is to acquire lands to facilitate the construction of substations and the running of transmission lines on private properties. The estimated cost of the project is \$23.7 million.
- **New and Other Projects** – T&TEC's modernisation initiative continues to demand investment in new plant, machinery
- **Construction/Establishment of Substations** – This programme involves the construction of substations in several new locations throughout Trinidad and Tobago. The estimated cost of the programme is \$144.0 million. Expenditure for the period October 2012 to March 2013 was \$0.3 million. The projected expenditure for the period April to September 2013 is \$1.0 million and for fiscal 2014 is \$2.2 million.
- **Rehabilitation/Upgrade of Substations** – The older substations are being rehabilitated and upgraded to meet international standards. The programme is estimated to cost \$37.2 million. Projected costs of \$0.8 million consist of initial design works which is expected to commence in fiscal 2014.

and equipment, which also includes communication and information technology. The estimated cost of this programme is \$688.4 million. Expenditure for the period

October 2012 to March 2013 was \$1.8 million. The projected expenditure for the period April to September 2013 is \$19.7 million and for fiscal 2014 is \$35.7 million.

## FINANCIAL SERVICES

### EXPORT-IMPORT BANK OF TRINIDAD AND TOBAGO LIMITED (EXIMBANK)



Trinidad and Tobago Export Credit Insurance Company Limited (EXCICO) was incorporated on December 31, 1973 and was later renamed Export-Import Bank of Trinidad and Tobago Limited (EXIMBANK) on November 4, 1997. The company provides export credit insurance

to exporters against losses, discounts bills in respect of goods exported from Trinidad and Tobago on credit terms and facilitates pre-shipment financing and trade related services to exporters.

### FIRST CITIZENS HOLDINGS LIMITED (FCHL)



**First Citizens**

First Citizens Holdings Limited (FCHL) was incorporated in May 1994 as a wholly owned State Enterprise with its principal activity being investment holdings. The company is the parent of the First Citizens Group, holding 96% of the share capital of First Citizens Bank Limited (First Citizens).

First Citizens Bank Limited was incorporated on September 12, 1993 to take over the assets and liabilities of the former National Commercial Bank of Trinidad and Tobago Limited, Cooperative Bank of Trinidad and Tobago Limited and Workers' Bank (1989) Limited. The Bank provides retail, commercial and corporate banking as well as investment banking services.

### NATIONAL ENTERPRISES LIMITED (NEL)



National Enterprises Limited (NEL) was established in August 1999 by the Government, as part of a re-organisation exercise, to hold its shareholdings in selected State Enterprises and facilitate a public offering on the Trinidad and Tobago Stock Exchange. The companies within its portfolio are National Flour Mills Limited (51%), Trinidad Nitrogen Company Limited (51%), Telecommunications Services of Trinidad and Tobago Limited (51%), NGC NGL Company

Limited (20%) and NGC Trinidad and Tobago LNG Limited (37.84%).

In pursuit of its mandate, NEL held an Initial Public Offering in February, 2001 through which fifty million of its shares were offered. Subsequently, in September, 2002 NEL held its Second Public Offering through which seventy-five million shares were offered. Presently, Government holds 66% of the shareholding of NEL.

## NATIONAL ENTREPRENEURSHIP DEVELOPMENT COMPANY LIMITED (NEDCO)



National Entrepreneurship Development Company Limited (NEDCO) was incorporated on April 25, 2002 as a wholly owned State Enterprise

to provide credit to the small and micro enterprise sector including start-up capital at a preferred rate of interest.

## TAURUS SERVICES LIMITED (TAURUS)

Taurus Services Limited (Taurus) is a wholly owned State Enterprise established for the acquisition and recovery of some of the assets of Workers' Bank (1989) Limited and assets subsequently acquired through collections

and sale of securities. In addition, the company facilitates the restructuring of State Enterprises through the removal of non-performing loans from their books.

## TRINIDAD AND TOBAGO MORTGAGE FINANCE COMPANY LIMITED (TTMF)



Trinidad and Tobago Mortgage Finance Company Limited (TTMF) was incorporated on December 3, 1965. It is a specialised housing financial institution and an 'Approved Mortgage Company' (AMC) under the Housing Act of 1962. Its main objective is the implementation of Government's housing policy by the provision of mortgage financing to home-owners in the lower and middle-income groups.

TTMF currently issues AMC mortgages ranging from \$200,000 – \$850,000 at interest rates

varying from 5% to 7%. The company also provides mortgages for homes constructed by the Housing Development Corporation of Trinidad and Tobago (HDC) at the subsidised interest rate of two percent (2%).

The company is currently pursuing a merger with Home Mortgage Bank (HMB) with a view to forming the Trinidad and Tobago Mortgage Bank (TTMB).

## ATRIUS LIFE INSURANCE CO. LIMITED (ATRIUS)

Atrius Life Insurance Co. Limited (ATRIUS) is a fully-owned State Enterprise which was incorporated on December 5, 2012. ATRIOUS is responsible for the management of existing

traditional portfolios of business acquired from both Colonial Life Insurance Company Limited (CLICO) and British American Insurance Company Trinidad Limited (BAT).

## CLICO TRUST CORPORATION LIMITED (CTC)

CLICO Trust Corporation Limited (CTC) is a wholly-owned State Enterprise which was incorporated on October 8, 2012. The company is responsible for administering the CLICO Investment Trust.

The CLICO Investment Trust facilitates the bondholders and authorises to First Citizens Brokerage and Advisory Services Limited to execute the Unit Transfer Forms on behalf of the Government.

## MANUFACTURING SERVICES

### NATIONAL FLOUR MILLS LIMITED (NFM)



National Flour Mills Limited (NFM) was incorporated in 1972 as a wholly owned State Enterprise. In May, 1995 the shares of the company were listed on the Trinidad and Tobago Stock Exchange (TTSE). NEL owns 51% and the

balance of shares are held by private investors. NFM's principal activities are the production and distribution of a range of products including rice, flour, animal and poultry feed and soya products.

## TOURISM

Tourism has significant potential for generating employment, earning foreign exchange and contributing to the national economy.

### TOURISM DEVELOPMENT COMPANY LIMITED (TDC)



Tourism Development Company Limited (TDC) was incorporated on September 13, 2004 as a wholly owned State Enterprise. The company is mandated to develop and market Trinidad and Tobago's tourism product and improve the

local tourism sector. It is also responsible for establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities as well as standards for all identified tourist sites and attractions.

## URBAN DEVELOPMENT CORPORATION OF TRINIDAD & TOBAGO LIMITED (UDeCOTT)



Urban Development Company of Trinidad and Tobago Limited (UDeCOTT) was established in 1995 as a wholly owned State Enterprise to oversee rural and urban development throughout Trinidad and Tobago.

UDeCOTT has a diverse portfolio developing projects in areas of commercial office building, hotel and conference centres, culture and art, historical restoration, sporting facilities, car parks and road rehabilitation.

One of the projects which is geared to enhance the development and diversification of the tourism sector that UDeCOTT is involved in is the San Fernando National Academy for the Performing Arts. The National Academy for the Performing Arts South is located at the corner of Rienzi Kirton Highway and Todd Street in San Fernando.

The project was completed and was handed over to the Ministry of Art and Multiculturalism in April 2012 at a cost of \$491.1 million.

## TRINIDAD AND TOBAGO TOURISM BUSINESS DEVELOPMENT LIMITED (TTTBDL)



Trinidad and Tobago Tourism Business Development Company Limited (TTTBDL) is a wholly-owned State Enterprise. The company was incorporated on August 3, 2012 to administer the Tobago Tourism Development Fund.

The Fund provides guarantees for:-

- Debt restructuring for tourism and tourism-related businesses; and
- Upgrade and maintenance of hotels (less than 50 rooms) and ancillary businesses.

## TRANSPORT AND COMMUNICATION

### NATIONAL HELICOPTER SERVICES LIMITED (NHSL)



National Helicopter Services Limited (NHSL) was incorporated on October 3, 1989, as a majority owned State Enterprise (82.3% GORTT and 17.7% NGC). It was established to provide essential helicopter services to the GORTT, particularly in emergency or disaster situations, the oil and gas sector and other commercial entities, including NGC. The Company also provides third party aircraft maintenance and logistics to the Ministry of National Security.

NHSL continued the following projects in fiscal 2013:

- **New Camden Passenger Terminal and Related Infrastructure** – The scope of the project was expanded and the estimated cost was revised from \$16.4 million to \$50.0 million. It includes an expanded hanger, ramp and apron; fueling system, flyby landing strip for emergency landing, expanded car park, handover and meeting rooms for offshore clientele, drug testing and sterile holding areas, housing for simulator and training classrooms.

The projected expenditure for the period April to September 2013 is \$4.0 million and for fiscal 2014 is \$16.0 million. This project will now be funded by GORTT.

- **Acquisition of One S76C++ Medium Twin Helicopter** – The cost of acquisition was revised from \$64.0 million to \$80.0 million. The aircraft was acquired and is being retrofitted to an offshore utility interior. The

delivery is scheduled for the last quarter of fiscal 2013. Funding was provided by a combination of internal funds and local commercial banking sector financing.

- **Acquisition of two (2) new S76D Medium Twin Helicopters** – These acquisitions are necessary to replace ageing aircraft and are expected to be completed by July 2014 at an estimated cost of \$171.5 million. Funding provided by local banking sector.
- **Acquisition and Refurbishment of the adjacent NGC Hanger and Facilities at Camden, Couva** – The project would increase the amount of hanger space and training rooms. This project is expected to be completed by June 2014 at a revised cost of \$9.3 million. The facilities are being used by NHSL under a lease/purchase agreement with NGC until the assignment of the lease is approved by the Commissioner of State Lands (COSL).
- **Construction of an Aviation School at Camden** – This is estimated to cost \$5.0 million. NHSL is awaiting approval of assignment of the lease from COSL to commence the project.

## CARIBBEAN AIRLINES LIMITED (CAL)



Caribbean Airlines Limited (CAL) was incorporated on September 27, 2006 as a wholly owned State Enterprise. CAL is the national airline of Trinidad and Tobago with its main hub at the Piarco International Airport in Trinidad and Tobago. On October 1, 2007, CAL acquired all of the issued share capital of Tobago Express

Limited and assumed all responsibilities for the operation of the domestic route, previously undertaken by Tobago Express Limited. In 2011, due to the acquisition of specific routes of Air Jamaica, the ownership of CAL is now 84% GORTT and 16% Government of Jamaica.

## PORT AUTHORITY OF TRINIDAD AND TOBAGO (PATT)



The Port Authority of Trinidad and Tobago (PATT) is a Statutory Authority established in accordance with Act No. 39 of 1961. PATT is responsible for the management and operation of the Port of Port of Spain and the Port of Scarborough, with some implied oversight responsibility for all ports and harbours in the country. Its port operations include handling of international and regional containerised cargo, break and dry/liquid bulk cargo and the provision of roll-on/roll-off services. Other activities include the management of the Trinidad and Tobago Inter-Island (TTII) Ferry Service and the provision of Cruise Shipping facilities.

- **Provision of paving and infrastructural facilities at CARICOM Wharf** – This project catered for the acquisition of an additional vehicle for marshalling the CARICOM Wharf and to reduce congestion on Wrightson Road. The expenditure for the period October 2012

to March 2013 was \$0.05 million and the project was completed in fiscal 2013.

- **Acquisition of Sixteen (16) Terminal Trailers** – The project involved the acquisition of 16 trailers to improve ship load/unload speeds. The expenditure for the period October 2012 to March 2013 was \$0.32 million and the project was completed in fiscal 2013.
- **Acquisition of two (2) Empty Container Handling Cranes** – The project involved the acquisition of two (2) empty container handling cranes which replaced two (2) obsolete units under the Sisu and Boss brands. The expenditure for the period October 2012 to March 2013 was \$0.7 million and the project was completed in fiscal 2013.



## POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)



Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16, 1996. Its two (2) core business activities are industrial real estate management and port management and operations including cargo handling services.

PLIPDECO continued the following projects in fiscal 2013:

- **Purchase of a Container Reach Stacker** – The Corporation was awarded a contract for the supply, delivery and commissioning of one (1) Terex Container Handling reach Stacker Model No.CS45KM at a cost of \$3.3 million

(US\$0.5 million) for its port operations. The project was completed in fiscal 2013.

- **Purchase of Mobile Harbour Crane** – In accordance with the Corporation's equipment replacement strategy, the acquisition of mobile harbour crane is necessary for PLIPDECO's cargo handling department for container, bulk, general and heavy lifts. The projected expenditure for the period April to September 2013 is \$20.0 million and for fiscal 2014 is \$5.0 million.

## TELECOMMUNICATION SERVICES OF TRINIDAD AND TOBAGO LIMITED (TSTT)



Telecommunications Services of Trinidad and Tobago Limited (TSTT) is owned by the GORTT and Cable and Wireless, offering mobile, fixed line, broadband, television transmission, security and other related services.

TSTT operates in a strong competitive environment. Its operations are impacted by regulatory and industrial relations challenges, Number Portability and a potential third mobile provider. Nevertheless, TSTT continues to strategically differentiate itself by improving its service delivery and customer satisfaction through the deployment of cutting edge technology. This is geared towards the overall development of the country and enriching the lives of the citizens of Trinidad and Tobago.

In May 2012, TSTT launched its Bzone services which provide Free Wi-Fi Data services at 4G speeds to TSTT Smart Phone customers. A total of 54 sites were implemented in Trinidad and Tobago. On November 5, 2012 TSTT launched its 4G mobile service covering approximately 95% of the country's population.

Technological innovation and customer trends continue to be the drivers of the Telecommunications market and TSTT's developmental program is in tandem with worldwide telecommunications trends. The company continued to implement the following projects:

- **Blink Sales Service and Operations** – This division comprises of fixed line, broadband and entertainment services:
  - **Broadband** – TSTT continued to invest in broadband and international capacity upgrade project to assist the company in satisfying its increasing public demands for faster speeds, improved coverage and improved quality of service at affordable rates;
  - **Fixed Line** – TSTT continued to invest in maintenance programmes to support services delivered over its copper lines. Additionally, TSTT has been deploying fibre systems in specifically targeted

areas to improve service delivery and to meet high speed internet demands; and

- **Entertainment** – TSTT continued to expand its geographic footprint since the launch of its BLINK entertainment service. The DVBT service (Wireless TV) has approximately 50% population coverage in Trinidad and the company has initiated measures to implement the IPTV service.

Total expenditure for Blink Sales Service and Operations for the period October 2012 to March 2013 was \$40.4 million.

- **Mobile** – In May 2012, TSTT introduced the first public Wi-Fi Network (Bzones) in 54 locations within Trinidad and Tobago. In November 2012, TSTT launched its 4G mobile service and in 2013 it replaced its entire mobile core and continued in its mobile network replacement along with its mobile coverage improvement plan. Expenditure for the period October 2012 to March 2013 was \$14.4 million.
- **Enterprise** – The Enterprise Division has the responsibility of meeting the demands

of TSTT's major corporate customers. Expenditure for the period October 2012 to March 2013 was \$83.3 million and was expended on the upgrade of WiMAX, GORTT network, PABX, data related Customer Premises Equipment (CPE) and its CCTV Network project.

- **Security** – The security services comprising of alarm monitoring, video surveillance and video verification market segments are now merged with the Enterprise Division.
- **Technology** – The Technology Division continues to be the most critical cost centre to TSTT's survivability. Capital expenditure in this area focused on upgrading various operational system, electrical systems and air-conditioning system and automation of various manual processes. Actual expenditure for October 2012 to March 2013 was \$23.0 million.
- **Other** – The company expended \$23.0 million for the period October 2012 to March 2013 to support its core lines of business.

# SOCIAL INFRASTRUCTURE

## EDUCATION AND TRAINING

### EDUCATION FACILITIES COMPANY LIMITED (EFCL)



Education Facilities Company Limited (EFCL) was incorporated on March 11, 2005 as a wholly owned State Enterprise. Its core responsibility is to manage the projects assigned to it by the Ministry of Education (MOE). This includes the design, construction, maintenance, equipping and outfitting of Early Childhood Care and Education Centres (ECCECs), Primary Schools, Secondary Schools and Education District Offices.

The school construction programme is primarily funded under PSIP/IDF. In addition to these funds the company is currently utilising the proceeds of a Bond which was issued by GORTT in 2009. The Bond was initially for the construction of ECCECs, but in 2011, the bondholders agreed to apply the funding to other schools under construction in order to prevent delays.

#### • **Primary School Construction Programme**

Construction works completed:

- Palo Seco Government
- St. Barbara's SSB Primary
- Arima New Government
- Lengua Presbyterian
- Enterprise Government
- Tranquillity Government

Design and Construction works in progress:

- Fanny Village Government
- Belmont R.C.
- Rosehill R.C.
- Paramin R.C.
- Eckel Village Government
- Monkey Town Government
- Febeau Government
- New Grant Government
- North Manzanilla Government
- Rousillac S.D.M.S.
- Lower Cumuto
- Curepe Presbyterian
- Kanhai Presbyterian
- Rio Claro Presbyterian
- Egypt Village Government

Design and Construction works to commence in 2014:

- Presyal Government
- Harmony Hall Presbyterian
- San Fernando SDA
- Piparo Presbyterian
- Malabar Government
- Longdenville Presbyterian

- Santa Flora Government
  - Escalier AC Primary
  - Vance River Government
  - Arima Hindu Primary
  - Egypt Oasis Primary
  - La Filette R.C.
  - Woodbrook Presbyterian
  - San Juan Boys Government
  - Marabella Girls and Boys AC
  - Mafeking Government
  - San Francique Hindu Primary
  - Sisters Road AC
  - Ortoire R.C.
  - Flanigan Town R.C.
  - St. Clements Vedic Primary
  - Freeport SDMS Primary
  - Picadilly Government
  - St. Phillips Government
  - Gloster Lodge Moravian Primary
  - Old Arima New Primary
  - Southern Central AC Primary
  - Sangre Grande Government
- **Secondary School Construction Programme**
- Construction works completed:
- Marabella South
  - Diego Martin North Sec.
- Design and Construction works in progress:
- Princes Town East
  - Parvati Girls
  - Couva West
  - Aranguez North
  - Five Rivers
  - Barataria North
  - Mt. Hope
  - St. Joseph
  - Carapaichaima West
  - St. Augustine Secondary
  - Pleasantville
  - Lakshmi Girls Multi-Purpose Hall
  - Shiva Boys'

## EXPORT CENTRES COMPANY LIMITED (ECCL)



Export Centres Company Limited (ECCL) was incorporated on July 3, 1996 as a wholly owned State Enterprise. The company previously operated as a manufacturing company and it was mandated to be a Training Institution, with

the responsibility of training single mothers and heads of households to become micro-entrepreneurs, capable of producing and selling high quality craft.

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED (GHR)



Government Human Resource Services Enterprise. The principal activity of the company is the provision of human resource and outfitting services. Company Limited (GHR) was incorporated on October 20, 2006 as a wholly owned State

## METAL INDUSTRIES COMPANY LIMITED (MIC)



Metal Industries Company Limited (MIC) was incorporated on December 11, 1974 and GORTT owns 46.8%. Its principal activities are the training of personnel in the manufacturing of tools, dies, moulds, precision parts, and the provision of product design, manufacturing and industrial engineering services.

## NATIONAL COMMISSION FOR SELF HELP LIMITED (NCSHL)



National Commission for Self Help Limited (NCSHL) was incorporated on April 14, 1997 as a wholly owned State Enterprise. The Commission is a non-profit organization engaged in mobilizing physical, financial and human resources to facilitate self-help activities in communities.

## NATIONAL SCHOOLS DIETARY SERVICES LIMITED (NSDSL)



National Schools Dietary Services Limited (NSDSL) was incorporated on July 3, 2002 as a wholly owned State Enterprise. The primary responsibility is managing the School Nutrition Programme which includes:

- Development of a strategic direction for the programme and its implementation;
- Development of policy guidelines for the management and operation of the programme;
- Establishment of criteria for the selection of caterers for the programme;
- Development of quality control mechanisms; and
- Planning new initiatives.

## NATIONAL MAINTENANCE TRAINING AND SECURITY COMPANY LIMITED (MTS)



National Maintenance Training and Security Company Limited (MTS) was incorporated on November 27, 1979 as a wholly owned State Enterprise to provide security and maintenance services to schools and learning

institutions in Trinidad and Tobago. The company has since expanded its services to include grounds maintenance, technical maintenance, horticulture and project management.

## THE CEPEP COMPANY LIMITED



The CEPEP Company Limited was incorporated on April 02, 2008 as a wholly owned State Enterprise with responsibility for the management

and execution of the Community-based Environmental Protection and Enhancement Programme in Trinidad and Tobago.

## YOUTH TRAINING AND EMPLOYMENT PARTNERSHIP PROGRAMME LIMITED (YTEPP)



Youth Training and Employment Partnership Programme Limited (YTEPP) was created to provide skills training and retraining opportunities to young persons to support business

development. The main objective of the company is to promote skill-based training at different levels in order to enhance the employability of individuals.

## COMMUNITY

### URBAN DEVELOPMENT CORPORATION OF TRINIDAD & TOBAGO LIMITED (UDeCOTT)



The principal activity of UDeCOTT is to oversee rural and urban development throughout Trinidad and Tobago. One such project is the construction of the Brian Lara Cricket Academy which is located in Tarouba.

- **Brian Lara Cricket Academy** – The project includes a competition venue and training facility for the development of world class

cricketers and athletes in other sporting disciplines. Construction commenced in 2005 and represented the first phase in the creation of a comprehensive 284 acre multi-purpose sporting village. The projected expenditure for the period April to September 2013 is \$3.3 million and for fiscal 2014 is \$220.7 million.

### COMMUNITY IMPROVEMENT SERVICES LIMITED (CISL)



Community Improvement Services Limited (CISL) was incorporated on September 5, 2002 as a wholly owned State Enterprise. The company is responsible for designing, implementing and

managing projects geared towards improving the infrastructure and quality of life of communities throughout Trinidad.

### EAST POST OF SPAIN DEVELOPMENT COMPANY LIMITED (EPOS)



East Post of Spain Development Company Limited (EPOS) was incorporated on September 28, 2005 as a wholly owned State Enterprise. Its principal activity is to develop and redevelop a zone in East Port of Spain, bounded by Charlotte Street, Lady Young Road and the Eastern Main

Road including Morvant, Never Dirty, Caledonia, Beetham Estate, Sea Lots and Katanga. This development includes the improvement of the economic, social and physical environment of these areas.

## RURAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (RDC)



Rural Development Company of Trinidad and Tobago Limited (RDC) was incorporated on May 2, 2005 as a wholly owned State Enterprise responsible for identifying and implementing developmental projects in rural communities in Trinidad. The company also provides project management services for the procuring of contractors for the implementation of approved development projects on behalf of GORTT.

The following projects are scheduled for fiscal 2013/2014.

- **Pavilions at Recreation Grounds** – This programme involves the construction of 13 pavilions in the municipalities of Chaguanas, Couva/Talparo/Tabaquite and Sangre Grande. The pavilions are designed to accommodate a meeting/community room on the first floor and washroom facilities for athletes and the public. Each pavilion will also include carpark area for 30 vehicles. The estimated cost of the programme is \$32.4 million with projected expenditure of \$14.5 million for fiscal 2014.
- **Paving of Roads in Rural Communities** – The project consists of paving and rehabilitation of 123 roads in central and northeast Trinidad at an estimated cost of \$43.5 million. Projected expenditure is \$13.5 million for fiscal 2014.
- **Bridges Programme** – Due to the neglect and deterioration of existing bridges in rural communities, the Bridges Programme was initiated to construct 18 bridges in central and northeast Trinidad. The new bridges will provide access to abandoned agricultural estates as well as the communities they serve. The estimated cost is \$40.9 million and projected expenditure is \$14.5 million for fiscal 2014.
- **Abattoir at Chaguanas** – The project entails the replacement of the existing dilapidated and inadequate abattoir in Chaguanas. The project consists of the construction of new administration offices and a safe, sanitary facility for the slaughter of animals inclusive of a cold storage facility. The facility is budgeted to cost \$36.0 million.
- **Princes Town Regional Corporation Administration Complex** – The proposed Princes Town Regional Corporation Administration Complex is a new facility which is to be located at Buen Intento Road, dedicated to providing office space for the Council and staff of the Regional Corporation. The complex would be a three storey building inclusive of carpark and other ancillary facilities at an estimated cost of \$115.0 million. The project duration is expected to be twenty-four (24) months with projected expenditure of \$60 million for fiscal 2014.



## THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)



The Sports Company of Trinidad and Tobago Limited (SPORTT) was incorporated on September 27, 2004 as a wholly owned State Enterprise with responsibility to:

1. Provide advice and make recommendations to the Ministry of Sport on matters relating to Sport and Physical Recreation;
2. Collaborate with the Ministry of Sport, the Ministry of Education, the University of the West Indies and other relevant agencies for the establishment of an Institute of Sport at the University of the West Indies, St. Augustine, the University of Trinidad and Tobago and other designated agencies;
3. Implement suitable programmes for total participation in high performance sport;
4. Administer sports as agreed to by the Ministry responsible for Sport;
5. Manage and maintain sport facilities; and
6. Design and set standards for National Coaching Programmes and for coaching certification.

SPORTT has embarked on six (6) projects detailed as follows:

- **National Aquatic Centre (Couva)** – The project involves the construction of an aquatic centre inclusive of a 1 x 50m swimming pool, a 1 x 50m outdoor warm up pool and a 25cm diving facility with permanent seating for 700 persons. This facility is aimed at increasing the level of aquatic skills and developing potential athletes for competitions at both national and international levels. The estimated cost of the project is \$193.2 million. The projected expenditure for the period April to September 2013 is \$12.6 million and for fiscal 2014 is \$65.2 million.
- **National Tennis Centre (Tacarigua)** – The facility will comprise six (6) outdoor tennis courts, two (2) clay courts, four (4) indoor tennis courts and one (1) outdoor court with 1,500 bleacher seating capacity. This centre will provide competitive and recreational lawn tennis to the national community. The estimated cost is \$144.0 million. The projected expenditure for the period April to September 2013 is \$7.9 million and for fiscal 2014 is \$50.2 million.
- **National Cycling Velodrome (Couva)** – The project involves the construction of a 1m x 250m x 7m wooden cycling track with 2,500 seats as well as general user facilities. This facility will be used as a venue for competition at both national and international levels and to enhance public participation in the sport. The estimated cost is \$288.1 million. The projected expenditure for the period April to September 2013 is \$19.4 million and for fiscal 2014 is \$134.1 million.
- **Three (3) Multipurpose Sport/Youth Facilities** – The project involves the construction of multipurpose facilities in three localities, namely, Sangre Grande, Cunupia and Aranguez. The facilities comprise indoor multipurpose courts for badminton, basketball, netball, volleyball and gymnastics, two (2) outdoor tennis courts, two (2) outdoor multi-purpose courts and football/cricket fields. It is designed to empower youth through fusion of sporting, physical recreation and social education programmes. The estimated cost is \$108.0 million. The projected expenditure for the period April to September 2013 is \$2.3 million and for fiscal 2014 is \$22.9 million.

- **Development and upgrade of grounds, parks and spaces** – The project involves the construction and enhancement of the sporting facilities in communities. The upgrade entails soccer and cricket grounds, track and field facilities, basketball and netball courts, swimming pool, gymnastics hall and pavilions with seating capacity for 2,000 persons. The estimated cost is \$699.0 million. The projected expenditure for the period April to September 2013 is \$291.0 million and for fiscal 2014 is \$378.0 million.
- **Upgrade of Multipurpose Stadia** – The project intends to provide the country's athletes with modern, user friendly facilities. It will also increase the potential for revenue generation through sports tourism. The project involves the refurbishment and upgrading works to the five (5) existing national stadia, namely, Hasely Crawford, Larry Gomes, Ato Boldon, Mannie Ramjohn and Dwight Yorke. Cabinet approved a loan facility of \$68.6 million for this upgrade. The expenditure for the period October 2012 to March 2013 was \$7.1 million and the projected expenditure for the period April to September 2013 is \$1.4 million.

## THE TRINIDAD AND TOBAGO SOLID WASTE MANAGEMENT COMPANY LIMITED (SWMCOL)



Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) was incorporated on November 12, 1980 as a wholly owned State Enterprise to provide technical, managerial and supervisory assistance to public and private institutions in the collection, handling, treatment and disposal of solid waste in Trinidad and Tobago.

In 1989 its mandate was expanded to include the actual collection and disposal of solid wastes.

The company is also involved in composting and recycling recoverable waste, mainly glass, paper, metal and plastic. Currently, it manages three (3) major landfills which account for 85% of the total landfill waste.

## HOUSING AND SETTLEMENTS

### ESTATE MANAGEMENT AND BUSINESS DEVELOPMENT COMPANY LIMITED (EMBD)



Estate Management and Business Development Company Limited (EMBD) was incorporated on August 8, 2002 as a wholly owned State Enterprise to manage the lands owned by Caroni (1975) Limited (CARONI) and to stimulate and facilitate new business activities through the establishment of light industrial, agricultural and housing estates and commercial complexes. EMBD was also given the responsibility to provide security services on the lands belonging to CARONI.

Under the CARONI and Orange Grove Vesting Act, EMBD is responsible for the development of twenty-two (22) site residential estates with appropriate infrastructure to meet GORTT's commitment to former CARONI employees.

In 2009, GORTT approved an Agricultural Initiative for the rehabilitation of 500 kilometers of access roads. The cost of this programme is estimated at \$100 million and is funded by government.

## HOUSING DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (HDC)



Housing Development Corporation of Trinidad and Tobago (HDC) formerly the National Housing Authority was incorporated by Act No 3 of 1962. Its primary activities include the:

- Provision of secured and unsecured housing loans;
- Development of low cost housing both for sale and rental; and
- Maintenance of low cost housing retained for rental.

## URBAN DEVELOPMENT CORPORATION OF TRINIDAD & TOBAGO LIMITED (UDeCOTT)



In fulfilling GORTT's commitment to improve the quality of life for citizens and oversee urban development, UDeCOTT has undertaken the construction of housing units located at Real Spring Housing Development, Valsayn.

- **Real Spring Housing Development, Valsayn** - This project involves the design and construction of 408 housing units comprising

42 single family units, 78 townhouse units, 144 three-bedroom multi-storey apartments and 144 two-bedroom multi-storey community facility buildings.

The estimated cost of this project was revised from \$142.5 million to \$164.3 million. This project is in arbitration.

## HEALTH

### URBAN DEVELOPMENT CORPORATION OF TRINIDAD & TOBAGO LIMITED (UDeCOTT)



UDeCOTT has also embarked on the following projects for fiscal 2014:

- **Penal Hospital** – The project involves the construction of a children's hospital at an estimated cost of \$1,840.2 million. Design work is in progress together with site hoarding and preliminary preparatory works. The projected expenditure for the period April to September 2013 is \$214.5 million and for fiscal 2014 is \$562.7 million.
- **Couva Children's Hospital Complex & UWI School of Medicine and Nursing** – This programme comprises a School of Medicine, Nursing and Pharmacology to

accommodate approximately 300 medical and nursing students, annually. It also includes an 80-bed facility for children and a 150-bed facility for adults. The new hospital will include facilities for children and adult wards, central pharmacy, fluid infusion, x-ray, operating areas, food court, casualty clinics, burn units, executive space, physiotherapy centre and a helicopter platform.

The estimated total cost is \$1,520.9 million and actual expenditure for October 2012 to March 2013 was \$13.0 million. The projected expenditure for the period April to September 2013 is \$331.9 million and for fiscal 2014 is \$255.2 million.

# ADMINISTRATION

## PUBLIC ORDER AND SAFETY

### AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)



Airports Authority of Trinidad and Tobago (AATT) was established by Act No. 49 of 1979 to develop and manage the business of the Piarco International Airport (PIA) and the A.N.R. Robinson International Airport (ANRRRIA) of Trinidad and Tobago. The Airports Authority ensures that safe, secure and efficient aviation services are provided at the country's airports. The Authority's strategic focus continues to be one of delivering high quality services and facilities.

During 2013, AATT continued to implement a number of projects to improve and upgrade its facilities as follows:

- **Infrastructure Airport Hotel Suite/ Development of Land Infrastructure Piarco International Airport Business Park** – The AATT has undertaken the construction of road infrastructure, drainage and services (electricity, water, sewer system and communications) to facilitate the development of acreage to service the Airport Hotel and Meteorological Service building. The project is scheduled to be completed in fiscal 2013. The project is funded through loan financing, fully guaranteed by the GORTT.

Expenditure for the period October 2012 to March 2013 was \$13.0 million and the projected expenditure for April to September 2013 is \$9.2 million.
- **ANR Robinson International Airport Expansion and Modification** – The project entailed the rehabilitation/replacement of deteriorated portions of the current terminal building roof, renovation of the current check-in area and arrival halls, construction of a new VIP lounge for passengers and extended departure hall.

The estimated cost of the project was revised from \$100.0 million to \$26.0 million. The projected expenditure for the period April to September 2013 is \$1.5 million and for fiscal 2014 is \$24.5 million.
- **The Construction of a Sewer Treatment Plant** – This project involved the replacement of the present sewer treatment plant located at ANRRRIA. The project was completed in fiscal 2012 at a revised estimated cost of \$15.5 million. However, operations and maintenance works are in progress until April 2017. The expenditure for the period October 2012 to March 2013 was \$0.1 million.
- **Installation of a Field Electrical Centre System** – The installation replaced the obsolete airfield lighting control and monitoring systems at both the PIA and ANRRRIA. Construction works was completed in September 2012, however, some punch list items are in progress. Expenditure for the period October 2012 to March 2013 was \$1.2 million.

- **Runway Rehabilitation Works and Repairs to Perimeter Road and Fence line at ANRRRIA** – The project involved the design and construction of a runway overlay, replacement of the previous fence line and repairs to the perimeter road to ensure safety of the airport premises. The project was completed in May 2013 at an estimated cost of \$165.0 million. The projected expenditure for April to September 2013 is \$1.9 million which represents retention payments.

The AATT plans to undertake the following projects in fiscal 2014:

- **Post 14 Entrance Facilities and Carpark Upgrade** – This involves the relocation of Post 14 access, construction of a security office, the installation of a security airlock and the upgrade of the administration centre's car park at an estimated cost of \$2.0 million.
- **Post 9 Entrance Canopy** – The construction of a canopy and the installation of an airlock at Post 9 at an estimated cost of \$0.4 million.
- **Demolition of the Old Administration Centre** – This project involves the demolition of the structure of the old administration centre and clearance of debris and refuse. The works also involve the termination of power and water supplies, site preparation works and fencing upgrade to be undertaken at an estimated cost of \$2.5 million.
- **AATT Point of Sale System** – The project includes the implementation of a point of sale system which will allow AATT to monitor all duty free sales. The estimated cost of the project is \$1.5 million.
- **Ramp Repairs at Piarco and A.N.R. Robinson International Airports** – This project entails joint sealant repairs to the deteriorated areas of the ramp at both airports. The estimated cost of the repairs is \$5.0 million.
- **Extension of Terminal Building Western Side Piarco International Airport** – This involves the construction of a building between landside west and the local food court for the relocation of staff and contractors who occupy the North Terminal. It also includes the creation of additional commercial spaces. The estimated cost of the project is \$8.0 million.
- **New Terminal Western Utility Area Storm Water Drainage Installation** – This involves the construction of a lined drainage network, for the area west of the terminal building to the roundabout. The estimated cost of the project is \$2.0 million.
- **Repairs to Entrance Roadway at the North Terminal** – The project includes the milling and replacing of asphalt at a depth of 3-6 inches at the roadway entrance of the North Terminal. The estimated cost of the project is \$4.5 million.
- **Upgrade of the washroom facilities at North Terminal** – This involves the replacement of fixtures and amenities in male/female passenger restrooms at the North Terminal. The estimated cost of the project is \$10.0 million.
- **Server and Communications Room Upgrade** – This upgrade includes the reorganisation of spatial usage, expansion and review of utility services. The estimated cost of the project is \$0.5 million.

- **Acquisition of UPS units for North Terminal** – The acquisition entails the replacement of malfunctioning/obsolete UPS units in the Communications and server rooms in the North Terminal. The estimated cost of the project is \$0.6 million.
- **Link all AATT PBX systems using TSTT Metro Ethernet Circuits** – This project aims to reduce the recurring costs of intra-site calls by installing internal routing calls among the North Terminal, South Terminal and ANR Robinson International Airport. The estimated cost of the project is \$0.5 million.
- **Installation of Temperature/Humidity Sensors in Communications and Server Rooms** – This installation will enable proactive action to protect the information and communications systems from the effects of malfunctioning air-conditioning systems. The estimated cost of the project is \$0.3 million.
- **Upgrade of BMS System at North Terminal** – The scope of works includes the supply and installation of hardware devices and software package to upgrade the existing BMS for the air conditioning system. The estimated cost of the project is \$5.7 million.
- **Fire Suppression for the North Terminal Switch Room, South Terminal Substation and Pump House** – This entails the supply and installation of three (3) carbon dioxide fire suppression systems for the North Terminal Generator Room, South Terminal Generator Room and Pump House Engine Room. The estimated cost of the project is \$1.0 million.
- **UV System for the Sewer Treatment Plant** – The UV disinfection system facilitates the decontamination of emissions from the sewer treatment plant. This will result in an increase of the overall FC reduction to the acceptable relevant standards of 200/ml and below, which complies with the EMA Standard for Water Pollution, 2005. The estimated cost is \$0.6 million.
- **Purchase of 60 feet Manlift** – The project involves the purchase of a 60 feet manlift for the maintenance of boarding bridges, lighting systems and building repairs at the Piarco International Airport. The estimated cost of the project is \$0.4 million.
- **Fire Sprinklers at the North Terminal Piarco International Airport** – This project comprises the supply and installation of 3,300 new fire sprinklers for the entire North Terminal. The estimated cost of the project is \$2.5 million.

## URBAN DEVELOPMENT CORPORATION OF TRINIDAD & TOBAGO LIMITED (UDeCOTT)



In achieving the GORTT's objective to enhance the quality of life for citizens and administer municipal development, UDeCOTT has embarked on the construction of nine (9) police stations in various locations, of which Guapo

Police Station was aborted at the design stage. The initial estimated cost of this programme was \$445.6 million and was revised to \$426.34 million. Projected expenditure of for fiscal 2013 is \$206.6 million and for fiscal 2014 \$121.39 million.

## THE VEHICLE MANAGEMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (VMCOTT)



The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) was incorporated on August 3, 2000 as a wholly owned State Enterprise. The company is responsible for maintaining vehicles of the Trinidad and Tobago

Police Service as well as those of other Ministries and Government Agencies. In April 2005, Government agreed to change the mandate of VMCOTT from being a Maintenance Company to a Fleet Management Company.

## PUBLIC ADMINISTRATION

### URBAN DEVELOPMENT CORPORATION OF TRINIDAD & TOBAGO LIMITED (UDeCOTT)



The construction of the Government Campus Plaza aims to achieve the Government's goal of swift and convenient public access to the services of five of its Government Ministries and Agencies. The estimated cost was further revised to \$2,419.9 million from \$2,567.5 million in order to complete the project by fiscal 2015. The expenditure for the period October 2012 to March 2013 was \$30.8 million. The projected expenditure for the period April to September 2013 is \$118.8 million and for fiscal 2014 is \$607.4 million.

This project consists of five (5) buildings, namely:

- i. Customs and Excise Headquarters Building
  - ii. The Board of Inland Revenue Tower
  - iii. The Ministry of Legal Affairs
  - iv. The Immigration Division Building
  - v. The Government Campus Plaza Parkade
- i. **Customs and Excise Building** – This building is a ten-storey building plus a basement which will be used to facilitate the administrative needs of the Customs and Excise Division. The expenditure for the period October 2012 to March 2013 was \$1.1 million. The projected expenditure for the period April to September 2013 is \$52.3 million and for fiscal 2014 is \$36.2 million.
  - ii. **Board of Inland Revenue Building** – The Board of Inland Revenue (B.I.R.) building consists of a twenty-three storey tower, which consist of Archives building. Total

area of the building is 334,571 sq. ft. The expenditure for the period October 2012 to March 2013 was \$24.0 million. The projected expenditure for the period April to September 2013 is \$45.5 million and for fiscal 2014 is \$181.8 million.

- iii. **Ministry of Legal Affairs Tower** – This tower is a replica of the B.I.R. tower consisting of twenty-three floors and an annex building. The expenditure for the period October 2012 to March 2013 was \$0.9 million. The projected expenditure for fiscal 2014 is \$259.2 million.
- iv. **Ministry of National Security, Immigration Division** – This building comprises of ten stories and would be used to house Government Offices. Construction started in November 2005 but stopped in June 2010 and recommenced in 2012. The expenditure for the period October 2012 to March 2013 was \$1.5 million. The projected expenditure for the period April to September 2013 is \$12.3 million and for fiscal 2014 is \$9.2 million.
- v. **Multi-Storey Car Park** – The Car Park consists of an eight (8) storey building, including a ground floor, mezzanine floor and rooftop. However, additional infrastructural works are required to bring the commercial spaces to a state of readiness for leasing. The expenditure for the period October 2012 to March 2013 was \$3.3 million. The projected expenditure the period April to September 2013 is \$8.8 million.



- **Ministry of Education Tower** – UDeCOTT commenced the construction of a building to house the Ministry of Education. The physical structure of the project is completed and fit-out works are in progress. The estimated cost of the project was revised from \$638.0 million to \$749.5 million. The expenditure for the period October 2012 to March 2013 was \$15.5 million. The projected expenditure for the period April to September 2013 is \$14.5 million and for fiscal 2014 is \$227.1 million.
- **Construction of the Chancery Lane Complex** – This Complex is now being adapted as a space for the expansion of the San Fernando General Hospital due to its strategic location. Phases One and Two are completed while Phase 3 would be the construction of the medical tower.  
The total cost of this project was revised from \$923.9 million to \$951.9 million. The expenditure for the period October 2012 to March 2013 was \$142.0 million. The projected expenditure for the period April to September 2013 is \$549.1 million.

## NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)



National Infrastructure Development Company Limited (NIDCO) was incorporated on January 11, 2005 as a wholly owned State Enterprise to execute infrastructure and transportation projects on behalf of the Ministry of Works and Infrastructure.

The Golconda to Point Fortin Highway Project (SHHEPF – Project) is being undertaken by Construtora OAS Ltd with AECOM as Supervising Consultant and NIDCO providing project management.

- **Golconda to Point Fortin Highway Project (SHHEPF – Project)** – This project encompasses the construction of approximately 47 km of a 4-lane highway and 2.5km of a 2-lane highway.

The project comprises four (4) phases:

Phase 1 – Golconda to Debe and Dumfries Road to Godineau River

Phase 2 – North of the Tarouba River Bridge to Mon Desir Interchange

Phase 3 – Godineau River to Tarouba Bridge

Phase 4 – Penal Interchange

Design and construction works commenced in March 2011. As at March 31, 2013, the status of the project was: Phase 1, designs were 83% complete while construction works were 23.5% complete; Phase 2, designs were approximately 81% complete and construction was approximately 6.1% complete; Phases 3 and 4 designs were 61% and 30% complete respectively.

In fiscal 2014, the following structures are expected to be completed:

- Beridge Trace Bridge; Tarouba River Bridge ; Golconda Interchange ; Debe Interchange
- Tarouba to Mon Desir link Road and Point Fortin to La Retraite Road
- Section of highway from Golconda to Debe

The estimated cost of the project is \$7,500.0 million and the expenditure for the period October 2012 to March 2013 was \$288.7 million. The projected expenditure for the period April to September 2013 is \$636.3 million and for fiscal 2014 is \$1,827.9 million.

## NATIONAL LOTTERIES CONTROL BOARD (NLCB)



The National Lotteries Control Board (NLCB) was established by Act No. 22 of 1968 to promote and conduct national lotteries in the Republic of Trinidad and Tobago. In accordance with Act No. 31 of 1988, the Instant Money Game was launched, the surplus from which is paid into the Sport and Culture Fund. In March 1994, the National Lotteries Regulations were amended for the operation of on-line games. The games

launched in July 1994 are Lotto (now replaced by LottoPlus) and Play Whe. Two (2) additional games, Pick Two and Donsai, were launched in June 1996 and August 1997 respectively. The online game Cashpot was launched in October, 1999. The surplus from the on-line games and the classic lottery are paid into the Consolidated Fund of the GORTT.

## TRINIDAD AND TOBAGO POSTAL CORPORATION (TTPost)



Trinidad and Tobago Postal Corporation (TTPost) was formed by Act No 1 of 1999 as amended by Act No 13 of 2004 to provide postal, financial,

electronic and telecommunication services both locally and internationally.

## WATER AND SEWERAGE AUTHORITY (WASA)



The Water and Sewerage Authority (WASA) was established under the Water and Sewerage Act, Chapter 54:40 with the responsibility for:

- The provision of an adequate and reliable water supply and the treatment and disposal of wastewater; and
- The development and control of water supply, sewerage facilities and the conservation and proper use of water resources throughout Trinidad and Tobago.

WASA plans to undertake the following projects:

- **National Social Development Programme (Water Component)** – The programme involves the implementation of 513 projects

to improve the water supply to communities experiencing either water shortages or restricted access to pipe-borne water. The programme is financed by a bond issue in the amount of \$304.0 million. Expenditure for the period October 2012 to March 2013 was \$2.0 million. The projected expenditure for April to September 2013 is \$7.5 million and for fiscal 2014 is \$20.5 million.

- **Water and Wastewater Construction/Refurbishment Programme** – The programme involves the construction/refurbishment of water storage facilities, new booster stations, the implementation of a network management system, a pressure

management system, the replacement of leaking mains and the expansion of the Trinity Reservoir. One hundred and twenty projects were earmarked of which thirty-five were completed, forty-four are in progress and forty-one are in the planning stage.

The programme is financed by a Trinidad and Tobago Dollar Fixed Rate 20 Year Bullet Bond in the amount of \$1,335.9 million. Expenditure for the period October 2012 to March 2013 was \$64.1 million. The projected expenditure for April to September 2013 is \$100.0 million and for fiscal 2014 is \$63.4 million.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
<b>ECONOMIC INFRASTRUCTURE</b>						
<b>Business and Trade Expansion – Energy Sector</b>						
<b>THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED (NGC)</b>						
<b>Funded by GORTT</b>						
<b>Transmission Pipelines</b>						
Liquid Fuel Pipeline Project	832.80	826.60	169.90	58.70	0.00	The project is 97% complete. Construction and commissioning of the project is scheduled to be completed in fiscal 2013.
<b>Funded by Retained Earnings</b>						
<b>Transmission Pipelines</b>						
North Eastern Offshore Pipeline (NEOP)	3,473.00	0.02	0.00	0.00	0.00	This project has been capitalised as the commissioning took place in May 2011.
Pipeline to Tobago	1,236.80	1,215.40	31.30	21.40	0.00	The pipeline was commissioned in November 2012 and was considered appropriate for use by consumers on April 1, 2013.
<b>Distribution Pipelines &amp; Related Facilities</b>						
Pipeline to Union Estate	267.04	0.03	0.00	0.00	0.00	Project completed.
Diamond Vale Industrial Estate	35.20	12.40	9.60	7.80	0.00	The project is 86% complete. Construction is in progress. The project was deferred from January to a new rescheduled date of September 2013 due to delays by the contractor.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
Pipeline to Longdenville	36.40	5.20	0.00	4.80	7.50	The estimated cost was revised to \$36.4 million. The project is 67% complete. Execution phase pending.	
New PETROTRIN Metering Station	3.70	7.50	0.60	5.00	0.00	The project is 97% complete. Construction is in progress.	
Pipe Laydown Yard	12.20	5.41	0.82	0.00	0.00	Project completed in fiscal 2013.	
<u>Pipelines to Small Customers:</u> Aranguez Secondary School; Barataria Secondary School; Carapichaima Secondary; Curepe Secondary; Mt. Hope Secondary	13.00	0.00	0.00	0.00	0.00	Projects on hold	
<b>Modification Work</b>							
Phoenix Park Valve Station Upgrade	449.00	391.40	8.10	50.30	20.00	The project is 96.4% complete. Due to delays in awarding contracts and adverse weather conditions, the project is expected to be completed in the third quarter 2013.	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million				PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014			
<b>Natural Gas to CNG Stations</b>								
Pipeline and Metering Infrastructure for CNG Filling Stations	16.50	0.40	2.80	8.50	4.00			Peakes Station was completed in 2012 and PTSC station is now 72% complete. Projection for 2013/2014 is for construction of identified CNG filling stations.
<b>Other Projects</b>								
Charlerville Diversion Pipeline	77.80	0.00	0.00	22.80	55.00			Awaiting the submission and approval of an Operations Committee to initiate the project. Once approved, construction and commissioning of the line will commence in January 2014 and July 2014 respectively.
Odourisation Facilities Installation Project	12.50	0.00	0.20	12.30	0.00			The cost of the project was revised to \$12.5 million and is 77% complete.
<b>Beachfield Facilities</b>								
Beachfield Condensate Storage and Compressor Facility	182.50	7.00	27.60	30.00	33.50			The tank foundation is complete and hydro-testing is currently in progress. Engineering design is projected to be completed by June 2014 and the facility is scheduled to be commissioned in June 2015. The storage facility is 31% complete.
BVS to Cross Island Pipeline Interconnect	104.50	0.00	0.00	0.00	0.00			The project was merged with the Beachfield Condensate Tanks project. (see above).
BG to Domestic Interconnect to Beachfield	20.10	0.90	3.10	16.00	0.00			The project is 21% complete, design and procurement of material is in progress.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million			DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014			
Corporate Complex	650.00	0.00	0.00	20.00	384.60		Preliminary engineering works have commenced, with construction scheduled for 2014.	
Other Potential LIC Sector Customers	13.80	0.00	0.30	7.00	3.80		Installation of a natural gas pipeline to VMCOFF is 85% complete.	
<b>GORTT Serviced Loan</b>	<b>832.80</b>	<b>826.60</b>	<b>169.90</b>	<b>58.70</b>	<b>0.00</b>			
<b>Retained Earnings</b>	<b>6,570.74</b>	<b>1,614.36</b>	<b>84.43</b>	<b>205.90</b>	<b>508.40</b>			
<b>Total – NGC</b>	<b>7,403.54</b>	<b>2,440.96</b>	<b>254.33</b>	<b>264.60</b>	<b>508.40</b>			
<b>THE NATIONAL ENERGY CORPORATION OF TRINIDAD AND TOBAGO (NEC)</b>								
<b>Funded by Retained Earnings</b>								
Berth II – LABIDCO	180.00	0.00	1.34	2.50	120.00		The estimated total cost has been revised upwards to \$180.0 million. The design is 47% complete and is expected to be completed by December 2013. Construction is expected to commence in January 2014 and completed in 18 months. The projected expenditure for 2014 is of \$120 million.	
Berth II – 30 meters Dock	31.70	0.00	31.70	0.00	0.00		This project was completed in February 2011 at a revised construction cost of \$31.7 million.	
Wellness Centre	1.56	0.90	0.66	0.00	0.00		NEC completed the construction at a cost of \$1.56 million.	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
Savonetta Pier (1,2,3, and 4) – Upgrades	31.00	2.42	0.48	13.00	18.00	The estimated total cost has been revised upwards to \$31.0 million. Savonetta Piers 1 and 2 were estimated to cost \$5.7 million; Pier 3 estimated to cost \$1.0 million and Pier 4 estimated to cost \$2.0 million.	
Tug Mooring Facility – Demolition and Reconstruction	5.00	0.49	1.98	0.00	0.00	This project was completed in January 2013 at a revised cost of \$2.47 million.	
<b>Other Projects</b>							
Furniture and Computer	5.92	0.00	0.61	0.00	0.00	NEC allocated a revised estimate of \$9.8 million towards the upgrading of the mooring facilities at Point Lisas, acquisition of furniture, office equipment, motor vehicles, computer hardware and software and replacement and acquisition of equipment for the operations of the company.	
Machinery and Equipment	0.45	0.00	0.13	0.00	0.00		
Motor Vehicle	1.70	0.00	0.70	0.00	0.00		
Navigational Aids – Channel Marker	0.38	0.00	0.10	0.00	0.28	Two channel markers were scheduled to be purchased in the fourth quarter of 2012. Only one was replaced in December 2012 at a cost of \$0.1 million.	
Tugs and Launch	92.95	21.90	6.49	16.33	0.00	Estimated cost of new workboat and launch was \$11.6 million and \$10.3 million respectively. The purchase of a new 65-ton bollard pull tug was deferred to the 4th quarter 2014.	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
Chemtech	10.00	0.00	0.00	0.00	0.00	10.00	Chemtech Limited has initiated measures to develop a formaldehyde/melamine resins cluster in Trinidad and Tobago.
New vessels to support tenders Atlantic LNG and PETROTRIN	230.00	0.00	0.00	0.00	0.00	57.50	NEC proposes to acquire 4 55-65 tons BP ASD tugs at an estimated cost of \$230.0 million. The acquisition of these vessels is targeted for support tenders for Atlantic LNG and PETROTRIN.
Surveying/ Dredging of Point Lisa Channel and Turning Basin	24.00	0.00	0.00	0.00	0.00	24.00	NEC is required to maintain the chart/advertised depth of the Point Lisas harbour. The projection for fiscal 2014 is \$24.0 million to carry out works including engagement of a dredging company to remove the siltation in the harbour.
Risk Analysis/ Market Study for Haiti – Port of Migroane	1.60	0.00	0.00	0.00	0.00	1.60	To participate in a project in Haiti with NP and PETROTRIN.
NEC Building – Extension to Administration Building	6.00	0.00	0.00	0.00	0.00	6.00	Extension to its administration building to accommodate new staff.
PPGPL Access Road	2.50	0.00	0.00	0.00	0.00	2.50	To provide access to PPGPL's corporate headquarters on lands leased from NEC.
Asset Integrity Study	5.00	0.00	0.00	0.00	0.00	5.00	To assess the sustainability of the major marine assets.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		0.00	0.00	0.00	0.00	2.50	
Regional Market Marine Intelligence Study	2.50	0.00	0.00	0.00	0.00	2.50	
GIS Study	1.00	0.00	0.00	0.00	0.00	1.00	To improve the storage and retrieval of data, related to land-utilisation at the Industrial Estates.
Security Control Buildings for NEC Infrastructure	9.00	0.00	0.00	0.00	0.00	9.00	Improvements to the security control systems
<b>Other Projects</b>							
A Market Study for LABIDCO's Administrative Complex	0.20	0.00	0.00	0.00	0.00	0.20	To determine the need for a complex.
A Strategic Study for New LABIDCO Growth Model	2.00	0.00	0.00	0.00	0.00	2.00	To determine new opportunities for revenue and cost management.
<b>Retained Earnings</b>	<b>395.90</b>	<b>25.71</b>	<b>12.49</b>	<b>31.83</b>	<b>259.58</b>		
<b>Total NEC</b>	<b>395.90</b>	<b>25.71</b>	<b>12.49</b>	<b>31.83</b>	<b>259.58</b>		

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million			DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014			
<b>LA BREA INDUSTRIAL DEVELOPMENT COMPANY LIMITED (LABIDCO)</b>								
<b>Funded by Retained Earnings</b>								
Access Roads Development of Site	4.70	3.50	0.00	0.00	0.00	0.00	0.00	LABIDCO completed the construction of 1,183 metres of access roads in 2012 at a cost of \$3.5 million. However, the outstanding works will be completed as required.
International Ship and Port Facility Security Codes (ISPS)	0.20	0.00	0.00	0.00	0.00	0.00	0.00	A contractor is expected to be selected in fiscal 2013 to install CCTV at the Brighton Port and Storage Yard Facilities.
Catholic Protection	1.34	0.84	0.73	0.00	0.00	0.00	0.00	This project was completed in December 2012 at a total cost of \$1.34 million.
Drains Corridor/ Upgrading of Drains	3.20	0.00	0.00	0.00	0.00	0.00	1.50	To complete the drainage network on the estate.
<b>Retained Earnings</b>	<b>9.10</b>	<b>4.34</b>	<b>0.73</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.50</b>	
<b>Total LABIDCO</b>	<b>9.10</b>	<b>4.34</b>	<b>0.73</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.50</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		<b>PETROLEUM COMPANY OF TRINIDAD AND TOBAGO (PETROTRIN)</b>					
<b>Funded by Retained Earnings</b>							
<b>Gasoline Optimisation Programme:</b>							
Project Administration	459.40	40.20	12.10	14.00	0.00		Project Management support for PETROTRIN activities associated with project completion, commissioning and start up.
Upgrade Fluid Catalytic Cracking Unit (FCCU)	2,885.30	165.20	34.30	56.30	0.00		The FCCU was commissioned and is in operations.
New Isomerisation Complex	564.20	0.00	0.00	39.00	0.00		The Isomerisation Complex was completed and operational since 2009.
New Continuous Catalyst Regeneration (CCR) Platforming Unit	1,448.60	(1.70)	0.00	67.70	0.00		Outstanding commercial issues are being addressed with EPC contractor. A settlement claim of \$1.7 million was received. The Unit has been operational since 2010.
New Alkylation Unit/Acid Plant	2,141.40	46.60	20.80	41.50	0.00		EPCM Works for the Alky and Acid Plants are completed and the contractor has demobilised. The Plants are awaiting commissioning and start-up which has been rescheduled for fiscal 2013.
Utilities and Offsites	1,899.20	116.80	10.00	22.30	0.00		All Utilities and Offsite facilities have been mechanically completed, commissioned and are in use or available for use.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
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Bund Wall/Fire Water System -Tank 181	21.00	0.00	0.00	17.90	0.00		The estimated total cost has been revised downwards to \$17.9 million. This Water Treatment facility is operational and the two new Boilers are to be commissioned in 2013.
Refinery Water Supply	125.39	7.00	12.20	8.20	0.00		Construction of Brackish Water Treatment Facilities was completed and is currently in operational. This is part of the overall refinery water supply project.
Upgrade Refinery Switchgear	177.37	0.50	6.40	33.70	84.40		The estimated total cost has been revised downwards to \$125.0 million. The upgrade of the Refinery Switchgears is now scheduled to be completed by the end of fiscal 2013 with installation to commence in fiscal 2014 because of the long lead items.
FCCU – New Main Fractionator Column	46.00	0.00	0.00	9.00	26.00		The estimated total cost has been revised downwards to \$35.0 million. Procurement of the new column is a long lead item and bid documents are being prepared with delivery expected in fiscal 2014.
Nitrogen Generation Facility	27.40	22.20	1.50	3.70	0.00		The estimated total cost has been revised upwards to \$27.4 million consequent on the acquisition of a new nitrogen generating unit. Completion of the Nitrogen Generation Facility for Conversion Process Units is scheduled to be completed in fiscal 2013.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		ULSD – New Hydro-sulphurisation/ Hydro-dearomatisation Unit(HDS/HAD)	2,237.00	256.10	136.80	463.90	
New Refinery Lab	205.00	0.00	10.10	20.50	0.00	The estimated total cost has been revised upwards to \$205.0 million due to changes in the scope. Pre-commissioning and hand over of facility are now expected by September 2013.	
Liquid Fuels Pipeline Project – New Distribution Bond Road Tank Wagon Facility	64.90	11.10	1.70	36.60	0.00	The estimated total cost has been revised upwards to \$64.90 million. A liquid fuel Transfer Facility is being constructed in PETROTRIN's compound to facilitate the multi-product pipeline and Caroni Terminal. As at April 5, 2013 the overall progress on OSBL and ISBL works were approximately 89.1% and 51.5% completed respectfully and overall completion has been revised to fiscal 2013.	
Bulk Intake 132 kV SubStation	257.50	2.40	0.10	41.80	0.00	The estimated total cost has been revised downwards to \$257.5 million. High voltage switching works in progress with completion targeted in fiscal 2013.	
New Tug/ Launch Landing Stage (New Marine Building and Jetty)	90.00	4.60	0.80	26.50	42.60	Upgrade works on Launch Landing Stage under Shoreline Management and Monitoring Plan is scheduled for implementation in fiscal 2013. The estimate was revised in 2013 to \$90.0 million to include the New Port Office Building. The expected completion date for construction of jetty has now been revised to end December 2013.	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
Seismic Acquisition- Land	275.00	7.30	(0.70)	10.70	0.00	Processing of 3D seismic data acquired over the core land fields is in progress and is expected to be completed by fiscal 2013.
Drilling Land: All Existing and New EOR Projects	60.00	0.00	1.30	28.70	0.00	For fiscal 2013 \$60.0 million was projected to drill and complete approximately 12 EOR wells. The first EOR well was drilled in March 2013 and drilling commenced on a second.
Development Drilling – LNE	114.00	0.00	9.40	20.60	45.00	For fiscal 2013, \$114.0 million is projected to drill approximately 19 primary development wells in land acreage. Three wells were completed at the end of March 2013 at a cost of \$9.4 million and \$20.6 million was projected for the balance of fiscal 2013. An estimated \$45 million is projected for fiscal 2014 for the Development Programme LNE.
Drilling Trinmar	579.50	0.00	203.10	376.40	690.00	For fiscal 2013 \$603.5 million was projected to drill approximately 16 wells in Trinmar acreage. This was revised to \$579.5 million in 2013, 5 wells were drilled and the 6th commenced. A second rig commenced operations in March 2013. For fiscal 2014, \$690.0 million is projected for the TRINMAR's drilling programme.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
NRTs – Land	13.20	0.00	3.50	8.50	15.00	For fiscal 2013, \$13.2 million was projected to undertake 22 NRTs in land acreage. As at March 2013, 12 workovers were completed at a cost of \$3.5 million, 2 of which were suspended. For fiscal 2014, \$15.0 million is projected towards the Land NRT workover programme to perforate new sands in existing wells.	
Side Tracks – Land	24.00	0.50	9.70	20.30	30.00	For fiscal 2013, \$24.0 million is provided to undertake 6 side track wells in Land acreage. The estimate was revised in 2013 to \$30.0million. As at March 2013, 3 wells were completed at a cost of \$9.7 million. An estimate of \$30.0 million is projected for fiscal 2014.	
New Reserves Type Workovers – Trinmar	46.90	0.00	1.70	45.20	45.00	For fiscal 2013, \$16.0 million was projected to undertake five (5) NRTs in Trinmar acreage. This was revised to \$46.9 million in 2013, 1 workover was undertaken. For fiscal 2014, \$45.0 million is projected for TRINMAR's workover programme to perforate new sands in existing wells.	
Well Conversions Trinmar	60.00	0.00	0.00	60.00	60.00	For fiscal 2013, \$25.0 million was allocated to convert 13 wells from the current form of artificial lift to a more efficient form of artificial lift. The estimate was revised to \$60.0 million in 2013; however, no conversions were undertaken to date. For fiscal 2014, \$60.0 million is projected towards this conversion programme.	



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
Construct Line Massahood/ Woodland	57.40	5.70	0.70	9.30	10.00	The estimated total cost has been revised upwards to \$574 million. The installation of the 16" pipeline from Massahood to Woodland Manifold is 59% complete. Approval for amendment to the CEC is outstanding in order to re-commence work.
SWS Reactivation – Phase 1	355.40	6.80	12.00	179.80	150.00	The estimated total cost has been revised downwards to \$355.4 million. The Top Deck was installed on Riser Platform 10, completion of stairway, lighting and painting are expected to be completed in fiscal 2013. Work on the workmen facilities at Remote Deck 1, SWS was 90% complete. For fiscal 2014, \$150.0 million is projected to install additional processing capacity and new pipelines and facilities to handle additional production volumes
Platform refurbishment (Matthews Daniel)	20.00	(1.90)	2.50	17.25	150.00	In fiscal 2013, \$50.0 million was projected, however, the estimate was revised to \$20 million. This is an on-going programme to upgrade platforms to maintain structural integrity and safe operating conditions. For fiscal 2014, \$150.0 million is projected to install additional processing capacity and new pipelines and facilities to handle additional production volumes.
Teak, Samaan and Poui Joint Venture	75.00	66.70	21.70	53.30	75.00	PETROTRIN's portion of capex for development activity in fiscal 2013 was revised to \$75 million. The Offshore Crude Oil Treatment Project is 85% complete and is expected to be completed in 2013. Projection for 2014 is \$75.0 million.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		Central Block	91.80	20.60	32.40	23.00	
NCMA , Block 9	112.10	65.40	80.60	53.00	Projection for fiscal 2013 revised to \$146.0 million. The procurement of major equipment was in progress. First gas is targeted for the second quarter of 2014. Accommodations project for the Poinsettia and Hibiscus platforms detailed design were in progress and were expected to be commissioned in September 2013. PETROTRIN'S estimate for NCMA's for fiscal 2014 for capital projects is \$53.0 million.		
NCMA – 4	0.00	0.00	45.00	0.00	PETROTRIN's share of capital expenditure which includes drilling of an appraisal well which is expected to be spudded in fiscal 2013. An estimated \$45.0 million is projected for the balance of fiscal 2013 as PETROTRIN's share to the JV.		
Galeota JV	0.00	3.00	47.00	122.00	For fiscal 2013, \$30.0 million was projected by PETROTRIN to replace a line to the shore line. This was revised to \$50.0 million. Studies for Front-end engineering design (FEED) were deferred as Bayfield was taken over by a new partner, Trinity. The estimate for this JV is \$122.0 million for fiscal 2014.		

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
Block 22 JV	64.00	25.00	7.30	56.70	43.00	The estimated cost for fiscal 2013 has been revised downwards to \$64.0 million. FEED studies for CNG option was deferred pending the results of the drilling of an appraisal well. PETROTRIN's contribution to this JV is \$43.0 million for fiscal 2014.
Central Range Shallow JV	15.00	5.00	0.00	0.00	0.00	This JV drilled its second exploration well in the Shallow PSC – Mapeire-1 and drilled two (2) exploration wells in the Deep PSC – Tigre and Bushmaster. PETROTRIN's contribution for fiscal 2013 is \$15.0 million.
SECC JV	30.00	13.80	6.70	23.30	10.50	PETROTRIN's estimate for fiscal 2013 was \$10.0 million, however, this was revised to \$30.0 million. The Parula Compression project on the Pelican Platform was completed and first gas achieved in February 2013. Other projects for 2013 include the Oilbird Field Compression Installation with first gas expected in February 2014; and the Kiskadee Firewater System Upgrade to address HSE issues. The projection for fiscal 2014 as PETROTRIN's share towards this JV is \$10.5 million.
<b>Retained Earnings</b>	<b>15,100.56</b>	<b>1,003.80</b>	<b>614.70</b>	<b>2,017.65</b>	<b>1,965.30</b>	
<b>Total – PETROTRIN</b>	<b>15,100.56</b>	<b>1,003.80</b>	<b>614.70</b>	<b>2,017.65</b>	<b>1,965.30</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
<b>TRINIDAD AND TOBAGO NATIONAL PETROLEUM MARKETING COMPANY LIMITED (NP)</b>							
<b>Funded by Retained Earnings</b>							
Upgrade of Dealer Sites (full and partial upgrade)	288.91	4.33	5.30	37.40	223.74		Project entails the full upgrade of twenty-three (23) Service Stations. The full upgrade of the Siparia and D'Abadie Service Stations was completed in December 2012. The others are due for completion by 2014 and 2015.
Installation of eight (8) CNG dispensers	2.04	0.00	0.00	2.04	0.00		The installation of eight (8) CNG dispensers to replace obsolete dispensers in the Service Station Network is expected to be completed by November 2013.
Construction of two (2) New CNG Service Stations at VMCOTT and PTSC Terminals Port of Spain.	33.00	0.00	0.00	6.60	26.40		Construction of CNG facility at PTSC to commence in September 2013 and completion is expected by April 2014.
Construction of Fuel Tank at La Brea Industrial Development Co. Ltd (LABIDCO) and 9,000 bbl GasOil Tank in Tobago.	4.60	2.63	2.00	0.97	0.50		Construction of Gas Oil Storage Tank in La Brea has not started. The 9,000 bbl GasOil Tank in Tobago is completed and is awaiting approvals from the MEEA.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
Salt Water and Fresh Water Fire Pump System	3.40	0.00	0.00	1.10	2.30	Replacement of existing fire water pumps at Sea Lots. Completion is expected by the second quarter of fiscal 2014.
Fire Engine with Pump at Piarco (Fire water system)	2.00	1.25	0.00	0.54	0.54	100% completed, subject to commissioning.
Installation of Automatic Transfer Switch (ATS) and Upgrade to Medium Power at NP	4.00	0.72	0.00	2.28	1.00	Project is expected to commence by September 2013.
Multi Fuelling Facility at Caroni (Gasoil)	3.00	1.64	0.17	1.00	1.00	90% complete, full completion is expected by fiscal 2014.
Acquisition of LPG Cylinders and valves	35.92	13.31	9.90	5.70	5.70	This involves the acquisition of new cylinders and the replacement of rejected cylinders. Requirement estimates are based on the operations of the two(2) testing plants.
Upgrade of LPG Filling Plants at Natpet (Sea Lots) and Tobago	10.90	0.00	0.00	3.45	3.45	Upgrade of both plants is expected to commence in fiscal 2014.
5,000 bbl Static Water Tank and Piping	4.00	0.00	0.00	2.00	2.00	Project is expected to be completed in fiscal 2014.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		One (1) semi- automatic filling line (LOBP)	10.00	0.00	0.00	3.00	
Installation of Automatic pail filler	5.00	0.00	0.00	2.50	2.50	Completion is expected by fiscal 2014.	
<b>Retained Earnings</b>	<b>410.82</b>	<b>23.88</b>	<b>17.37</b>	<b>68.58</b>	<b>272.13</b>		
<b>Total – NPMC</b>	<b>410.82</b>	<b>23.88</b>	<b>17.37</b>	<b>68.58</b>	<b>272.13</b>		
<b>NATIONAL QUARRIES COMPANY LIMITED (NQCL)</b>							
<b>Funded by Retained Earnings</b>							
Crushing Plant #5	0.80	0.55	0.00	0.25	0.00	To increase the production and meet the increase demand of aggregate	
Upgrade of Land & Buildings	14.00	0.46	0.03	7.51	6.00	Upgrade all plant and buildings.	
Purchase of Heavy Equipment	6.61	0.00	0.00	6.61	0.00	Purchase of new loader, excavator and backhoe.	
Laboratory Upgrade	0.50	0.24	0.03	0.23	0.00	Upgrade of the laboratory.	
Integrated IT System	2.10	0.41	1.09	0.60	0.00	The scope of the project was expanded to include two additional modules for the new software application at a revised cost from \$1.5 million to \$2.1 million.	
Eco Centre	1.50	0.67	0.00	0.83	0.00	Establishment of Eco Centre.	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
Crumb Rubber Asphalt Plant	2.00	0.00	0.00	0.00	2.00	Establishment for the blending to used tyres with organic sand to produce a superior grade of asphalt for equestrian tracks – vertical expansion.
Low Cost Houses	1.50	0.00	0.00	0.00	1.50	To partner with local developers in order to achieve this project.
<b>Retained Earnings</b>	<b>28.41</b>	<b>2.33</b>	<b>1.15</b>	<b>15.43</b>	<b>9.50</b>	
<b>Total NQCL</b>	<b>28.41</b>	<b>2.33</b>	<b>1.15</b>	<b>15.43</b>	<b>9.50</b>	
<b>UNION ESTATE ELECTRICITY GENERATION COMPANY LIMITED (UEEGCL)</b>						
<b>Funded by GORTT Serviced Loan</b>						
Trinidad Generation Unlimited	5,063.25	4,566.60	0.00	193.50	243.20	Project complete.
<b>GORTT Serviced Loan</b>	<b>5,063.25</b>	<b>4,566.60</b>	<b>0.00</b>	<b>193.50</b>	<b>243.20</b>	
<b>Total UEEGCL</b>	<b>5,063.25</b>	<b>4,566.60</b>	<b>0.00</b>	<b>193.50</b>	<b>243.20</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		<b>LAKE ASPHALT OF TRINIDAD AND TOBAGO (1978) LIMITED (LATT)</b>					
<b>Funded by Retained Earnings</b>							
Construction of a New Administration Building	50.00	0.00	0.00	0.00	0.00	50.00	For proposed construction of new administration building.
Acquisition of Software and Computers	3.60	0.00	0.00	0.00	0.00	3.60	To acquire computer and software.
Upgrade of existing facilities	8.00	0.00	0.00	0.00	0.00	8.00	To upgrade its existing facilities.
Construction of a New Plant	50.00	0.00	0.00	0.00	0.00	50.00	In an effort to improve efficiency and expand its operations, LATT initiated measures to construct a new plant. This project will be funded by debt financing.
<b>Retained Earnings</b>	<b>111.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>111.60</b>	
<b>Total LATT</b>	<b>111.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>111.60</b>	
<b>Total – Business &amp; Trade Energy Sector</b>	<b>28,523.18</b>	<b>8,067.62</b>	<b>900.76</b>	<b>2,591.59</b>	<b>3,371.21</b>		



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
<b>Electricity</b>							
<b>TRINIDAD AND TOBAGO ELECTRICITY COMMISSION (T&amp;TEC)</b>							
<b>Funded by Retained Earnings</b>							
<b>Construction of Substations</b>							
Construction/ Establishment of Substations	144.05	2.47	0.34	1.00	2.20	Involves the construction of substations in several new locations throughout the country.	
Rehabilitation/ Upgrade of Substation	37.22	0.00	0.00	0.00	0.80	Involves the rehabilitation and upgrade of old substations to meet international standards.	
Construction of Transmission Lines	95.80	0.80	0.00	0.00	0.00	Involves the installation of transmission lines from Ghandi Village Substation to the Barataria substation.	
Upgrade of Circuit Breakers	6.60	0.00	0.00	0.00	0.00	Forms part of the modernisation programme.	
Installation of Switchboards	22.10	1.53	0.00	0.00	8.20	Forms part of the modernisation programme.	
Transformer Installations/ Upgrades	35.95	0.00	0.00	0.00	6.80	Involves the installation of new transformers and upgrade of the 12kV Network.	
Recurrent Annual Projects	82.71	0.00	0.00	12.56	2705	Relates to general maintenance and upkeep programme of the physical infrastructure.	
Land Acquisition	23.70	0.00	0.00	0.00	0.00	To acquire lands to facilitate the construction of substations and the running of transmission lines on private properties.	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
New and Other Projects	688.45	9.04	1.77	19.65	35.68		Involves investment in new Plant, Machinery and Equipment, which includes communication and information technology.
<b>Retained Earning</b>	<b>1,136.58</b>	<b>13.84</b>	<b>2.11</b>	<b>33.21</b>	<b>80.73</b>		
<b>Total – T&amp;TEC</b>	<b>1,136.58</b>	<b>13.84</b>	<b>2.11</b>	<b>33.21</b>	<b>80.73</b>		
<b>Total Electricity</b>	<b>1,136.58</b>	<b>13.84</b>	<b>2.11</b>	<b>33.21</b>	<b>80.73</b>		
<b>Tourism</b>							
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (UDeCOTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Academy for the Performing Arts – South	491.10	491.10	0.00	0.00	0.00		The estimate cost of the project was revised to \$638.4 million in 2012. The project was completed at a cost of \$491.1 million.
<b>GORTT Serviced Loan</b>	<b>339.81</b>	<b>491.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		
<b>Total – UDeCOTT</b>	<b>339.81</b>	<b>491.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		
<b>Total – Tourism</b>	<b>339.81</b>	<b>491.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million			DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014			
<b>Transport &amp; Communication</b>								
<b>NATIONAL HELICOPTER SERVICES LIMITED (NHSL)</b>								
<b>Funded by GORTT Serviced Loan</b>								
New Camden Passenger Terminal	50.00	0.10	0.20	4.00	45.70	Project revised to include related infrastructure at an estimated cost of \$50.0 million. Scheduled for completion in fiscal 2014.		
<b>Funded by Company Debt</b>								
Acquisition and Refurbishment of the adjacent NGC Hangar and Facilities at Camden	9.30	0.60	0.30	0.00	8.40	Project was revised to \$9.3 million and is expected to be completed by June 2014.		
Acquisition of one (1) S76C++ Medium Twin Helicopter	80.00	0.00	76.80	3.20	0.00	The aircraft to be delivered in the last quarter of fiscal 2013		
Construction of an Aviation School at Camden	5.00	0.00	0.00	5.00	0.00	Awaiting approval of assignment of the lease from the Commissioner of State Lands		
Acquisition of two (2) new S76D Helicopter	171.50	0.00	0.00	34.30	134.00	To purchase two new helicopters to add to the existing inventory.		
<b>GORTT Serviced Loan</b>	<b>16.40</b>	<b>0.10</b>	<b>0.20</b>	<b>4.00</b>	<b>46.00</b>			
<b>Company Service Loan</b>	<b>248.90</b>	<b>0.60</b>	<b>77.10</b>	<b>42.50</b>	<b>142.40</b>			
<b>Total – NHSL</b>	<b>265.30</b>	<b>0.70</b>	<b>77.30</b>	<b>46.50</b>	<b>188.40</b>			

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		<b>PORT AUTHORITY OF TRINIDAD AND TOBAGO (PATT)</b>					
<b>Funded by GORTT Serviced Loan</b>							
Paving and Infrastructure Facilities at CARICOM Wharf	1.75	1.03	0.05	0.00	0.00	0.00	Project complete.
Acquisition of 16 Terminal Trailers	4.58	2.30	0.32	0.00	0.00	0.00	Project complete.
Acquisition of two (2) Empty Container Handling Cranes.	4.49	0.00	0.68	0.00	0.00	0.00	Project complete.
<b>GORTT Serviced Loan</b>	<b>10.82</b>	<b>3.33</b>	<b>1.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total – PATT</b>	<b>10.82</b>	<b>3.33</b>	<b>1.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED (PLIPDECO)</b>							
<b>Funded by Company Serviced Debt</b>							
Purchase of a Container Handling Reach Stacker	3.30	0.00	3.30	0.00	0.00	0.00	Project complete.
Purchase of Mobile Harbour Crane	25.00	0.00	0.00	20.00	5.00		The equipment is required for PLIPDECO's Cargo Handling department for container, bulk, general and heavy lifts.
<b>Company Serviced Loan</b>	<b>28.30</b>	<b>0.00</b>	<b>3.30</b>	<b>20.00</b>	<b>5.00</b>	<b>5.00</b>	
<b>Total – PLIPDECO</b>	<b>28.30</b>	<b>0.00</b>	<b>3.30</b>	<b>20.00</b>	<b>5.00</b>	<b>5.00</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million			DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014			
<b>Communication</b>								
<b>TELECOMMUNICATIONS SERVICES OF TRINIDAD AND TOBAGO LIMITED (TSTT)</b>								
<b>Funded by Retained Earnings</b>								
Blink Sales and Operations	0.00	88.50	40.40	0.00	0.00	0.00	0.00	Broadband and International Capacity Upgrade, IP/Wireless TV Development, Outside Plant Modernisation Programmes.
Mobile	0.00	18.00	14.40	0.00	0.00	0.00	0.00	GSM coverage improvement, WiFi Mesh
Enterprise	0.00	19.60	83.30	0.00	0.00	0.00	0.00	Security services merged with Enterprise division, CCTV equipment/software/hardware
Technology	0.00	18.00	23.00	0.00	0.00	0.00	0.00	Power & A/C systems upgrade, IT systems & Infrastructure, Technology inter island cable
Other	0.00	39.50	23.00	0.00	0.00	0.00	0.00	To support its core lines of business.
<b>Funded by Company (Debt)</b>								
Enterprise	0.00	17.20	0.20	0.00	0.00	0.00	0.00	WiMax Deployment
Technology	0.00	42.80	14.10	0.00	0.00	0.00	0.00	Deployment back office system for automation processes
Mobile	0.00	62.50	208.10	0.00	0.00	0.00	0.00	Mobile Core/Radio Network Replacement, Mobile Network Expansion
<b>Retained Earnings</b>	<b>0.00</b>	<b>183.60</b>	<b>203.20</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Company Serviced Loan</b>	<b>0.00</b>	<b>122.50</b>	<b>222.40</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total – TSTT</b>	<b>0.00</b>	<b>306.10</b>	<b>425.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total – Transport &amp; Communication</b>	<b>304.42</b>	<b>310.13</b>	<b>507.25</b>	<b>66.50</b>	<b>193.40</b>			

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
<b>SOCIAL INFRASTRUCTURE</b>						
<b>Education &amp; Training</b>						
<b>EDUCATION FACILITIES COMPANY LIMITED (EFCL)</b>						
<b>Funded by GORTT Serviced Debt</b>						
<b>PRIMARY SCHOOLS CONSTRUCTION WORKS</b>						
Palo Seco GPS	5.37	4.93	0.44	0.00	0.00	The school is completed and handed over. Estimated total cost of construction was \$39.9 million under PSIP/IDF. Proceeds from Bond used was \$5.37 million.
St. Barbara SSB PS	21.72	10.50	11.22	0.00	0.00	The school is 100% completed. The estimated cost of construction was \$28.3 million. Bond monies used were \$21.7 million.
Arima New GPS	5.51	4.44	1.07	0.00	0.00	The school is 100% completed. The estimated cost of construction was \$40.4 million. Bond monies used were \$5.5 million.
Lengua Presbyterian	0.27	0.00	0.27	0.00	0.00	The school is 100% completed. The estimated cost of construction was \$28.9 Mn. Bond monies used were \$0.27 Mn.
Enterprise GPS	6.75	0.00	6.75	0.00	0.00	Works under the contract is 100% complete. Total budgeted expenditure is \$43.1 million under PSIP/IDF. Bond monies used were \$6.75 million.
Fanny Village GPS	0.51	0.24	0.27	0.00	0.00	Project stopped due to termination of contract. New project contractor to be engaged by December 2013. Monies used from bond were \$0.5 million

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
Belmont RC PS	0.72	0.52	0.20	0.00	0.00	Budgeted expenditure is \$21.9 million under PSIP/IDF. Bond monies expended were \$0.7 million.
Rosehill RC PS	4.54	3.72	0.82	0.00	0.00	The estimated cost of the project is \$32.7 million under PSIP/IDF. Construction works is in progress. Monies used from bond were \$4.5 million.
Paramin RC PS	2.47	1.67	0.80	0.00	0.00	The estimated cost of the project is \$21.9 million under PSIP/IDF. Construction works is 11% completed as at March 2013. Monies used from bond were \$2.5 million.
Eckel Village GPS	4.62	0.00	4.62	0.00	0.00	The school is 70% complete at at March 2013. The estimated cost of the project is \$6.7 million under PSIP/IDF. Bond monies used were \$4.6 million.
Monkey Town GPS	6.79	0.00	6.79	0.00	0.00	Construction is 57% complete as at March 2013. The estimated cost of the project is \$23.0 million. Bond monies used were \$6.8 million.
Febeau GPS	1.74	0.00	1.74	0.00	0.00	The estimated cost of the project is \$23.2 million under PSIP/IDF. Bond monies used were \$1.7 million. Construction in progress.
New Grant GPS	1.73	0.00	1.73	0.00	0.00	The estimated cost of the project is \$23.0 million under PSIP/IDF. Bond monies used were \$1.7 million. Construction in progress.
North Manzanilla GPS	0.30	0.00	0.30	0.00	0.00	The estimated cost of the project is \$25.1 million under PSIP/IDF. Bond monies used were \$0.3 million. Construction in progress.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
Rousillac S.D.M.S. PS	0.20	0.00	0.20	0.00	0.00	0.00	The estimated cost of the project is \$34.6 million under PSIP/IDF. Bond monies used were \$0.2 million. Construction in progress.
Lower Cumuto PS	0.41	0.00	0.41	0.00	0.00	0.00	The estimated cost of the project is \$21.3 million under PSIP/IDF. Bond monies used were \$0.4 million. Construction in progress.
Curepe Presbyterian PS	0.20	0.00	0.20	0.00	0.00	0.00	The estimated cost of the project is \$33.0 million under PSIP/IDF. Bond monies used were \$0.2 million. Construction in progress.
Kanhai Presbyterian PS	0.17	0.00	0.17	0.00	0.00	0.00	The estimated cost of the project is \$30.0 million under PSIP/IDF. Bond monies used were \$0.17 million. Construction in progress.
Rio Claro Presbyterian PS	0.20	0.00	0.20	0.00	0.00	0.00	The estimated cost of the project is \$31.0 million under PSIP/IDF. Bond monies used were \$0.2 million. Construction in progress.
Egypt Village GPS	0.25	0.00	0.25	0.00	0.00	0.00	The estimated cost of the project is \$30.7 million under PSIP/IDF. Bond monies used were \$0.25 million. Construction in progress.
<b>SECONDARY SCHOOLS CONSTRUCTION WORKS</b>							
Marabella South	6.27	5.96	0.31	0.00	0.00	0.00	School is complete. The estimated cost of the project is \$126.4 Mn under PSIP/IDF. Bond monies used were \$6.3 Mn.
Diego Martin North	5.31	0.00	5.31	0.00	0.00	0.00	Project complete. The estimated cost of the project is \$784 Mn under PSIP/IDF. Bond monies used were \$5.3 Mn.



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
Mt. Hope	15.56	15.40	0.16	0.00	0.00	0.00	Project is 80% complete. The estimated cost of the project is \$144.7 million under PSIP/IDF. Bond monies used were \$15.6 million.
Carapichaima West	18.73	14.38	4.35	0.00	0.00	0.00	Project is 80% complete. The estimated cost of the project is \$158.9 million under PSIP/IDF. Bond monies used were \$18.7million.
Princes Town East	33.13	32.97	0.16	0.00	0.00	0.00	Project is 75% complete. The estimated cost of the project is \$140.6 million under PSIP/IDF. Bond monies used were \$33.1 million.
Parvati Girls	7.23	4.16	3.07	0.00	0.00	0.00	The estimated cost of the project is \$110.9 million under PSIP/IDF. Bond monies used were \$7.2million. Project scheduled to be completed by January 2015
Couva West	6.98	0.14	6.84	0.00	0.00	0.00	Project is 98% complete. The estimated cost of the project is \$172.8 million under PSIP/IDF. Bond monies used were \$7.0 million.
Aranguez North	13.52	0.65	12.87	0.00	0.00	0.00	The estimated cost of the project is \$130.4 million under PSIP/IDF. Bond monies used were \$13.5 million. Phase 1 and 2 complete; Phase 3 is 5% complete.
Five Rivers	14.77	2.36	12.41	0.00	0.00	0.00	Project is 92% complete. The estimated cost of the project is \$132.6 million under PSIP/IDF. Bond monies used were \$14.8 million.
Barataria North	0.77	0.60	0.17	0.00	0.00	0.00	Project is 80% complete. The estimated cost of the project is \$149.3 million under PSIP/IDF. Bond monies used were \$0.8 million.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
St. Joseph	18.83	11.28	7.55	0.00	0.00	0.00	Project is 80% complete. The estimated cost of the project is \$134.8 million under PSIP/IDF. Bond monies used were \$18.8 million.
St. Augustine Secondary	6.75	1.48	5.27	0.00	0.00	0.00	The estimated cost of the project is \$178.1 million under PSIP/IDF. Bond monies used were \$6.7 million. Phase 1 and 2 complete; Phase 3 is in initial stage.
Pleasantville Secondary	5.60	3.41	2.19	0.00	0.00	0.00	The estimated cost of the project is \$109.6 million under PSIP/IDF. Bond monies used were \$5.6 million. Overall completion as at March 2013 is 50%
Lakshmi Girls' Multi-purpose Hall	5.31	0.83	4.48	0.00	0.00	0.00	Project is 68% complete. The estimated cost of the project is \$11.6 million under PSIP/IDF. Bond monies used were \$5.3 million.
Shiva Boys'	5.80	2.73	3.07	0.00	0.00	0.00	The estimated cost of the project is \$155.0 million under PSIP/IDF. Bond monies used were \$5.8 million. Construction works scheduled to be completed by May 2014.
<b>GORTT Serviced Loan</b>	<b>229.03</b>	<b>122.37</b>	<b>101.35</b>	<b>5.31</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total – EFCL</b>	<b>229.03</b>	<b>122.37</b>	<b>101.35</b>	<b>5.31</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total – Education &amp; Training</b>	<b>229.03</b>	<b>122.37</b>	<b>101.35</b>	<b>5.31</b>	<b>0.00</b>	<b>0.00</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
<b>Community</b>							
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (UDeCOTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Brian Lara Cricket Stadium	1,293.27	12.93	0.00	3.35	220.69		The project is on-going.
<b>GORTT Serviced Loan</b>	<b>1,293.27</b>	<b>12.93</b>	<b>0.00</b>	<b>3.35</b>	<b>220.69</b>		
<b>Total – UDeCOTT</b>	<b>1,293.27</b>	<b>12.93</b>	<b>0.00</b>	<b>3.35</b>	<b>220.69</b>		
<b>RURAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED (RDC)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Pavilions at Recreation Grounds	32.40	0.00	0.00	0.00	14.50		Comprises of thirteen (13) pavilions
Paving of Road in Rural Communities	43.50	0.00	0.00	0.00	13.50		Programme consists of 123 roads at the Chaguanaas Borough Corporation, Couva/Talparo/Tabaquite Regional Corporation and Sangre Grande Regional Corporation.
Bridges Programme	40.87	0.00	0.00	0.00	14.50		Phase consists of 18 bridges, twelve (12) of which is expected to be completed in fiscal 2013.
Abattoir at Chaguanaas	36.00	0.00	0.00	0.00	36.00		Involves providing amenities that are functional, safe and in accordance with public health ordinances

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		Princes Town Regional Corporation Administration Complex	115.00	0.00	0.00	0.00	
<b>GORTT Serviced Loan</b>	<b>267.77</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>126.50</b>		
<b>Total – RDC</b>	<b>267.77</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>126.50</b>		
<b>THE SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
National Aquatic Centre – Couva	193.22	0.00	0.00	12.60	65.21	Facilities to include indoor swimming pool and outdoor pool, diving facilities and seating for 700 spectators.	
National Tennis Centre – Tacarigua	144.07	0.00	0.00	7.93	50.16	Facilities to include indoor and outdoor courts and bleacher seating for 1,500 spectators.	
National Cycling Velodrome – Couva	288.14	0.00	0.00	19.43	134.06	Facilities include 1 x 250m x 7m wooden cycling track and seating for 2,500 persons.	
Multipurpose Sport/Youth Facilities	108.08	0.00	0.00	2.34	22.86	Construction of three (3) Multipurpose Sport Youth Facilities in Cunupia, Sangre Grande and Aranguez Savannah.	
Development and upgrade of grounds, parks and spaces	699.00	0.00	0.00	291.00	378.00	To include facilities for cricket, football, gymnastics, swimming and seating for spectators	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
		Upgrade of Multipurpose Stadia	68.56	2.36	7.06	1.40	
<b>GORTT Serviced Loan</b>	<b>1,501.07</b>	<b>2.36</b>	<b>7.06</b>	<b>334.70</b>	<b>650.29</b>		
<b>Total – SPORTT</b>	<b>1,501.07</b>	<b>2.36</b>	<b>7.06</b>	<b>334.70</b>	<b>650.29</b>		
<b>Total – Community</b>	<b>3,062.11</b>	<b>15.29</b>	<b>7.06</b>	<b>338.05</b>	<b>997.48</b>		
<b>Housing &amp; Settlements</b>							
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (UDeCOTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Valsayn Real Spring	164.30	16.12	8.38	0.00	0.00	The estimated cost of this project was revised to \$164.3 million. This project is in arbitration.	
<b>GORTT Serviced Loan</b>	<b>142.50</b>	<b>16.12</b>	<b>8.38</b>	<b>0.00</b>	<b>0.00</b>		
<b>Total – UDeCOTT</b>	<b>142.50</b>	<b>16.12</b>	<b>8.38</b>	<b>0.00</b>	<b>0.00</b>		
<b>Total – Housing &amp; Settlements</b>	<b>142.50</b>	<b>16.12</b>	<b>8.38</b>	<b>0.00</b>	<b>0.00</b>		

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
		<b>Health</b>				
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (UDeCOTT)</b>						
<b>Funded by GORTT Serviced Loan</b>						
Penal Hospital	1,840.16	0.26	0.03	214.53	562.65	Site hoarding and preliminary preparatory works to take place prior to start of the full construction works.
Couva Children's Hospital & UWI School of Medicine and Nursing	1,520.92	1.58	12.95	331.91	255.16	Site development work in progress.
<b>GORTT Serviced Loan</b>	<b>3,361.08</b>	<b>1.84</b>	<b>12.98</b>	<b>546.44</b>	<b>817.81</b>	
<b>Total – UDeCOTT</b>	<b>3,361.08</b>	<b>1.84</b>	<b>12.98</b>	<b>546.44</b>	<b>817.81</b>	
<b>Total – Health</b>	<b>3,361.08</b>	<b>1.84</b>	<b>12.98</b>	<b>546.44</b>	<b>817.81</b>	

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million		PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014	
<b>ADMINISTRATION</b>						
<b>Public Order &amp; Safety</b>						
<b>AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO (AATT)</b>						
<b>Funded by GORTT Serviced Loan</b>						
Infrastructure Airport Hotel Suite/ Development of Land Infrastructure Piarco International Airport Business Park	92.10	60.70	12.96	9.20	0.00	Involves the construction of the basic road infrastructure, drainage and services (electricity, water, sewer system and communications duct banks) to facilitate the development of acreage to service the Airport Hotel and Meteorological Service building.
A.N.R Robinson International Airport (ANRRRIA) – Expansion and Modification	26.00	0.00	0.00	1.50	24.50	The estimated cost was revised to \$26.0 million. The project involves the rehabilitation/replacement of deteriorated portions of the current Terminal Building Roof, renovation of the current check-in area and arrivals hall, construction of a new VIP lounge for passengers and extended departure hall.
Construction of a Sewer Treatment Plant	15.50	7.54	0.01	0.00	0.00	Project completed at a revised estimated cost of \$15.5 million.
Installation of a FEC System	83.19	51.20	1.15	0.00	0.00	This system replaced the old airfield lighting control and monitoring systems at both the PIA and ANRRRIA which was obsolete. This project was completed in fiscal 2012. Outstanding payments are due.

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
A.N.R Robinson International Airport (ANRRIA) – Runway Rehabilitation Works and Repairs to Perimeter Road and Fenceline	165.00	32.70	0.00	1.90	0.00		This involved the design and construction of a runway overlay, including cold milling and placement of a hot mix asphalt overlay. Also included in this project was the replacement of the previous fence line and repairs to the perimeter road to ensure safety of the airport premises. This project was completed in fiscal 2012. Projected expenditure represents retention payments.
<b>GORTT Serviced Loan</b>	<b>455.69</b>	<b>152.14</b>	<b>14.18</b>	<b>12.60</b>	<b>24.50</b>		
<b>Total – Airports Authority</b>	<b>455.69</b>	<b>152.14</b>	<b>14.18</b>	<b>12.60</b>	<b>24.50</b>		
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (UDeCOTT)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Construction of nine (9) Police Stations	426.34	58.28	40.25	166.35	121.39		Construction in progress. Guapo police station aborted in design stage.
<b>GORTT Serviced Loan</b>	<b>426.34</b>	<b>58.28</b>	<b>40.25</b>	<b>166.35</b>	<b>121.39</b>		
<b>Total – UDeCOTT</b>	<b>426.34</b>	<b>58.28</b>	<b>40.25</b>	<b>166.35</b>	<b>121.39</b>		
<b>Total – Public Order &amp; Safety</b>	<b>882.03</b>	<b>210.42</b>	<b>54.43</b>	<b>178.95</b>	<b>145.89</b>		



PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
<b>Public Administration</b>							
<b>URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO (UDeCOTT) (Gov't Accommodation)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Government Campus Plaza	2,419.96	312.64	30.76	118.82	607.39		Further construction and fitout works are on-going.
Chancery Lane Medical Complex – San Fernando	951.88	232.36	142.02	549.08	0.00		The cost of the project was revised to \$951.88 million. Project is currently in Phase 3.
Ministry of Education Building (formerly Social Development Tower)	749.50	39.75	15.50	14.51	227.14		The estimated cost of the project was revised to \$749.5 million. Fit-out works commenced.
<b>GORTT Serviced Loan</b>	<b>4,009.80</b>	<b>584.75</b>	<b>188.28</b>	<b>682.41</b>	<b>834.53</b>		
<b>Total – UDeCOTT</b>	<b>4,009.80</b>	<b>584.75</b>	<b>188.28</b>	<b>682.41</b>	<b>834.53</b>		

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
<b>WATER AND SEWERAGE AUTHORITY (WASA)</b>							
<b>Funded by GORTT Serviced Loan</b>							
National Social Development Programme – Water Component	304.00	5.33	2.00	7.50	20.50		Involved the implementation of 513 projects to improve the water supply to communities experiencing either water shortages or restricted access to pipe-borne water.
Water and Wastewater Construction/ Refurbishments	1,335.90	152.36	64.11	100.00	63.42		120 projects were earmarked: – 35 completed ; 44 in progress ; 41 in planning phase
<b>GORTT Serviced Loan</b>	<b>1,639.90</b>	<b>157.69</b>	<b>66.11</b>	<b>107.50</b>	<b>83.92</b>		
<b>Total – WASA</b>	<b>1,639.90</b>	<b>157.69</b>	<b>66.11</b>	<b>107.50</b>	<b>83.92</b>		
<b>NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (NIDCO)</b>							
<b>Funded by GORTT Serviced Loan</b>							
Extension of Sir Solomon Hochoy Highway – from San Fernando to Pt. Fortin	7,500.00	643.50	288.73	636.29	1,827.85		Phase 1 – Designs 83% complete ; Construction 23.5% complete as at March 31,2013 Phase 2 – Designs 81% complete ; Construction 6.1% complete as at March 31,2013 Phases 3 and 4 – Designs 61% and 30% complete respectively as at March 31,2013
<b>GORTT Serviced Loan</b>	<b>7,500.00</b>	<b>643.50</b>	<b>288.73</b>	<b>636.29</b>	<b>1,827.85</b>		
<b>Total – NIDCO</b>	<b>7,500.00</b>	<b>643.50</b>	<b>288.73</b>	<b>636.29</b>	<b>1,827.85</b>		

PROGRAMMES	ESTIMATED TOTAL COST OF PROGRAMME TT\$ million	ACTUAL EXPENDITURE TT\$ million			PROJECTED EXPENDITURE TT\$ million		DETAILS OF PROGRAMMES FOR 2014
		OCT. 2011 TO SEPT. 2012	OCT 2012 TO MARCH 2013	APRIL TO SEPT 2013	OCT 2013 TO SEPT 2014		
<b>Total Public Administration</b>	<b>13,261.24</b>	<b>1,385.94</b>	<b>543.12</b>	<b>1,426.20</b>	<b>2,746.30</b>		
<b>TOTAL – GORTT DEBT SERVICED</b>	<b>27,333.86</b>	<b>7,639.71</b>	<b>898.47</b>	<b>2,751.14</b>	<b>5,008.38</b>		
<b>TOTAL- RETAINED EARNINGS</b>	<b>23,674.96</b>	<b>2,903.16</b>	<b>948.17</b>	<b>2,372.20</b>	<b>3,163.74</b>		
<b>TOTAL- COMPANY DEBT SERVICED</b>	<b>294.10</b>	<b>123.10</b>	<b>302.80</b>	<b>62.50</b>	<b>147.40</b>		
<b>TOTAL SUPPLEMENTARY PSIP</b>	<b>51,302.92</b>	<b>10,665.96</b>	<b>2,149.98</b>	<b>5,186.84</b>	<b>8,319.52</b>		

Ministry of Finance and the Economy  
Investments Division

## COMPANIES SHAREHOLDING LIST

### WHOLLY

Company Name	Ownership
<b>Energy and Energy Based</b>	
1 Lake Asphalt of Trinidad and Tobago (1978) Ltd.	100% GORTT
2 National Quarries Company Ltd.	100% GORTT
3 Petroleum Company of Trinidad and Tobago Ltd.	100% GORTT
4 The National Gas Company of Trinidad and Tobago Ltd.	100% GORTT
5 Trinidad and Tobago National Petroleum Marketing Company Ltd.	100% GORTT
6 Union Estate Electricity Generation Company Ltd.	100% GORTT
<b>Financial Services</b>	
1 Atrius Life Insurance Co. Limited	100% GORTT
2 Clico Trust Corporation Limited	100% GORTT
3 Export-Import Bank of Trinidad and Tobago Ltd.	100% GORTT
4 First Citizens Holdings Ltd.	100% GORTT
5 Portfolio Credit Management Ltd.	100% GORTT
6 Taurus Services Ltd.	100% GORTT
7 Trinidad and Tobago International Financial Centre Management Company Ltd.	100% GORTT
<b>Manufacturing and Agro-Based</b>	
1 National Agricultural Marketing and Development Corporation	100% GORTT
2 Palo Seco Agricultural Enterprises Ltd. (Special Purpose)	100% GORTT
3 Seafood Industry Development Company Ltd.	100% GORTT
4 Tucker Valley Agricultural Enterprises Ltd.	100% GORTT
<b>Service</b>	
1 Community Improvement Services Ltd. (Special Purpose)	100% GORTT
2 Creative Industries Company Limited	100% GORTT
3 East Port of Spain Development Company Ltd. (Special Purpose)	100% GORTT
4 Education Facilities Company Ltd. (Special Purpose)	100% GORTT
5 Estate Management and Business Development Company Ltd. (Special Purpose)	100% GORTT
6 Evolving TecKnologies and Enterprise Development Company Ltd.	100% GORTT
7 Export Centres Company Ltd.	100% GORTT
8 Government Human Resource Services Company Ltd.	100% GORTT
9 Government Information Services Ltd.	100% GORTT
10 National Commission for Self-Help Ltd.	100% GORTT

11 National Entrepreneurship Development Company Ltd.	100% GORTT
12 National Information and Communication Technology Company Ltd.	100% GORTT
13 National Infrastructure Development Company Ltd. (Special Purpose)	100% GORTT
14 National Maintenance Training and Security Company Ltd.	100% GORTT
15 National Schools Dietary Services Ltd.	100% GORTT
16 National Training Agency (1997) Ltd.	100% GORTT
17 Rural Development Company of Trinidad and Tobago Ltd. (Special Purpose)	100% GORTT
18 The CEPEP Company Ltd.	100% GORTT
19 The Sports Company of Trinidad and Tobago Ltd. (Special Purpose)	100% GORTT
20 The Trinidad and Tobago Solid Waste Management Company Ltd.	100% GORTT
21 The Vehicle Management Corporation of Trinidad and Tobago Ltd.	100% GORTT
22 Tobago Special Projects Company Ltd.	100% GORTT
23 Tourism Development Company Ltd.	100% GORTT
24 Trinidad and Tobago Entertainment Company Ltd.	100% GORTT
25 Trinidad and Tobago Film Company Ltd.	100% GORTT
26 Trinidad and Tobago Free Zones Company Ltd.	100% GORTT
27 Trinidad and Tobago Health Sciences Initiative Company Ltd.	100% GORTT
28 Trinidad and Tobago Tourism Business Development Ltd..	100% GORTT
29 Urban Development Corporation of Trinidad and Tobago Ltd.	100% GORTT
30 Youth Training and Employment Partnership Programme Ltd. (YTEPP)	100% GORTT

### Transport and Communication

1 Caribbean New Media Group Ltd.	100% GORTT
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**Total: 48**

## MAJORITY

Company Name	Ownership
<b>Energy and Energy Based</b>	
1 Alutrint Ltd.	60% GOTT, 40% Sural Barbados Ltd.
<b>Financial Services</b>	
1 Agricultural Development Bank	97.2% GORTT, 2.8% others
2 ExporTT Limited (Formerly Business Development Company Limited)	64.4% GORTT, 34.3% Fin. Institutions, 1.3% Other
3 National Enterprises Ltd.	66% GORTT, 17% NGC, 17% Individuals
<b>Service</b>	
1 Point Lisas Industrial Port Development Corporation Ltd.	51% GORTT, 49% Individuals
<b>Transport and Communication</b>	
1 Caribbean Airlines Ltd.	84% GORTT; 16% GOJ
2 National Helicopter Services Ltd.	82.3% GORTT, 17.7% NGC
<b>Total: 7</b>	

**LESS THAN 50%**

<b>Company Name</b>	<b>Ownership</b>
<b>Financial Services</b>	
1 Development Finance Limited	49.75% GORTT, Maritime 49.75%, DFL Caribbean 0.5%
2 DFL Caribbean Holdings Ltd.	28.1% GORTT, 38.8% Int'l Fin. Inst., 33.1% Private
3 Trinidad and Tobago Mortgage Finance Company Ltd.	49% GORTT, 51% NIB
<b>Manufacturing and Agro-Based</b>	
1 Metal Industries Company Ltd.	46.7% GORTT, 14.9% DFL, 38.4% Other
<b>Transport and Communication</b>	
1 LIAT (1974) Ltd.	2.9% GORTT, 29.2% BWIA, 26.6% Reg.Govt, 41.3% other
<b>Total: 5</b>	

**INDIRECT**

<b>Company Name</b>	<b>Ownership</b>
<b>Energy and Energy Based</b>	
1 La Brea Industrial Development Company Ltd.	83% NGC & 17% PETROTRIN
2 National Energy Corporation of Trinidad and Tobago Ltd.	100% NGC
3 NATPET Investments Company Ltd.	100% NPMC
4 NGC E&P Investments Ltd.	100% NGC
5 NGC NGL Company Ltd.	80% NGC 20% NEL
6 NGC Pipeline Company Ltd.	100% NGC
7 NGC Trinidad and Tobago LNG Ltd.	100% NGC
8 PETROTRIN EAP Services Ltd.	100% PETROTRIN
9 Phoenix Park Gas Processors Ltd.	20% NEL, 31% NGC, 39% Conoco 10%PW
10 Trinidad and Tobago LNG Ltd. (formerly NGC LNG (Train 4) Ltd.)	62.16% NGC, 37.84% NEL
11 Trinidad and Tobago Marine Petroleum Company Ltd.	80% PETROTRIN, 20% NGC
12 Trinidad Nitrogen Company Ltd.	51% NEL & 49% Norsk Hydro
13 Trinidad Northern Areas Ltd.	100% PETROTRIN
14 Trintoc Services Ltd.	100% PETROTRIN
<b>Financial Services</b>	
1 Caribbean Leasing Company Ltd.	100% ExporTT Ltd.
2 First Citizens (St. Lucia) Ltd.	100% FCB
3 First Citizens Asset Management Ltd.	100% FCB
4 First Citizens Bank Ltd.	100% FCH
5 Invest TT	100% eTeck
6 Trinidad and Tobago Mortgage Agency Company Ltd.	100% TTMF

**Manufacturing and Agro-Based**

- |                             |                           |
|-----------------------------|---------------------------|
| 1 National Flour Mills Ltd. | 51% NEL & 49% Individuals |
|-----------------------------|---------------------------|

**Service**

- |                                             |               |
|---------------------------------------------|---------------|
| 1 Oropune Development Ltd.                  | 100% UDECOTT  |
| 2 Point Lisas Terminals Ltd.                | 100% PLIPDECO |
| 3 Port of Spain Waterfront Development Ltd. | 100% UDECOTT  |
| 4 Rincon Development Ltd.                   | 100% UDECOTT  |

**Transport and Communication**

- |                                                              |                   |
|--------------------------------------------------------------|-------------------|
| 1 Telecommunications Services of<br>Trinidad and Tobago Ltd. | 51% NEL & 49% C&W |
|--------------------------------------------------------------|-------------------|

**Total: 26****CORP-STATUTORY****Statutory Authority**

- 1 Airports Authority of Trinidad and Tobago
- 2 Port Authority of Trinidad and Tobago
- 3 Public Transport Service Corporation
- 4 Trinidad and Tobago Electricity Commission
- 5 Trinidad and Tobago Housing Development Corporation
- 6 Trinidad and Tobago Postal Corporation
- 7 Water and Sewerage Authority

**Total: 7**

# GLOSSARY

<b>AATT</b>	Airports Authority of Trinidad and Tobago
<b>A/C</b>	Air-condition
<b>ADP</b>	Airports Development Project
<b>API</b>	American Petroleum Institute
<b>ASDL</b>	Asymmetric Digital Subscriber Line
<b>Bbl</b>	Barrels
<b>Bcfd</b>	Billion cubic feet per day
<b>BED</b>	Basic Engineering Design
<b>BMS</b>	Building Maintenance System
<b>Bopd</b>	Barrels of oil per day
<b>BOOT</b>	Built, Own, Operate, Transfer
<b>Bpd</b>	Barrels per day
<b>BPSD</b>	Barrels per standard day
<b>BUD</b>	Beachfield Upstream Development
<b>Capex</b>	Capital Expenditure
<b>CCR</b>	Continuous Catalyst Regeneration Platforming Unit
<b>CCTV</b>	Closed Circuit Television
<b>CDMA</b>	Code Division Multiple Access
<b>CEC</b>	Certificate of Environmental Clearance
<b>CIP</b>	Cross Island Pipeline
<b>CWMS</b>	Computerised Work Management System
<b>DVBT</b>	Digital Video Broadcasting Television
<b>Dwt</b>	Dead Weight Tonnes
<b>EI</b>	Electrical Instrumentation
<b>EIA</b>	Environmental Impact Assessment
<b>EOR</b>	Enhanced Oil Recovery
<b>E&amp;P</b>	Exploration and Production
<b>EVDO</b>	Evolution-Data Optimised
<b>EPC</b>	Engineering Procurement Construction
<b>EPCM</b>	Engineering Procurement Construction Management
<b>eTeck</b>	Evolving TecKnologies and Enterprise Development Company Limited
<b>ETW</b>	Expense Type Workovers
<b>FC</b>	Faecal Coliforms
<b>FCCU</b>	Fluid Catalytic Cracking Unit
<b>FEC</b>	Field Electrical Cabinet



<b>FEED</b>	Front-End Engineering Design
<b>FR UMLE</b>	Forest Reserve Upper Morne L'Enfer
<b>GOP</b>	Gasoline Optimisation Programme
<b>GORTT</b>	Government of the Republic of Trinidad and Tobago
<b>GSM</b>	Global System for Mobile Communications
<b>GTL</b>	Gas to Liquids
<b>HDS/HAD</b>	Hydrodesulphurisation/ Hydrodearomatisation
<b>HDC</b>	Trinidad and Tobago Housing Development Corporation
<b>HMA</b>	Hot Mix Asphalt Paving
<b>HR</b>	Human Resource
<b>HV</b>	High Voltage
<b>IDF</b>	Infrastructure Development Fund
<b>ICT</b>	Information Communication and Technology
<b>IT</b>	Information Technology
<b>IFCMC</b>	International Financial Centre Management Company
<b>ISBL</b>	Inside Battery Limits
<b>Km</b>	Kilometre
<b>F-T</b>	Fischer Tropsch
<b>kV</b>	Kilovolt
<b>LABIDCO</b>	La Brea Industrial Development Company Limited
<b>LIC</b>	Light Industrial Customers
<b>LNG</b>	Liquefied Natural Gas
<b>LOA</b>	Length Over All
<b>LPG</b>	Liquid Petroleum Gas
<b>LV</b>	Low Voltage
<b>M</b>	metre
<b>mbpcd</b>	Thousand barrels per calendar day
<b>Mmscfd</b>	Million Standard Cubic feet per day
<b>MEEA</b>	Ministry of Energy and Energy Affairs
<b>MEP</b>	Mechanical, Electrical and Plumbing
<b>MTS</b>	National Maintenance, Training and Security Company Limited
<b>NCMA</b>	North Coast Marine Acreage
<b>NEC</b>	National Energy Corporation of Trinidad and Tobago Limited
<b>NFPA</b>	National Fire Protection
<b>NGC</b>	The National Gas Company of Trinidad and Tobago Limited
<b>NGPL CIP</b>	NGC Pipeline Company Limited Cross Island Pipeline
<b>NHSL</b>	National Helicopter Services Limited
<b>NIPDEC</b>	National Insurance Property Development Company Limited

<b>NP</b>	National Petroleum
<b>NRT</b>	Non Reserve Types
<b>NQCL</b>	National Quarries Company Limited
<b>OSBL</b>	Outside Battery Limits
<b>PATT</b>	Port Authority of Trinidad and Tobago
<b>PETROTRIN</b>	Petroleum Company of Trinidad and Tobago Limited
<b>PLIPDECO</b>	Point Lisas Industrial Port Development Corporation Limited
<b>PPP</b>	Public-private Partnership
<b>PSIG</b>	Pounds Per Square Inch Gauge
<b>PSIP</b>	Public Sector Investment Programme
<b>QMS</b>	Quarterly Management System
<b>ROCE</b>	Return on Capital Employed
<b>ROW</b>	Rights of Way
<b>RTG</b>	Rubber Type Gantry
<b>RTW</b>	Road Tank Wagon
<b>SECC</b>	Southeast Coast Consortium
<b>SEMP</b>	Secondary Education Modernisation Programme
<b>SBU</b>	Single Bedroom Unit
<b>SFU</b>	Single Family Unit
<b>SEIP</b>	State Enterprises Investment Programme
<b>TCAS</b>	Traffic Collision Avoidance System
<b>TDMA</b>	Time Division Multiple Access
<b>TPD</b>	Tonnes Per Day
<b>TTIFC</b>	International Financial Centre in Trinidad and Tobago
<b>T&amp;TEC</b>	Trinidad and Tobago Electricity Commission
<b>TEUs</b>	Twenty Foot Equivalent Units
<b>TF</b>	Transformers
<b>THA</b>	Tobago House of Assembly
<b>TTRA</b>	Trinidad and Tobago Revenue Authority
<b>TV</b>	Television
<b>UAN</b>	Uranium Ammonia Nitrate
<b>USLD</b>	Ultra Low Sulphur Diesel
<b>URD</b>	Underground Transmission and Distribution
<b>UDeCOTT</b>	Urban Development Corporation of Trinidad and Tobago Limited
<b>UTT</b>	University of Trinidad and Tobago
<b>3BU</b>	Three Bedroom Unit
<b>VMCOTT</b>	Vehicle Management Company of Trinidad and Tobago
<b>VOIP</b>	Voice Over Internet Protocol



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