VISION 2020 OPERATIONAL PLAN
2007-2010
2008-2009 PROGRESS REPORT

'Strengthening Efficiency, Addressing the Challenges'
Vision 2020
Vision 2020
Operational Plan
2007-2010

2008/2009
Report
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<td>TDC</td>
<td>Tourism Development Company</td>
</tr>
<tr>
<td>TFO</td>
<td>Trade Facilitation Office</td>
</tr>
<tr>
<td>TGU</td>
<td>Trinidad and Tobago Generation Unlimited</td>
</tr>
<tr>
<td>THA</td>
<td>Tobago House of Assembly</td>
</tr>
<tr>
<td>TIP</td>
<td>Tamana InTech Park</td>
</tr>
<tr>
<td>TPHL</td>
<td>National Public Health Laboratory</td>
</tr>
<tr>
<td>TRRRTS</td>
<td>Trinidad Rapid Rail Transit System</td>
</tr>
<tr>
<td>TRIPS</td>
<td>Trade Related Aspects of Intellectual Property Rights</td>
</tr>
<tr>
<td>TSTT</td>
<td>Telecommunication Services of Trinidad and Tobago</td>
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<tr>
<td>TTBS</td>
<td>Trinidad and Tobago Bureau of Standards</td>
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<tr>
<td>TTDF</td>
<td>Trinidad and Tobago Defence Force</td>
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<tr>
<td>TT ENT</td>
<td>Trinidad and Tobago Entertainment Company</td>
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<tr>
<td>TTFC</td>
<td>Trinidad and Tobago Film Company</td>
</tr>
<tr>
<td>TTHTC</td>
<td>Trinidad and Tobago Health Training Centre</td>
</tr>
<tr>
<td>TTIT</td>
<td>Trinidad and Tobago Institute of Technology</td>
</tr>
<tr>
<td>TTIFC</td>
<td>Trinidad and Tobago International Financial Centre</td>
</tr>
<tr>
<td>TTIFCMCL</td>
<td>Trinidad and Tobago International Financial Centre Management Company Limited</td>
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<td>TTMA</td>
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<tr>
<td>TTMF</td>
<td>Trinidad and Tobago Mortgage Finance Company</td>
</tr>
<tr>
<td>TTNVQ</td>
<td>Trinidad and Tobago Vocation Qualification</td>
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<tr>
<td>TTPC</td>
<td>Trinidad and Tobago Petroleum Conference</td>
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<tr>
<td>TTPMP</td>
<td>Terminal Phase – Out Management Plan</td>
</tr>
<tr>
<td>UFW</td>
<td>Unaccounted for Water</td>
</tr>
<tr>
<td>UNAIDS</td>
<td>The Joint United Nations Programme on HIV and AIDS</td>
</tr>
<tr>
<td>UNCTAD</td>
<td>United Nation Conference on Trade and Development</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<td>---------</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UPU</td>
<td>Universal Postal Union</td>
</tr>
<tr>
<td>USC</td>
<td>University of Southern Caribbean</td>
</tr>
<tr>
<td>UTT</td>
<td>University of Trinidad and Tobago</td>
</tr>
<tr>
<td>UWI</td>
<td>University of the West Indies</td>
</tr>
<tr>
<td>VCT</td>
<td>Voluntary Counselling and Testing Programme</td>
</tr>
<tr>
<td>WASA</td>
<td>Water and Sewage Authority</td>
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<tr>
<td>WHO</td>
<td>World Health Organisation</td>
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<tr>
<td>WGTL-TL</td>
<td>World GTL Trinidad Limited</td>
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<tr>
<td>WIFA</td>
<td>Women In Fishing Association</td>
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<tr>
<td>WIPO</td>
<td>World Intellectual Property Organisation</td>
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<tr>
<td>WTO</td>
<td>World Trade Organisation</td>
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<tr>
<td>WYP</td>
<td>What’s Your Position</td>
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<tr>
<td>YAPA</td>
<td>Youth Apprenticeship Programme in Agriculture</td>
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<tr>
<td>YDAC</td>
<td>Youth Development and Apprenticeship Centre</td>
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<tr>
<td>YES</td>
<td>Youth Apprenticeship Success</td>
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<tr>
<td>Youth RISE</td>
<td>Youth Resources for Implementing Successful</td>
</tr>
<tr>
<td>YSC</td>
<td>Yachting Steering Committee</td>
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Vision Statement

By the year 2020, Trinidad and Tobago will be

a united, resilient, productive, innovative and prosperous nation
With a disciplined, caring, fun-loving society
Comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity and integrity in which . . .

Every citizen has equal opportunities to achieve his/her fullest potential
All citizens enjoy a high quality of life, where quality healthcare is available to all and where safe, peaceful, environmentally-friendly communities are maintained
All citizens are assured of a sound, relevant education system tailored to meet the human resource needs of a modern, progressive, technologically advancing nation
Optimum use is made of all the resources of the nation
The family as the foundation of the society contributes to its growth, development and stability
There is respect for the rule of law and human rights and the promotion of the principles of democracy
The diversity and creativity of all its people are valued and nurtured.
**INTRODUCTION**

Trinidad and Tobago has articulated a vision that would bring unprecedented prosperity and a higher quality of life to all the people of this country. Beginning in 2002, a process of long-term planning was engaged, that embraced the views of Government, Non-Governmental Organisations, Public and Private Enterprises, community and interest groups and the wider citizenry. The work of 28 Sub-Committees was formulated in the National Strategic Plan which since 2006 has been foundational to the operations and work of the public sector. Despite our financial resources, it was recognised that this journey would not be easy as it would entail confronting, in many instances deeply entrenched tendencies, as well as addressing the values, attitudes and behaviours in society. The Government’s long-term vision to ensure prosperity and a higher quality of life to every individual, family and community across the country continues to be the driving force behind Vision 2020.

This 2008/2009 Report therefore marks the second annual progress report on Vision 2020. The Report offers to the reader a combination of complete narrative reporting as well as in-depth analyses of progress. The aim is to ultimately transform the reporting format of this annual progress report to focus primarily on the development results of Government strategies to achieving the improved quality of life that is being pursued. The reporting is therefore rooted in the tenets of Managing for Development Results and heavily dependant on our ability to constantly measure the impact of the interventions. Quality data, developing indicators and targets are fundamental to measuring progress.

Over the reporting period a number of challenges were encountered, including, data collection, the impact of the global issues, alignment of projects and programmes to Vision 2020, reporting against targets developed and inculcating the practice of monitoring and evaluation.

This Progress Report, covers the period October 2007 to July 2009, however, based on the data challenges, older or more recent data were included when reporting on relevant targets. Furthermore, varying data collection periods for the information required for the Report have also impacted upon the Ministry’s ability to Report within the time period intended. The Ministry intends to address this issue in the next fiscal year thereby refining the system to report on Vision 2020 goals and objectives.

It should also be noted that significant challenges in developing these Progress Reports still persist.
While the National Strategic Plan formulated the major development pillars that were to be pursued to achieve developed country status, the drafters were mindful of the impacts of national, regional, hemispheric and global phenomena on the pace at which we are able to achieve our goal.

Trinidad and Tobago like other countries was affected by major international issues such as the global financial crisis, food and energy security, food inflation and climate change. Policies were under constant review prompting financial adjustments to ensure that the country was able to sustain its momentum for development. In 2009, Trinidad and Tobago has sought to position itself as host to the hemispheric leaders at the Fifth Summit of the Americas. Despite the global challenges faced, Trinidad and Tobago was able to showcase a country that is rapidly developing, rich in talent and ability, equal to that of developed countries.

Given the fact that there were economic challenges, implementation of projects/programmes was generally not as rapid as in previous years. However, Ministries and Agencies continued implementation in areas of priorities. The challenge now and over the next fiscal year will be to ensure that these priorities and other new and important initiatives are managed effectively-to achieve Vision 2020.

It is also recognised that within the context of the Vision 2020 Operational Plan 2007-2010, several targets need to be clarified and refined to corresponding changes in the local and international environment. It is envisaged that the revision and refining of these targets would take place over the next fiscal year in consultation with all relevant stakeholders. An even deeper and wider engagement of stakeholders than was undertaken at the time of the first plan will be embarked upon. This inclusive process would ensure that all relevant data and information collected by the Ministry of Planning, Housing and the Environment is used to formulate and serve as the baseline for monitoring the second Vision 2020 Operational Plan 2011 – 2014.

In our continued efforts to build a culture of performance measurement and evaluation in the public sector, goals, targets and performance indicators are continuously being reviewed to ensure further precision when reporting. The aim is to move away from assessing performance based entirely on expenditure and outputs, to that of outcomes as shown in the diagram below:
ASSESSING PERFORMANCE BASED ON OUTCOMES

This approach of assessing performance based on outcomes requires a wider adoption of evidence based decision making. Such an approach, signals more succinctly, whether development objectives and adopted strategies are appropriate.

Finally, we are nearing the end of the first planning horizon 2007 – 2010. The results presented in this Report suggest that whilst there are challenges, achievements were attained in many areas and targets remain achievable. However, to accelerate progress towards achieving Vision 2020, there is need for the Government, private sector stakeholders, non-governmental organisations (NGOs) and citizens to unite in our efforts towards development. Of particular note is the need for a dedicated process towards ensuring that the values and attitudes that are part of our national vision become dominant features in the character of all citizens.

The way forward

Future endeavours towards realising Vision 2020 and measuring performance effectively will focus primarily on building the necessary framework to develop a system based on Managing for Development Results. This would require consultations and consensus among key stakeholders as well as support from our leaders. The MfDR system is critical to inform strategic planning for
the 2011-2014 and 2015-2020 planning horizons of the Vision 2020 process. In addition, using performance information holds the key to identifying what works, why and how successes can be built upon to accelerate development. In this regard, key initiatives to be undertaken are as follows:

**Actions to be taken by Ministries/Departments**

- Establish Monitoring and Evaluation Units in all Ministries
- Continued assessment and realignment of Vision/Missions/Strategic Plans and policies, programmes and projects that contribute to the realisation of Vision 2020 goals
- Develop performance information systems to track progress and inform decision making on programme/project results and their outcomes

**Action to be taken by the Ministry of Planning, Housing and the Environment**

- Continue dialogue to attain consensus on the Indicator System for reporting on the implementation of Vision 2020 Goals
- Implement the Medium Term Action Plan for Managing for Development Results
- Capacity building in Management for Development Results
- Development of a National Socio –Economic Database and Quality of Life Index
- Continued communications on Vision 2020 in collaboration with the Ministry of Information and other stakeholders
- Continue the Reform of the Central Statistical Office (CSO) in order to improve data collection as well as develop a National Statistical System
- Establish a National Spatial Data Infrastructure Unit in order to develop a National Geographic Information System
- Continue efforts towards the development of a National Manpower Study and Plan in collaboration with relevant stakeholders

**Implementing a Monitoring and Evaluation Framework**

As Trinidad and Tobago continues to move towards its long term vision of developed country status, it is imperative that emphasis be placed on measurement in relation to the achievement of the goals set out in the Vision 2020 National Strategic Plan. It must be clearly understood that if
all sectors of society are to be developed to be on par with other developed countries, we must be able to measure and track our performance. This will not only allow us to know where we are, but also, what is required in order to achieve our national goals.

An effective and efficient public sector is critical to sustainable development, economic growth and the well-being of all citizens. Both developed and developing countries continue to be challenged with the problem of devising and implementing strategies to improve the performance levels of their public sectors.

The emphasis placed by many developed countries on Managing for Results emphasises the importance of measurement as it relates to policy, projects and programmes. If results are not measured, it would be impossible to determine if we are succeeding or failing. As a result, if projects or programmes are failing, it would be difficult to tell and sometimes near impossible to take corrective actions. The idea of introducing results based monitoring and evaluation is essential to measure how well governments/organisations are performing. The emphasis is on assessing how stated outcomes are being achieved over time. It must be noted however, that results based monitoring and evaluation is only a management tool. Therefore, we must determine how we would like to use this tool and what information we would like to obtain out of an M&E system.

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

It is in this context, that the Government of Trinidad and Tobago signed an agreement with the Inter-American Development Bank (IDB) in May 2007, to access grant funding for the introduction of a system of Managing for Results in the Public Service (the project is entitled PRODEV). The Project has three main components:

- Preparation of a Medium Term Action Plan for the Strengthening of Results Based Management in the Public Sector
- Building consensus about the challenges and benefits of Results-Based Management
- Institutional strengthening of the Ministry of Planning, Housing and the Environment

Significant progress on this project has been achieved with the completion of the Medium Term
Action Plan for the Strengthening of Results Based Management in the Public Sector as well as some consensus building and institutional strengthening. Additionally, Government in 2007 agreed to the establishment of M&E Units in all Government Ministries and relevant departments in order to provide support for evidence based decision and policy making. These Units will also allow for progress, outcomes and impacts of projects, programmes and policies to be tracked.

An overarching M&E Unit, integral to Vision 2020 will also be established in the Ministry of Planning, Housing and the Environment, to oversee, coordinate and report on the activities of all other M&E Units. At present, the structure of the overarching Unit as well as a policy for M&E and the guidelines for reporting by Ministries are being developed.

**Figure 1: Key Components of the Monitoring and Evaluation (M&E) Infrastructure**

<table>
<thead>
<tr>
<th>Key Infrastructure needed to support ‘Ongoing Performance Monitoring’</th>
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<tbody>
<tr>
<td>(i) A National Performance Framework</td>
</tr>
<tr>
<td>(ii) Sector/Ministry-specific Performance Frameworks</td>
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<tr>
<td>(iii) Information Monitoring Systems and Data Development Strategies</td>
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<td>(iv) An analytical and reporting capability</td>
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<tr>
<td>(v) Policy guidance on ‘performance measurement, monitoring and reporting’</td>
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<table>
<thead>
<tr>
<th>Key Infrastructure needed to support ‘Periodic Evaluation Studies’</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Government-wide Evaluation Policy and Standards</td>
</tr>
<tr>
<td>(ii) Internal Evaluation Units within each Ministry</td>
</tr>
<tr>
<td>(iii) Trained and experienced Evaluators</td>
</tr>
<tr>
<td>(iv) A centrally-located M&amp;E Policy unit</td>
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</table>

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<tr>
<th>Other Critical Elements of the M&amp;E Infrastructure</th>
</tr>
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<tbody>
<tr>
<td>(i) A Communications Strategy to inform officials of the objectives, expectations and timeframe for the development and implementation of the M&amp;E system</td>
</tr>
<tr>
<td>(ii) A performance reporting strategy and guidelines</td>
</tr>
<tr>
<td>(iii) Capacity building/training initiatives for both the ‘providers’ and the ‘users’ of M&amp;E information</td>
</tr>
<tr>
<td>(iv) Feedback mechanisms for the input of civil society and the private sector</td>
</tr>
<tr>
<td>(v) Monitoring and oversight of the M&amp;E system</td>
</tr>
<tr>
<td>(vi) An M&amp;E professional ‘network’</td>
</tr>
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</table>

*Source: Medium Term Action Plan for Building Monitoring & Evaluation Capacity in Trinidad and Tobago (June 2009)*
The introduction of Results-based monitoring and evaluation information can and would serve many purposes. These include:

1. monitoring performance so as to report on progress to stakeholders (as with Vision 2020);
2. providing information to manage and, when required, adjust, improve or terminate programmes;
3. supporting policy making and strategic planning at the level of a ministry, sector and country;
4. enhancing transparency and supporting accountability relationships.

Figure 2 illustrates the various linkages and ways that M&E information provides valuable insight as a key part of a management feedback loop.

**Figure 2: Monitoring and Evaluation Information: A Critical Component of Public Sector Planning, Managing and Reporting on ‘Results’**

Assessing Monitoring and Evaluation capacity in Trinidad and Tobago: *The 2007 National Readiness Assessment*

The National Readiness Assessment Study of 2007 examined, *inter alia*, the capacity for M&E within the Public Sector. What was recognised in that Report is that some degree of institutional mechanisms for M&E does exist and resides in several institutions throughout the
public sector. However, the effectiveness of these mechanisms is questionable. Additionally, the Office of the Auditor General prepares annual reports detailing management weaknesses and/or financial discrepancies in Public Authorities. However, there is the absence of enforcement as the Auditor General can only make recommendations.

The Report also noted that both the Ministry of Finance and the then Ministry of Planning and Development monitor the performance of projects/programmes under the Public Sector Investment Programme or the Development Programme. However, the link between performance and budget, resource allocation procedures and performance-based information were not evident. Again, the focus is on efficient ‘expenditure’ rather than ‘value for money’ and impacts. Additionally, it was also unclear as to how performance information is fed back into the project cycle. The 2007 Report, also stated that M&E capacity building at that time was insufficient to create a ‘culture of evaluation’ and that a fragmented approach to M&E across the Public Sector led to duplication of effort and uncertainty across Ministries.

The Present Scenario (2009): Assessing the Current Capacity to carry out M&E against ‘Good Practices’

The findings of the 2009 M&E Readiness Assessment generally indicated that there were very little, if at all any changes within the Public Sector from the Study done in 2007 (The Vision 2020 National Readiness Assessment Study, 2007). The approach to M&E still continued to be fragmented with very little reporting done on projects and programmes that Ministries/Agencies/Departments were pursuing.

In addition, the understanding of the role and function of M&E varied between and among Ministries/Departments. In very few cases there was little indication that any type of evaluation was being done. Moreover, generally, there was no specific M&E training ongoing or planned. In most Ministries/Agencies, there are persons who understand M&E. However, the extent of their understanding was directly related to the training that they received and whether or not they were operating within an M&E environment.

What is required?

Within the current system, where ‘results’ information may be collected, in most instances it is used for operational purposes. That is, project/programme management. Based on the Assessment,
there was no clear indication that such information was used for any *strategic* intent, to inform policy or reporting on performance. Moreover, in the present configuration, there is no system in place for reporting on results.

The question must also be asked, *does the capacity exist?* An important contribution of a readiness assessment is developing a profile capacity—identifying both strengths and areas needing support. The capacity as assessed from this exercise is quite thin. For example, from the assessment it is made clear of the need to strengthen the Central Statistics Office and Ministries and Departments.

There are many key players that must participate in the development, implementation and ongoing operation of an M&E System to ensure that it is effective and sustainable. **Figure 3** identifies the key stakeholders and their main roles and responsibilities for the M&E system. It should be noted however, that over time, as the M&E system evolves from the early formative (‘development/implementatio’) phase to a fully ‘operational’ phase, roles and responsibilities for some will likely alter.

**Figure 3: Roles and Responsibilities of Key Stakeholders in Developing and Implementing the M&E System**

<table>
<thead>
<tr>
<th>Key Stakeholders</th>
<th>Roles and Responsibilities</th>
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</table>
| Ministry of Planning Housing and the Environment (MPHE) | • Overall responsibility for reporting on ‘progress’ against Vision 2020 goals  
• Lead in development of National Performance Framework as part of Vision 2020 monitoring and progress reporting  
• Government ‘policy centre’ for M&E, developing guidance and guidelines for performance measurement, monitoring and reporting, as well as Government Evaluation Policy and Standards (*)  
• Play oversight role over M&E across Ministries (*)  
• Lead research on target-setting for national goals (*)  
• Working with other ‘partners’ in M&E capacity building initiatives: Workshops, training, etc. (*)  
• Developing capability as ‘centre of excellence for evaluation’ (*)  
• Leading strategic or policy-level evaluations (*)  
• Working with private sector and civil society to promote feedback mechanisms as input to M&E (e.g. Citizen Report Card) (*) |
| Office of the Prime Minister | • Overall ‘champion’ for the drive to results-based M&E in the public sector  
 • Monitoring and oversight over the pace of implementation (*) |
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<tbody>
<tr>
<td>Ministry of Finance</td>
<td>• Working with individual Ministries to identify funds required to put in place a sustainable M&amp;E capability within the Ministry (*)</td>
</tr>
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</table>
| Individual Ministries | • Establishing Internal Evaluation Units (*)  
 • Establishing Programme Activity Architecture (PAA) that link programmes of the Ministry with Vision 2020 goals (*)  
 • Planning for and conduct of periodic evaluations of programmes or sets of programmes (*)  
 • Developing and implementing ongoing monitoring systems of Ministry programmes (*)  
 • Developing measurement and data development strategies (working with CSO and MPHE)  
 • Annually reporting on ‘results’ of programme and sector performance (*) |
| Central Statistics Office (CSO) | • Expertise on data capture and development  
 • National survey capability  
 • Central data storage  
 • Focal point for ‘national data development strategy’ (*)  
 • Assisting Ministries with data development strategies (*) |
| National Audit Office | • Potential oversight role of M&E system (Data audits on quality of data; quality of ‘results-based performance reporting’) (*) |
| Ministry of Public Administration (MPA) | • Working with ‘partners’ to build M&E understanding through formal training (Workshops, training, etc.) and informal development opportunities. ‘Partners’ to include, as appropriate: MPHE, PS Academy and InterAmerican Development Bank (IDB)  
 • Providing assistance to individual Ministries in establishing their M&E units (*) |
| Public Service Academy | • Working with ‘partners’ to build M&E understanding through formal training |
| InterAmerican Development Bank (IDB) | • Working with ‘partners’ to build M&E understanding through formal training |
A results-based M&E system must go well beyond managing data. It must also have sustained government leadership that cares about whether effective services are being delivered to citizens. Although it is important to have technically competent programme managers overseeing government programmes and projects, there must also be strong support at the highest levels of government. Without strong champions willing to assume ownership and agree to transparent, accessible performance information, a results-based M&E system is unlikely to be built and even if it is, it will not be used. Experiences suggest the need to pilot results-based M&E systems before applying them to the entire government. Pilots can also illuminate political and technical issues that should be addressed at an early stage, clarify supply and demand issues for M&E information, and suggest patterns of use of that information.

The challenge of designing and implementing a results-based M&E system should not be underestimated. Building such a system requires champions, dedication, and long-term commitment to reform.
## Vision 2020 Operational Plan 2007-2010
### 2008/2009 Report: Targets Achieved

<table>
<thead>
<tr>
<th>Target to 2010</th>
<th>Progress To 2008/2009</th>
<th>Trend</th>
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| **Developing Innovative People**                                                 | ✓ 88 per cent pass rate in Mathematics at Caribbean Advanced Proficiency Examination (CAPE) Level II  
|                                                                                  | ✓ 83 per cent pass rate in Computer Science at CAPE Level II                         | Target exceeded |
|                                                                                  | ✓ 83 per cent pass rate in Information Technology at CAPE Level 1                    |               |
| **Increase in the pass rate in Mathematics, Science, Computer Science and Technology at the Advanced Level Exam** | ✓ Approximately $81m spent on Research and Development representing around 0.25 per cent of GDP | Improving     |
| **Investment in R&D by Government and the private sector increased**             | ✓ *Annual Arrivals for Carnival:*  
|                                                                                  | • 2008 – 39,115  
|                                                                                  | • 2009 – 36,643  
|                                                                                  | ✓ 18 shows hosted at the *Tobago Heritage Festival* attracting over 35,000 artistes | Improving     |
| **Carnival and other cultural festivals effectively managed**                   | ✓ 339 primary schools and 11 special schools provided with networked computer laboratories  
|                                                                                  | ✓ 600 primary school teachers oriented in the use of computers and ICT in education  
|                                                                                  | ✓ 776 primary school teachers trained in basic network administration  
|                                                                                  | ✓ 532 secondary school teachers trained in basic network administration and classroom management software  
|                                                                                  | ✓ 340 Schools have internet services                                                 | Improving     |
| **The education system equipped with modern, information communications technology system, supporting teachers and students** | ✓ 339 primary schools and 11 special schools provided with networked computer laboratories  
|                                                                                  | ✓ 600 primary school teachers oriented in the use of computers and ICT in education  
|                                                                                  | ✓ 776 primary school teachers trained in basic network administration  
|                                                                                  | ✓ 532 secondary school teachers trained in basic network administration and classroom management software  
<p>|                                                                                  | ✓ 340 Schools have internet services                                                 | Improving     |</p>
<table>
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<th>Target to 2010</th>
<th>Progress To 2008/2009</th>
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<td><strong>Nurturing a Caring Society</strong></td>
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| Infant mortality reduced by 38 per cent              | ✓ The infant mortality rate, improved from 24.2 per 1,000 live births in 2002, to 14.89 per 1,000 live births in 2005  
✓ This represents a reduction in the infant mortality rate by 38.5 per cent, surpassing the target set for 2010 | Target exceeded |
| Life is prolonged for Persons living with HIV/AIDS as mortality due to AIDS is reduced by 30 per cent | ✓ The number of AIDS-related deaths decreased  
✓ 64 per cent reduction from 240 in 2002 to 86 in 2007 | Target exceeded |
| 30,000 families have new homes                       | ✓ Over 32,500 housing units started since 2003  
✓ Over 11,200 homes distributed since June 2003  
✓ 1,058 homes completed from October 2008 to June 2009 | Improving   |
| **Enabling Competitive BusinessIm**                  |                                                                                                                                                                                                                       |             |
| Full employment                                      | Unemployment rate continued to decline:  
✓ 5.5 per cent in 2007  
✓ 5.3 per cent in 2008  
✓ 5.0 per cent in the 2nd quarter 2009 | Target achieved |
| The Heritage and Stabilisation Fund has at least US$ 2 billion | ✓ Increased to TT$18.4 billion (US$2.912 billion) in the first three quarters of fiscal 2009 | Target exceeded |
| Single digit inflation maintained                     | ✓ Reduction in Headline inflation from 13.5 per cent in 2008 to 5.9 per cent in August 2009 | Improving   |

### Productivity growth improved
- The productivity index continue to trend upwards for the last ten years indicating an improvement in productivity
- Over the last four years, productivity growth has averaged 8.7 percent

### Investing in Sound Infrastructure and the Environment

<table>
<thead>
<tr>
<th>All schools and libraries connected via high speed internet</th>
<th>✓ 100 per cent of libraries have internet access</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ 180 primary and secondary schools have access to the internet through the implementation of the Knowledge, Innovation and Development (KID) Programme</td>
</tr>
</tbody>
</table>

### Target to 2010

<table>
<thead>
<tr>
<th>At least 95 per cent of the population has access to Postal Services</th>
<th>✓ Draft Postal Sector Policy completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ Increased coverage (mail delivery) to 95.7 percent in 2009</td>
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</tbody>
</table>

### Target to 2010

<table>
<thead>
<tr>
<th>At least 95 per cent of the population has access to the potable water</th>
<th>✓ 95 per cent of the population has access to a potable water supply</th>
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</table>

### Target to 2010

<table>
<thead>
<tr>
<th>At least 90 per cent of the population has access to a reliable supply of electricity</th>
<th>✓ 97 per cent of the population has access to a reliable supply of electricity</th>
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</table>

### Promoting Effective Government

<table>
<thead>
<tr>
<th>Occupational Safety and Health Authority and Agency fully functional</th>
<th>✓ The Occupational Safety &amp; Health Agency (Executing Body) established and fully functional</th>
</tr>
</thead>
</table>

### Target to 2010

- Target exceeded
- Target achieved
<table>
<thead>
<tr>
<th>Target to 2010</th>
<th>Progress To 2008/2009</th>
<th>Trend</th>
</tr>
</thead>
</table>
| Integrated Border Management System in Operation and Machine Readable Passports (MRPs) being used | ✓ The Immigration Division continued implementation of an Integrated Border Management System. The following components were implemented:  
• An Automated Machine Readable Passport Issuing System consistent with ICAO 9303  
• A Border Control System  
• An Facial Recognition System  
• An e-Passport Reading System  
• An Automated Finger Print Identification System (AFIS) | Target achieved |
| Pursue integration and global partnerships for development                      | ✓ Successfully hosted the Fifth Summit of the Americas, one of the most significant international conferences, over the period April 17 – 19, 2009  
✓ Became the first CARICOM nation to host the Summit since its inception in 1994 | Target achieved |
| Results Based Management being used in the Public Sector                       | ✓ Introduction of a system of Managing for Results in the Public Service  
✓ Medium Term Action Plan for implementing Monitoring and Evaluation in Trinidad and Tobago completed | Improving      |
| Population Registration System established                                      | ✓ Electronic identification of every citizen through the issuance of a Personal Identification Number (PIN) at birth developed | Improving      |
| Backlog of court cases reduced by at least 90 per cent                         | ✓ 933 ‘backlog’ of civil cases of the High Court determined  
✓ It is anticipated that the entire backlog of civil cases in this jurisdiction will be completely eliminated by the end of 2009 | Improving      |
Part 1
Policy Overview
**Developing Innovative People**

The global economic situation, the challenges of climate change and food and energy security have made the need for creating an environment for innovation even more fundamental to Trinidad and Tobago if it is to achieve rapid economic development and developed country status by 2020. Economies and societies are challenged to survive through the creation of new products and services to generate new business as well as for the effective delivery of public services such as health care, education, agriculture and cleaner environment. Within this scenario, the institutionalisation of a national innovation system that helps science and technology meet our challenges becomes even more critical.

**The National Innovation System – Building the Partnership**

![Diagram of the National Innovation System](source: Ministry of Science, Technology and Tertiary Education)

Innovation is a complex process, which involves different actors and institutions within a system of partnerships and collaboration. One of the keys to stimulating the innovative potential and promote sustainable development is for citizens to develop scientific skills, as well as ensuring that there is full utilisation of the skills, talents, knowledge and creativity of our people. Equally important is the creation of a culture of learning, demonstrating a commitment to science and technology, instilling citizens with a greater desire for continuous learning, the development of a legislative framework that protects new innovations and utilisation of these new ideas and
innovations at the enterprise level are all foundational to stimulating this innovative potential. The development of the scientific infrastructure and institutions also requires attention, therefore there must be collaboration and partnerships with schools, tertiary institutions, vocational institutions and enterprises in this process.

The Government’s policy thrust towards the popularisation of science and technology forms part of the foundation for creating a knowledge-based society. Using science and technology in everyday activities, encouraging children and young persons to embrace science and technology, creating the linkages between innovation and enterprise development and training of educators to impart knowledge of science and technology continue to be a priority.

Increased access to tertiary institutions is also being facilitated through expanded programmes, the creation of additional institutions and most of all through free tertiary education. Additionally, financial support programmes provide the incentive to pursue training to improve workplace performance but more importantly, persons of varying economic backgrounds have equal access to these opportunities for training. The award of scholarships to pursue training at regional international tertiary institutions provides additional incentives to explore diversified areas of training that can produce graduates equipped to contribute to transforming the economy and society.

Equally important to developing innovative people is the expansion of training programmes in technical vocational areas. All sectors of the economy require a pool of well trained technicians and craftsmen. Persons are encouraged to pursue areas of study that will lead to master craftsmen for the energy, construction and manufacturing sectors. Innovation is everyone’s business - government, enterprise, and the individual. Therefore, the wider the knowledge base, the greater the opportunity for innovation.

The widespread adoption of science, technology and innovative thinking by citizens, is being supported by the policy thrust to expand research and development which would in turn build our country’s competitiveness. The increased access to tertiary institutions and the expansion in opportunities for research and development lay the foundation to ensure that our intellectual capital is matched by a supportive environment to conduct research activities. The key institutions such as the University of Trinidad and Tobago and the University of the West Indies are leading this strategic direction. Efforts are being made to protect our intellectual property through an intellectual property regime including patent registration and anti-piracy legislation.
Becoming a nation driven and supported by innovative people is inextricably linked to the quality of the education system. The major goal of the education sector is to develop a seamless, self-renewing, high quality system that is inclusive, equitable and sets the foundation for lifelong learning and achieving excellence. Thus the Government’s vision for the holistic development of the learner from age three to seventeen will ensure that every child/person has the opportunity to contribute to the achievement of the national vision using their varied talents and gifts developed and encouraged by a progressive education system. In this regard, the Government has committed to providing every child with a high quality educational product that is delivered by well trained professionals working and operating in productive and motivating teaching and learning environments. Curriculum development, teacher training and the provision of technology and other support infrastructure are also pivotal to achieving excellence in education.

The richness and diversity of our culture are foundational to our innovativeness. The Government is committed to preserving our heritage, as well as, exploring ways to showcase this unique blend of history, art, culture and creative talent. The Government is in the process of developing state of the art physical infrastructure for cultural activities, while also providing training, financial and technical assistance. The business potential is enormous and all efforts are being made to harness the naturally creative and innovative potential of our people, as demonstrated in the celebration of cultural and historical festivals.

**Nurturing A Caring Society**

A caring society is one in which all citizens, particularly the most vulnerable, are loved and cared for, and treated with dignity and respect. Our vision for a caring society is one in which strong families form the cornerstone of our communities; citizens, especially the vulnerable, feel empowered to contribute to society and self actualise; the basic needs, including housing and health care for all are met; everyone is given the opportunity to participate in sporting or recreational activities; and young people are empowered to participate in our country’s development.

Strong families and strong communities are critical to the national policy agenda and therefore continue to inform our approach in engendering economic success and reducing the levels of dysfunction among families in Trinidad and Tobago. In recognition of the wide ranging issues affecting families today, The National Family Policy seeks to address access to both economic and psychosocial resources. The Policy also addresses care giving, health, community development, family responsibility and support, employment practices, social services and housing.
Government also recognises other pertinent issues affecting our families and communities such as poverty, teenage pregnancy, juvenile delinquency, divorce and separation and the protection for our children. Consequently, these issues are addressed by specific projects and programmes, citizens’ empowerment and participation in national development, and assistance to the most vulnerable. The needs of particular vulnerable groups such as the disabled and the elderly were also taken into consideration. The aim overall, is to create a society whereby our vulnerable can enjoy accessibility to the physical, social and economic environments as well as integrate and participate at all levels of our society.

Access to adequate housing is premised on the development of sustainable communities which includes the provision of public spaces, educational and commercial centres and employment opportunities, all of which are aimed at fostering harmonious living. A multi-pronged approach was adopted in order to satisfy the high level of demand for housing among low and middle income groups. This approach entails an accelerated housing construction programme; implementation of home improvement programmes to maintain the existing housing stock; regularisation and development of squatting communities; 100 per cent mortgage financing for eligible first-time home owners; minimal interest rate on mortgages for approved mortgage companies and rent-to-own facilities.

Reforming the health sector into a more modern, effective and efficient machinery for the delivery of health care services also remained a priority. The reform agenda includes the promotion of primary or preventive care; the decentralisation of services; educating individual, families, communities and the school population on healthy lifestyles. Additionally, the School Health Policy addresses health-screening services for early detection of hearing and visual impairment of students enrolled in primary schools.

Building a client-centric health care environment necessitates the institutionalisation of quality management systems, increasing the availability and affordability of health care services and upgrading the physical infrastructure. Measures adopted include expanding the number of specialised skills of health care professionals and improving the public’s interface with health care personnel. Additionally, research and development in the health sector is being given special attention.

Measures to contain the spread of the HIV/AIDS disease will continue, including education and awareness. Government will also continue to implement measures to treat with the disease and
reduce mortality, provide medication, increase the availability of testing and counselling sites and improve surveillance. Efforts to reduce the transfer of the disease from mother to child will be intensified. Stigmatisation and discrimination against Persons Living With HIV/AIDS (PLWHA) will be reduced through intensive sensitisation programmes and legislative reform.

Developing a sporting culture is imperative for our social and economic development. Consequently, the ‘Sport for All’ philosophy recognises and embraces sport as a powerful tool for promoting good health, deepening community spirit and national pride, and creating viable businesses. Part of the thrust of a growing sports culture is the encouragement of broad-based or total participation in sporting or recreational activities among citizens, including underrepresented and physically-challenged groups.

Developing high performance sport and creating world class athletes for this country’s representation at international competitions, also has the potential to deepen community spirit and national pride. Specific policies for identifying and honing elite talent in various sporting disciplines allow for the complete development of high performance athletes.

In relation to our youth, it is envisaged that our society would produce a youth that is healthy, knowledgeable and skilled. Our youth should also possess positive values and attitudes and participate in all aspects of national development. Emphasis is therefore placed on the creation of an environment that facilitates youth development.

**Enabling Competitive Business**

Survival in a globalised environment depends on a country’s ability to compete. Liberalisation of trade in goods and services and freer movement of labour across borders, as well as advances in information communication technologies, present great opportunities for countries to develop, but only if they position themselves to take advantage of such opportunities. If Trinidad and Tobago is to achieve its goal of attaining developed country status it must improve on its competitiveness since a country’s social development is closely linked to its economic fortunes.

Our country’s energy sector has played a crucial role in our development thus far. However, in today’s world economy, competitive advantage no longer depends on physical resource endowment

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1 The 2008/2009 Global Competitiveness Report, which assesses a country’s competitiveness compared to other countries, showed that Trinidad and Tobago had fallen in the ranking from 84th to 92nd over the last two years. However, it should be noted that the score have remained fairly stable moving from 3.88 to 3.85.
but also on skilled labour, intellectual property and know-how. More so now given the economic downturn in the world economy and the fall in the prices of crude oil and natural gas on the international commodities markets, it becomes increasingly important that we develop in these areas.

The Government is committed to maintaining its focus on creating an environment in which businesses can grow and become competitive, including maintaining macro-economic stability and transforming the economy into one that is diversified and resilient.

Economic stability and sustained economic growth are necessary conditions for improving competitiveness. Owing to the world economic situation, Trinidad and Tobago has for the first time in 16 years, been experiencing an economic slowdown due mainly to its energy sector. This sector has been hit with a drastic drop in energy prices which has led to substantial shortfalls in government revenue over the current fiscal 2008/2009 year. The non-energy sector has also been affected. This has caused reductions in investment in the country’s physical and social infrastructure and an increase in the levels of unemployment leading to a general pause in the development of the social and physical architecture required for the improvement in the quality of life.

The Government will continue to pursue policy measures to minimize negative economic growth while at the same time try to maintain a level of viability and stability of the Trinidad and Tobago economy. This is being done through sound monetary and fiscal policies to minimise deficits on the fiscal accounts, reduce public debt, promote healthy trade and payments balances, maintain healthy levels of foreign exchange reserves and exchange rate stability, contain increasing levels of unemployment and inflation.

While current commodity prices have been decreasing from the drop in energy prices on the world market and global food prices decelerating, the situation, is still receiving the attention of Government and the Central Bank of Trinidad and Tobago (CBTT). Monetary policies are being relaxed to increase the liquidity in the economy with CBTT increasing the repo rate and cash reserve requirement for commercial banks. Initiatives are being undertaken to encourage savings, while at the same time maintain a healthy level of spending by citizens, and continued reform of the financial sector is assisting in deepening and strengthening the capital markets. The Heritage and Stabilisation Fund remains a significant tool in absorbing excess revenues from oil and gas sales and ensuring economic stability.
Reducing the non-energy fiscal deficit continues to pose a challenge. Measures to reduce the non-energy fiscal deficit are being pursued including: increases in productivity to raise non-energy output; innovation and infusion of new technologies in the delivery of goods and services; investing in research and development; upskilling of the labour force through relevant education and training; promoting new businesses in the non-energy sector; and exploring new markets.

Competitiveness and exports go hand in hand and are critical to maintaining economic stability. The dismantling of trade barriers worldwide presents opportunities for innovative and competitive businesses to penetrate new markets, thereby increasing foreign exchange earnings. With the gradual lifting of preferential treatment of local goods and services in foreign markets, such as the graduation of the Trinidad and Tobago from the US GSP and the more reciprocal trading arrangement with the EU, the Government will continue to emphasise policies to generate increased trade and export led growth by: facilitating innovation and increased productivity; capturing new niche markets; enhancing market intelligence through the use of ICT; increasing the number of companies in the export sector; diversifying the export base of key sectors; preparing first time exporters, especially SMEs; coordinating trade missions for export promotion; and adopting Spanish as the second language to take advantage of the Latin American market.

Enabling competitive business in Trinidad and Tobago necessitates an environment that attracts investors and encourages businesses to develop. Our country’s good fortunes have resulted mainly from the energy sector. However, broadening the economic base by encouraging new business clusters and reorganising existing ones to move up the value chain is critical to ensuring economic stability and resilience in a highly competitive global market.

An essential element of Government’s policy is to encourage new high end businesses in the creation of a culture of innovation that will transform knowledge into commercial value in the form of increased productivity and new products, processes, services and systems. Government will therefore continue to focus on promoting research and development, widening the pool of scientists and upskilling the labour force by increasing access to education and training, and creating linkages between universities/research institutions and businesses such as the Tamana InTech Park at Wallerfield. Also, widespread integration of ICT in business operations will be deepened further with the continued implementation of Government ICT Plan.

Sustained business competitiveness requires a labour force that is skilled and has the ability to adapt to changes in an environment that is technologically driven. Thus, removing rigidities in
the labour market remains a priority area and is being addressed through the development of the manpower planning framework and realignment of the curricula with industry needs and future development. To assist in streamlining the labour force to cater to changes in market supply and demand, the institutionalisation of labour market information systems will be pursued.

The investment requirements to start and grow new high-end businesses are high and so continued emphasis will be placed on facilitating increased access to financing for entrepreneurs. The Loan Guarantee Programme and the Venture Capital Incentive Programme currently in operation will assist in this area. A culture of enterprise will be encouraged with on-going technical support and training for the businesses, including SMEs, provided by the BDC and NEDCO. Infrastructural support will also continue to induce the location of new growth clusters including downstream energy, light manufacturing and information technology.

In addition, both domestic and foreign investment will be encouraged by providing an enabling environment for businesses to develop. These include reducing the time, cost and effort in registration via on-stop shops and modernising the legal and regulatory framework to reflect investment promotion and good governance issues. Also, implementation of the Country Investment Marketing Plan will continue.

Diversifying the economy remains an integral component of the national policy agenda. In this regard, a range of policy initiatives focused on promoting and growing trade/exports, enhancing trade facilitation activities, driving economic diversification, enhancing market access, strengthening the business friendly environment and promoting both domestic and foreign investment have been developed. As part of the drive to diversify the economy away from its dependence on oil and gas, there are major activities targeting seven non-energy industrial sectors - Food and Beverage, Fish and Fish Processing, Merchant Marine, Film, Entertainment, Printing and Packaging, and Yachting.

While it is acknowledged that it is the private sector which drives economic growth, the government continues to provide strategic support for local firms or firms located here as they enhance their ability to compete in the constantly challenging, liberalised global trade and investment environment.

In this regard the Government of Trinidad and Tobago signed the Economic Partnership Agreement (EPA) with the European Union (EU), as part of the regional CARIFORUM\(^2\) grouping. Moving
beyond a simple trade agreement, the EPA holds strong development co-operation components to assist smaller economies to adjust and take advantage of the access to the markets of the EU, and also provides a most important and wide ranging component on services.

Additionally, agri-business development is an important factor in achieving a competitive business environment. Attaining food security critically adds to the economic and social development of a country. This is one of the underlying principles of government’s policy aimed at the agricultural sector. Some of the key areas considered therefore in the agricultural policy include; increasing the acreage of land under agricultural production (e.g. Large Commercial farms), increasing the number of persons involved in food production (e.g. YAPA & Grow Box), increasing support for persons engaged in food production (e.g. Infrastructure Development), and facilitating new Agri-Business Development (National Agri business Development Programme).

In terms of the energy sector, efforts are ongoing in the Government’s optimization of the country’s gas based resources through the establishment of downstream industries such as ethylene and polypropylene that are further along the value chain. This in turn also provides an opportunity for the development of locally owned small and medium manufacturing enterprises that require highly skilled employees.

**Sound Infrastructure And The Environment**

The Government recognises that infrastructural development plays a pivotal role in supporting our present and future economic development as well as in fulfilling our goals to improve our social environment. The Government’s view towards physical infrastructure envisages a modern infrastructure that adheres to the highest international standards, while taking into consideration the environmental impact and our nation’s demographic changes. A major objective in these development works is to bring communities closer together through new and improved road networks. Physical infrastructure must also cater to the needs of citizens ranging from disability issues to social protection against natural disasters.

Consequently, significant investments continue to be made in several areas including: a modern transportation network through the establishment of alternative modes of transport; the expansion and upgrade of existing ports; new roads and highways network, new industrial parks; and efficient, adequate and reliable water and electricity supplies.

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2 Consists of Caricom member states and the Dominican Republic
Additionally, in relation to Information and Communications Technology (ICT) infrastructure, the Government continues to use technology as a major driver towards attaining a knowledge-based society. Therefore, efforts to inculcate the use of technology by our citizenry through our nation’s schools, libraries and homes, all continued under the umbrella of the National ICT Plan.

With respect to ICT, emphasis must be placed on strengthening the ICT infrastructure; clarifying marketplace rules and building user confidence. Developing regional and international networks with key agencies such as the Caribbean Community and Common Market (CARICOM) and the International Telecommunication Union will also play a pivotal role. Other efforts such as facilitating clusters and interconnection among companies; building capacity in research and development, as well as innovation, are also critical to promoting e-Business.

As we progress towards improving the quality of our broadcast services, a policy on the Administration of Cinema Exhibition and Video Entertainment has been drafted. This framework seeks to address the regulation of film and video entertainment which is made available to the general public by sale, rental or exhibition.

In relation to our environment, emphasis is placed on the sustainable management of our environmental assets, in tandem with economic and social development works, for the benefit of current and future generations. Measures to prevent disasters which allow for speedy and effective recovery were adopted. Initiatives to reduce forest degradation, greenhouse gas emissions and other types of pollution that affect our wetlands, water resources and environmentally sensitive species are also supported. These will allow all citizens to enjoy an improved quality of life, while simultaneously protecting the resource upon which their well being depends. As a result, the Government remains committed to meeting its obligations under all Multilateral Environmental Agreements. This commitment is demonstrated through the establishment and operationalising of the Multilateral Environment Agreements Unit (MEAU) in the Ministry of Planning, Housing and the Environment.

Promoting Effective Government

Efforts towards ensuring the promotion of an effective government continues to be based on a policy thrust towards the principles of good governance within our society. These principles include transparency, accountability, the rule of law, morality and equity. They also include justice, fairness and responsible citizenship. Therefore, initiatives geared towards ensuring that our institutions comprising our legal and regulatory framework such as the judiciary, the protective
services and government agencies operate based upon the principles of good governance are fully supported.

The implication of this policy position is that the Government will continue to promote broad-based participation by engaging the wider society in consultations on key issues for example those on crime and local government. This is to ensure that society is involved in the decision-making process, thereby, promoting responsible citizenship.

Institutional reform also remains pivotal towards fulfilling this policy direction. Consequently the transformation of our institutions in terms of our procurement methods, our financial management systems and particularly the initiatives under Public Sector Reform Initiation Programme remain areas for attention. In relation to the latter, it is envisaged that the public sector will be transformed into a modern, high performance, efficient and effective entity, which entails in part, the utilization of Information Communications Technology to deliver a number of government services.

Ensuring a safe and secure environment for citizens as well as ensuring that fair and equal justice prevails, are also critical towards further accomplishing our policy perspective, with regards to promoting effective government. As such, a comprehensive package of initiatives aimed at strengthening the protective services, reducing gang and other criminal activity as well as improving the responsiveness, community focus and support provided to citizens when policing, would continue to be supported. In terms of equality and justice, improving our judicial framework in areas such as new technologies, constructing new, modern facilities; better records management and court operating standards and procedures, will also play a pivotal role, in advancing our policy position.

Another aspect of promoting effective government involves the way we relate to our immediate neighbours within the Caribbean and the Americas as well as our global neighbours and trade partners throughout the world. In this regard, our foreign policy seeks to maintain, develop or enhance relations with strategic countries at the bilateral, regional and multilateral levels and to participate actively in the multilateral arena. As such our foreign policy is based upon respect for the sovereignty and sovereign equality of all states and respect and adherence to international law and to the principles of the Charter of the United Nations. It is also based on the non-interference in the internal affairs of other states, qualified by acceptance of the responsibility of the international community to take collective action in cases of gross domestic violations of human rights or genocide.
IMPLEMENTATION PROGRESS BY DEVELOPMENT PILLAR
Developing Innovative People

**Goal 1**
The People of Trinidad and Tobago will be well known for excellence in innovation

**Goal 2**
Trinidad and Tobago will have a seamless, self-renewing, high quality education system

**Goal 3**
A highly-skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development

**Goal 4**
The richness of our diverse culture will serve as a powerful engine to inspire innovation and creativity

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**Champions**

- Ministry of Education
- Ministry of Science, Technology and Tertiary Education
- Ministry of Community Development, Culture and Gender Affairs
- Ministry of Planning, Housing and the Environment
- Ministry of Legal Affairs
- Ministry of Trade and Industry
- Ministry of Health
- Ministry of Works and Transport
- Ministry of National Security
- Ministry of Public Administration
- Ministry of Information
Overview Of Implementation Progress

Developing innovative people is critical to the achievement of developed country status and therefore remained a priority for Government. The concentration on creating a culture and system for innovation, and research and development, building human resources from the pre-primary to the tertiary level including non-tertiary training, and developing the cultural and creative industries were fundamental to this development thrust.

The Ministry of Science Technology and Tertiary Education (MSTTE) championed the thrust to create an environment that would stimulate and promote tertiary education. Several policies such as the Draft National Policy on the Development of Tertiary Education, Training and Distance and Lifelong Learning and the Establishment of the Science, Technology and Innovation (STI) Policy and Plan and the Draft Open and Distance Learning Policy Framework continue to be developed in order to shape the landscape for quality tertiary education.

The Ministry continues to work with many of its partners to ensure the delivery of relevant and quality programmes to meet the demands of the economic sectors. Key agencies such as the Metal Industries Company (MIC), National Energy Skills Centre (NESC), and Youth Training Employment Partnership Programme (YTEPP) provided programmes at the non-tertiary level building skilled expertise for the manufacturing and services sectors and the energy and related industries sectors. Enrolment in these institutions exceeded 10,000 persons. The Accreditation Council of Trinidad and Tobago (ACTT) and the National Training Agency (NTA) continued to ensure quality through the accreditation and certification processes. The Caribbean Vocational Qualification (CBQ) was introduced at the workplace and at the secondary school level whereby over 1900 CVQ Units were awarded in 2007-2008.

The Ministry of Public Administration continued to support the increase in tertiary education through the award of scholarships, whilst MSTTE provided funding through the Government Assistance for Tuition Expenses (GATE) and the Higher Education Loan Programme (HELP).

The National Institute of Higher Education, Research, Science and Technology (NIHERST) continued to promote science in everyday life through the conduct of vacation workshops and camps for varying age groups starting from five years. Visitors to the National Science Centre crossed 8,000 while community science workshops were held in numerous communities including Cedros, Moruga and Tobago.
The widespread adoption of science, technology and innovative thinking by citizens, is being supported by the Government’s thrust to expand research and development which in turn builds our country’s competitiveness. The increased access to tertiary institutions and the expansion of opportunities for research and development lay the foundation to ensure that our intellectual capital is matched by a supportive environment to conduct research activities. The University of the West Indies and the University of Trinidad and Tobago are leading this strategic direction.

*The Intellectual Property Office in the Ministry of Legal Affairs* has actively ensured that systems exist to protect the eight forms of intellectual property contained in the package of legislation implemented on December 1, 1997. It has the statutory responsibility for granting intellectual property rights. During 2008, 281 patent applications were made. In that period 87 patents were granted, of which 27 were in relation to oil exploration and oil production, whilst 16 were granted for pharmaceuticals and 17 were granted in relation to organic chemicals and polymers. The National Intellectual Property Policy is being implemented by the Intellectual Property Office along with the Ministries with specific policy actions assigned to them. The IPO continues to provide patent information, promote inventiveness among citizens of Trinidad and Tobago and engage in public education on use of the IP system.

Increased access to tertiary institutions is being facilitated through expanded programmes, the creation of additional institutions and most of all through free tertiary education. Additionally, programmes of financial support provide the incentive to pursue training to improve workplace performance. Programmes such as the Government Assistance for Tuition Expenses (GATE) and the Higher Education Loan Programme (HELP) have been well subscribed. During the years 2004 - 2009, 262,924 GATE applications and 7,455 HELP applications were approved.

The award of scholarships to international tertiary institutions provides additional incentives to explore diversified areas of training that can produce graduates equipped to contribute to transforming the economy and society. The University of the West Indies, the University of Trinidad and Tobago, the University of the Southern Caribbean and the St. George’s University in Grenada have been partners in achieving this exposure to tertiary level training. Government in recognition of the invaluable role that tertiary level education plays for national development continues to offer several scholarships to be accessed locally or abroad. These include:

- National and Additional National Scholarships based on the results of the Cambridge GCE and Caribbean Proficiency Examinations (CAPE) Advanced Level Examinations
• Commonwealth Scholarship and Fellowship Plan Awards - United Kingdom and New Zealand
• St George's University-Doctor of Medicine
• Production Sharing Awards for the Energy Sector
• Development Scholarships to fill specific training needs in the Public Service
• Organisation of American States Awards

Non-tertiary institutions such as the National Energy Skills Centre, Youth Training Employment Partnership Programme and the Metal Industries Company offered comprehensive craft and vocational training to ensure that technicians for the manufacturing, energy and services sector were of the highest quality. Additionally, the introduction of the Caribbean Vocational Qualification (CVQ) at the workplace and secondary school level serve as an excellent precursor to the pursuit of the skilled and qualified technicians. In 2009, 64 schools offer the CVQ programmes. All sectors of the economy require a pool of well trained technicians and craftsmen. Persons are therefore encouraged to pursue master craftsmen for the energy, construction and manufacturing sectors. Innovation is everyone’s business – government, enterprise and the individual and therefore the wider the knowledge base the greater the opportunity for innovation.

The Ministry of Education (MOE) serves as the key agency to achieve the realisation of nurturing the young minds of our nation into creative and critical thinkers, while at the same time, establishing the foundation for building knowledge based society. The Ministry’s thrust to modernise and renew the Education System is driven by three strategic priorities: Focus on the School, Change/Reform of the Ministry and Involving the Community. The policies and programmes arising from these strategic priorities will ensure that each child has a rich and rewarding experience in their school life thus facilitating easy transition into areas for further education or the workplace.

The relevance and quality of the system is equally important so there is a permanent focus on standards setting, curriculum development, articulation and delivery, teacher training, use of information, communication and technology and new teaching methodologies, safe and well developed schools.

In ensuring a seamless flow throughout the education system, the Ministry has focused on the formalisation of the pre-primary system through the development of standards, appropriate curriculum, provision of quality access, quality teaching and teacher education, good governance and management structures and involvement of the community. Twenty-three new Centres were
opened throughout the country catering for almost 900 children between three to four years. To accelerate the development of the ECCE Centres, the Ministry of Education awarded a first package of 50 ECCE Centres to contractors Haji/Byucksan using the Design-Build approach. Further, under the IADB/GORTT Seamless Education Systems Programme, the Ministry will construct 50 additional ECCE centres.

In order to ensure the best environment for students to work and learn, the Ministry continues to accord priority to its school construction programme for the primary and secondary levels. Work on nine primary schools namely, Arima West, Tranquility, Fanny Village, St Mary’s, Palo Seco, Enterprise, Manzanilla, Monkey Town Government Schools and St. Paul Anglican were undertaken. In Tobago, works at Moriah Government Primary, Scarborough Methodist and Plymouth Anglican Schools are in progress, whilst, construction work at the Delaford RC, Bon Accord Government Primary, Scarborough RC, Black Rock Government Primary, St. Patrick’s Anglican and Mason Hall Government Primary Schools have been completed. At the secondary level, the construction of 12 secondary schools including ten former Junior Secondary Schools and two Senior Secondary Schools continued in 2009.

Teacher training and curriculum development were also accorded priority. At present 70 teachers are enrolled in the Bachelor of Education and 90 teachers in the Masters in Reading at UWI. To date, approximately 600 teachers are on scholarship at the University of the West Indies pursuing a Bachelor of Education degree at the ECCE, Primary, Secondary, Technical/Vocational and Special Education levels. Approximately 500 are due to graduate in June 2010 and re-enter the profession fully qualified in September, 2010. In the area of Curriculum development, the Ministry completed revision of NCSE Level II (Forms 4 & 5) Syllabi in all seven core subject areas and completed a draft Reading Literacy framework/action plan.

The partnership between the society and the school has been a primary area of focus and the support services as counselling, provision of books, provision of meals and transportation all support the family to ensure that basic amenities are provided that guarantees equitable access and opportunity for each and every child. The Ministry will continue to facilitate even greater collaboration by engaging the parent to participate in the Local School Boards and Parent Teachers Associations, the sporting, community and cultural fraternities and the corporate society.

The Ministry of Community Development, Culture and Gender Affairs continued to lead in the development of the local cultural and creative industries. The Ministry supported the various
groups and organisations charged with preserving our rich and diverse culture and heritage to present celebrations of this heritage to a world class standard. In particular was the success reported in the management of Carnival 2009 and the accompanying shows. Over 35,000 visitors attended Carnival in 2009, and this is expected to grow with the adoption of new strategies to be undertaken for the management of Carnival.

The Ministry has been overseeing the restoration of the facilities for the performing arts as well as the construction of the world class facilities such as the Academies for the Performing Arts. In addition preservation of our historical sites, that represent our diverse historical past, continues to be a priority with the National Trust serving as the guardian of the properties throughout Trinidad and Tobago. Refurbishment of historical sites also took precedence as works on the Nelson Island Heritage, Queen’s Royal College, and Stollmeyer’s Castle continued apace.

The unique history of Tobago is showcased through the annual Tobago Heritage Festival. The Tobago House of Assembly has created this festival as a world class event growing in attraction and interest.

The Ministry of Trade and Industry, through the Trinidad and Tobago Film Company (TTFC) and the Trinidad and Tobago Entertainment Company (TTENT), has promoted and continues to make strides in the development of the creative industries, marketing Trinidad and Tobago as a premier location for film production and for facilitating the internationalisation of the local entertainment industry. Training in the areas of film production, screen writing and business planning were conducted. The youth were targeted in these ventures attracting young persons from throughout Trinidad and Tobago.
The People of Trinidad and Tobago will be Well Known for Excellence in Innovation

Objectives

- Promote a culture of excellence in innovation among all citizens
- Promote closer networking of Science and Technology Institutions
- Significantly increase the level of investment in Research and Development (R&D) both by public and private sectors
- Increase the number of patents granted
- Increase the number of research results commercialised
- Increase the number of research publications
- Upgrade the quality of scientific institutions
- Increase the complement of young persons involved in research activities
- Establish an effective regulatory environment

Strategies

- Popularise Science and Technology
- Promote national innovation awareness
- Refocus the approach to Education and Learning
- Institutionalise a National Innovation System
- Strengthen Research and Development capabilities
- Develop a research agenda
- Establish a National Research, Development Innovation and Training Fund
- Monitor the impact of innovation
- Enhance the Regulatory Framework for Innovation
- Establish the Science and Technology Innovation Council

Key Performance Indicators

- Per cent of Expenditure on R&D in the Public Sector as a % of GDP
- Per cent of Expenditure in R&D in the Private Sector as a % of GDP
- Number of patents registered
- Number of research results commercialised
- Number of professional persons involved in Research Activities
**Targets to 2010**

- Significant progress made in the institutionalisation of a dynamic innovation system
- Investment in R&D by Government and the private sector increased
- Number of commercialised research results increased
- Number of persons involved in research activities increased
- Science and Technology Institutions are networked

**Progress**

**National Innovation System**

Strengthening the country’s capacity to innovate is dependent on how entrenched the National Innovation System (NIS) becomes in the development process. The NIS stresses the importance of strong partnerships between government, the private sector and educational institutions, to stimulate and support innovation in products and processes. The system focuses heavily on developing capabilities in science and technology in order to harness and nurture the natural creative potential of our people. It will provide the tools and support systems to bring new and creative ideas to productive fruition.

Government, through several institutions has been setting the foundation to stimulate the innovation potential. The National Institute of Higher Education, Research, Science and Technology (NIHERST) remained at the forefront of the Science Popularisation initiatives.

Through a series of programmes undertaken by the National Science Centre (NSC), students, adults and educators were exposed to the fundamentals of science, robotics, innovation and creativity. The activities at the NSC aim to sensitise adults and children to the process of innovation and invention, as well as develop capabilities in creative thinking, prototype design and development and entrepreneurship. The Science Popularisation Programme also includes other initiatives such as lectures, publications,

**Box 1.1 Generation Y**

This project targets persons in the age group 14-28, who will play a key role in our society and labour force in 2020. Gen Y members were exposed to personal foresighting tools. Key hindrances to the attainment of their aspirations were identified along with (best bet) options (programmes, policies and initiatives) that would enable this generation to attain their aspirations and make a positive contribution to Vision 2020. Over 100 young adults participated in the project. Road maps for six innovative (best bet) were developed.
television productions and the celebration of International UN Days. Visitors to the NSC between October 2008 and May 2009 totalled 8,336. In October 2008, the NSC celebrated the World Food Day and on April 22, 2009 Earth Day was celebrated.

Sci-TechKnoFest is the flag ship of NIHERST popularisation programme and is held biennially. It is unique among science festivals regionally and globally in terms of duration, content, delivery and public participation. The 2008 festival, which focused on health and wellness attracted over 55,000 visitors from all over the country. The next festival is carded for April/May 2010 and will cater to 40,000 visitors over a 22-day period. The 2010 festival will seek to empower citizens to apply Science, Technology and Information (STI) to achieve advancement at the individual and community levels; to help citizens to be solution-oriented; to promote purpose-driven STI in support of national development; and to promote a change in mindsets in keeping with the Vision 2020 goal of creating a more innovative citizenry.

The major themes to be addressed are Disaster Awareness, Environmental Solutions to issues of water, recycling, and sustainable energy, Road Safety, Food Production and Security and Creativity.

NIHERST Community Science Week project is a major outreach activity to rural and underserved communities. From 2003, a cumulative total of 30,000 persons in communities such as La Brea, Toco, Tobago, Mayaro, Barrackpore, Point Fortin, Cedros and Moruga benefitted from this project. This wide access to the project ensures that the innovation drive has a nationwide focus.

Experimenting at the Cedros Science Fair
The Prime Minister’s Awards for Innovation and Invention

The 4th edition of the awards scheme attracted 287 entries, 19 of which copped prizes at a gala prize-giving ceremony held in November 2008. The contestants competed in the “Innovators and Inventors” Competition and the “Design Challenge” Competition. In the “Innovators & Inventors Competition” contestants had to take their creative ideas to the prototype stage. They received small grants where needed to develop their prototypes to a standard that could facilitate commercialisation. In the “Design Challenge” Competition contestants had to design solutions, grounded in Science and Technology (S&T), for identified problems. Many of the winners are receiving guidance from the Intellectual Property Office towards the patenting of their inventions.

Organisation of American States (OAS) Go Creative

Technical assistance was provided to the Caribbean Council of Science and Technology (CCST) in judging entries for the OAS/CCST Caribbean Young Inventors & Innovators Awards, which was modeled after the Prime Minister’s Awards for Innovation & Invention. A total of 18 entries from six countries were judged at the National Science Centre. The “Home-made Cooler”, a project by a team of students from Millet Primary School in St. Lucia, was judged the best entry in the competition. At the Youth Summit of the Americas which was held in Port of Spain in April 2009, Kester Charlemange received an award on behalf of the team.

The Caribbean Youth Science Forum (CYSC) is held annually during the July/August vacation period. The CYSC seeks, among other things to encourage students’ pursuit of careers in science and technology and cooperation in science popularisation among Caribbean countries. In 2008, over 204 sixth form science students from the region participated in a one week residential programme. In 2009, 230 students are scheduled to participate in this programme which involves lectures, debates, field trips, cultural and sporting activities at the University of the West Indies (UWI) and the University of Trinidad and Tobago (UTT).
**Foresighting**

NIHERST, through the foresight project undertook a global scan of markets as well as consumer trends for five sectors. These sectors include biotechnology, tourism, food and beverage, renewable energy, creative and niche manufacturing. Based on trends and local sector capabilities, 35 opportunities were identified by sector stakeholders for future development. This approach to foresight for business has contributed to building confidence about business innovation and entrepreneurship locally.

**Investment in Research and Development**

Investing in research and development (R&D) by both the private and public sectors remains an important variable for the creation of new and creative ideas and industries. At UTT a robust research programme in the areas of Natural Gas, Energy, Information Technology and Arts and Culture is a priority. The Natural Gas Institute of the Americas and British Petroleum of Trinidad and Tobago (BPTT) are the private sector partners engaged in the research programme. Increasing the number of research initiatives is directly associated with the potential to commercialise the research. Additionally, collaboration particularly between the UTT and UWI continued on common research areas, such as, Environmental Studies, Disaster Mitigation and a Policy on Renewable Energy.

Emphasis is also being placed on infrastructural development to support academic research and development in areas that will contribute to diversification, transformation and enhanced competitiveness of the country. The campuses of UTT and UWI are being upgraded to respond effectively to the growing demand for tertiary opportunities. A number of new laboratory facilities were established at UTT as the Green Electric Energy Research lab, Clean Energy and Electro Technical Research Lab and a Biomedical Research/Teaching Laboratory at the Eric Williams Medical Sciences Complex Facility. Additionally, a number of labs were retrofitted for Structural Engineering, Environmental Engineering, Transportation Engineering, Geotechnical Engineering, Materials, Fluids & Hydraulics, Surveying and Software.

At the University of the West Indies (UWI) emphasis continues to be placed on developing the programmes and the standards and quality assurance for the graduate research programmes. Such initiatives seek to expand the scope of UWI by increasing the range of programmes and services available to students and other stakeholders.
At present, the Government’s expenditure in R&D remains relatively low when compared to some countries. Approximately $81m was spent on research and development representing less than 0.25 per cent of GDP. (Table 1.1) However, the latest available data reveal a significant increase in the number of persons employed in scientific and technological activities from 509 in 2001 to 1519 in 2007 (Table 1.2). It is anticipated that the increased access to tertiary education will result in further growth in personnel in R&D.

### Table 1.1
Expenditure on Research and Development by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>R&amp;D expenditure (TT$M)</th>
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<td>Total</td>
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<td>Higher Education</td>
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<td>Research Institutions</td>
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<tr>
<td>Government Departments</td>
<td>26.8</td>
</tr>
<tr>
<td>State Enterprises</td>
<td>3.8</td>
</tr>
</tbody>
</table>

*Source: NIHERST-Survey of Science and Technology Indicators*
## Table 1.2
Scientific and Technological Activities Personnel (STA) 2001-2007

<table>
<thead>
<tr>
<th>Year</th>
<th>Total STA Personnel&lt;sup&gt;4&lt;/sup&gt;</th>
<th>Researchers&lt;sup&gt;5&lt;/sup&gt;</th>
<th>Technicians and equivalent staff&lt;sup&gt;6&lt;/sup&gt;</th>
<th>S&amp;T Services Personnel&lt;sup&gt;7&lt;/sup&gt;</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>(Cols 2+3+4)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
</tr>
<tr>
<td>2001</td>
<td>509</td>
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<td>2006</td>
<td>1565</td>
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<tr>
<td>2007</td>
<td>1519</td>
<td>634</td>
<td>483</td>
<td>402</td>
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</table>

*Source: National Institute of Higher Education Research, Science and Technology (NIHERST)*

### Key Projects

- Sci-TechKnoFest
- Development of National Innovation System (Young Innovators and Inventors Awards)
- Establishment of the University of Trinidad and Tobago
- Development Works at the University of the West Indies

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<sup>4</sup> **Scientific and Technological Activities (STA)** - Systematic activities which are closely concerned with the generation, advancement, dissemination and application of scientific and technical knowledge in all fields of science and technology including activities as research and development (R&D) and the scientific and technological services (STS)

<sup>5</sup> **Researchers** - professionals engaged in the conception or creation of new knowledge, products, processes, methods and systems, and in the management of the projects

<sup>6</sup> **Technicians and Equivalent Staff** - Persons whose main tasks require technical knowledge and experience in one or more fields of engineering, physical and life sciences, or social sciences and humanities

<sup>7</sup> **STS personnel** - persons engaged in scientific and technological services included in the concept of STA
Target to 2010

**Number and categories of patents** granted increased

Progress

*Applications for Industrial Property Rights*

The IPO has a statutory responsibility for the grant of intellectual property rights. It engages in the substantive examination of applications for industrial property rights (trademarks, patents, industrial designs, geographical indications, layout designs (topographies) for integrated circuits and new plant varieties) thus ensuring a very high degree of validity of the rights granted. The IPO is also responsible for the provision of information on copyright and related rights and any related actions as directed by the Minister with responsibility for IP. These rights help to secure the knowledge-based assets of proprietors and contribute to a favourable trade and investment climate in Trinidad and Tobago. The composition of applications for patents, trademarks, industrial designs and utility certificates over 2007-2008 with a projection for 2009 as well as details of patent applications are depicted in the Tables 1.3 and 1.4 below.

<table>
<thead>
<tr>
<th>Table 1.3 Composition of applications for patents, trademarks, industrial designs and utility certificates 2007-2008, Projection for 2009</th>
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<tbody>
<tr>
<td>Patent Applications</td>
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<tr>
<td>2007</td>
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<tr>
<td>Residents</td>
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<tr>
<td>Non-residents</td>
</tr>
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<td>TOTAL</td>
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<tr>
<td>Trademark Applications</td>
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<td>Residents</td>
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<td>Non-residents</td>
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<tr>
<td>TOTAL</td>
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<tr>
<td>Utility Certificate Applications</td>
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<tr>
<td>Non-residents</td>
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<tr>
<td>TOTAL</td>
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<tr>
<td>Industrial Design Applications</td>
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<tr>
<td>Residents</td>
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<tr>
<td>Non-residents</td>
</tr>
<tr>
<td>TOTAL</td>
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</tbody>
</table>

*Source: Ministry of Legal Affairs – Intellectual Property Office*

During 2008, 87 patents were granted, of which 27 were in relation to oil exploration/production, whilst 16 were granted for pharmaceuticals and 17 in relation to organic chemicals and polymers.

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8 A patent is a document, issued, upon application, by a government office (or a regional office acting for several countries) which describes an invention and creates a legal situation in which the patented invention can normally only be exploited (manufactured, used, sold, imported) with the authorisation of the owner of the patent. –WIPO Intellectual Property Handbook: Policy, Law and Use Pg. 17
Table 1.4 Number of Patent Applications and Patents Granted 2005-2008

<table>
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<tr>
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<td>Pharmaceuticals</td>
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<td>22</td>
<td>145</td>
<td>14</td>
<td>159</td>
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<td>27</td>
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<td>32</td>
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<td>Organic chemicals/polymers</td>
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<td>45</td>
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<td>12</td>
<td>7</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>102</strong></td>
<td><strong>277</strong></td>
<td><strong>73</strong></td>
<td><strong>319</strong></td>
<td><strong>64</strong></td>
<td><strong>281</strong></td>
<td><strong>87</strong></td>
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</table>

Source: Ministry of Legal Affairs – Intellectual Property Office
The policy of the National Intellectual Property Policy approved in 2008 proceeded from the fundamental assumption that Intellectual Property is not an end in itself, but a powerful tool for socio-economic development. Accordingly, a number of aims and objectives have been identified including:

a) To support the development, ownership, management and use of IP as an economic asset;
b) To promote the use of the IP system as a tool for socio-economic development;
c) To strengthen the administrative, technical and outreach capability of the Intellectual Property Office;
d) To sensitise the local leadership in industry and commerce to the value of IP resources which reside in their businesses, and appropriate means of managing them;

Public Information, Education and Training on Intellectual Property

Given the importance of intellectual property to the development of the country and the need to develop the expertise in the region, there is ongoing information, education and training of the public in intellectual property its uses and the rules associated with its use and its creation. Such programmes of education focus on the general public as well as specific groups from primary to tertiary education institutions, artistes, authors, business associations, technologists, technocrats and policy makers.

Celebrating World Intellectual Property Day 2009

World Intellectual Property Day 2009 is actually celebrated on April 26 of each year ever since 2001 by Intellectual Property Offices around the world. It celebrates the coming into force of the Convention establishing the World Intellectual Property Organisation. In celebration, the Intellectual Property Office of Trinidad and Tobago engaged in a number of activities aimed at increasing awareness of the theme “Green Innovation”, including, the conduct of a series of presentations/discussions to institutions such as the Institute of Marine Affairs (IMA), the Environmental Management Authority (EMA) and the University of Trinidad and Tobago; exhibitions at venues as Main Library, University of The West Indies, All Libraries and all campuses of The University of Trinidad and Tobago, the library of the IMA, and the Consumer Affairs Division of the Ministry of Legal Affairs; and the conduct of research on the subject of “Greening the Office”.

Key Projects

- Optimal placement of IPO and governance structure
- Revised Staff Structure
- Hosting of headquarters of regional patent administration
INTELLECTUAL PROPERTY PROTECTION - A TOOL FOR TRINIDAD AND TOBAGO’S SOCIO-ECONOMIC DEVELOPMENT

Strategic measures designed to recognise, protect, encourage and nurture the creativity of all its citizens is integral to the economic development of Trinidad and Tobago. Inherent in creative works are intellectual property rights. In this regard, the protection of intellectual property is particularly important as countries strive to become knowledge based economies.

The Intellectual Property (IP) system covers copyright and related rights, trademarks, patents, industrial designs, geographical indications, integrated circuits, new plant varieties and trade secrets.

Governments and enterprises worldwide place great emphasis on intellectual property and its protection. Observation of the progressive economies of Japan, Singapore, Ireland and India reveals how intellectual property was used as a powerful tool to drive their high-value, industrial, manufacturing, creative and marketing sectors and the development of their economies and competitiveness.

Creative and knowledge-based industries represent extremely valuable growth industries. High technology industries such as petrochemicals, pharmaceuticals and electronics are dependent on the strength of intellectual property systems to enable researchers and owners to recoup their investments in basic and applied research and development. In the past, the value of companies in accounting terms consisted primarily of their physical assets and intellectual assets were undervalued. In today’s environment the market value of modern knowledge-based industries is 60-90 per cent intellectual asset, of which intellectual property is the greatest component. Decreasing emphasis is placed on using physical assets as a means of valorising an enterprise.

Trinidad and Tobago is a member of several international organisations that deal with intellectual property including the World Intellectual Property Organisation, World Trade Organisation (WTO) and signatory to the Trade Related Aspects of Intellectual Property Rights (TRIPs), which sets minimum standards for the terms of protection afforded to specific areas of intellectual property. Membership in TRIPs, also affords this country the opportunity to participate in reviews and reforms of TRIPs and to ensure that national laws and office operations result in the granting of high quality rights that have a high presumption of validity.

In addition to the traditional areas of IP, legislation is being considered, both nationally and internationally for new areas as folklore, traditional knowledge, access to genetic resources and the protection of broadcasting organisations.

The establishment and strengthening of the Intellectual Property Office (IPO) locally demonstrates the commitment to local and foreign investors to provide an efficient intellectual property system. Industries seeking to establish operations in Trinidad and Tobago are assured that their technology and intellectual capital are protected in this market. Trading partners can trade with us knowing that their inventions, innovations, designs and brands are well protected. Our industrial thrust and the economic life line of the nation are therefore inextricably linked to the robustness of the intellectual property system and the high quality of the examination work that occurs through the Intellectual Property Office.
Trinidad and Tobago will have a Seamless, Self-Renewing, High Quality Education System

Objectives

- Achieve universal access to Early Childhood Care and Education (ECCE)
- Strengthen and integrate curricula from pre-primary to tertiary level
- Build human resource capacity to deliver the new curricula
- Establish quality standards for all levels of the education system
- Upgrade the Information and Communication Technology (ICT) capability of the education system
- Improve institutional capacity to deliver a seamless, high quality service
- Improve testing and assessment and international benchmarking
- Create an environment for the continued professional development of teachers
- Create an environment for continuous learning

Key Performance Indicators

- Qualifications of teachers at all levels of the education system
- Number of adult learners in continuous education programmes
- Ratio of teachers and students to computers
- Per cent of students attaining full certificates

Strategies

- Implement a fully revised policy for ECCE
- Modernise the curriculum at all levels
- Increase the number of Advanced Level Places
- Promote Lifelong Learning
- Improve Functional Literacy
- Modernise and upgrade the Education System
- Implement a Total Quality System
- Build Capacity within the Ministry of Education
- Promote inclusive education
- Strengthen the capacity for Student Assessment and Standardised Testing
- Increase the number of Specialist/Magnet Schools
- Improve School Security
- Provide more Student Support Services
THE SEAMLESS EDUCATION SYSTEM

The Seamless Education System is a mechanism for harmonising all the efforts in the planning and development of education in such a manner that it flattens the seams or lowers the barriers between the different sub sectors and levels of the overall education system. This ranges from early childhood care and education through tertiary level to lifelong learning programmes. It therefore speaks to the articulation among the different levels of the system in terms of curriculum, management, assessment and testing, certification, professional development of teachers and curriculum delivery.

The major goal of the Seamless Education System Programme is the development of well rounded and innovative individuals who are able to contribute to increased productivity and national development in accordance with Government’s strategic plan – Vision 2020.

The seamless education system will recognise and promote a rapid response capability to the various demands and requirements of individual learners from a range of educational and social backgrounds, in ways that facilitate personal and career development.

Against this background, two major highlights of the Seamless Education System are:
- multiple entry and exit points in the education system
- a legal framework, policies and procedures which enable learners to move across and between the various levels and types of educational programmes

The principal objectives of the Seamless Education System Programme are to:
- enhance the social and cognitive development and well being of children
- ensure a well articulated, equitable and efficiently managed education system designed to meet the needs of the diverse student body
- improve learning outcomes

The Seamless Education System Project comprises the following components:
- Early Childhood Care and Education
- Inclusive Education
- Curriculum Testing and Assessment, Spanish as a first foreign language
- Sector Management
- Monitoring and Evaluation
- Social Marketing (Sensitisation)

In August 2009, the Ministry of Education signed the loan agreement with the Inter American Development Bank to begin the execution of this project.
Targets to 2010

- Universal access to Early Childhood Care and Education (ECCE) attained
- All teachers in all ECCE Centres trained
- Improved primary and secondary school facilities

Progress

Early Childhood Care and Education

Early childhood care and education is the first phase of the seamless education system in Trinidad and Tobago.

This phase of educational development is targeted at pre-primary students aged three to four years. The guiding principles for the ECCE sub-sector are to increase access, provide quality teaching and establish a good governance structure to ensure the effective supervision of the Centres.

The curriculum of the ECCE focuses on setting the foundation to develop well adjusted citizens who are lifelong learners and can add value to society.

A number of new ECCE Centres were constructed and operationalised in 2008 -2009 in areas as Petit Valley, St. Sylvan’s Anglican (Freeport), Mayaro, Tacarigua, El Socorro North, Ortoire R.C., Santa Flora, Salybia, Strange Village, Little Gems Pentecostal (Santa Cruz) and Chinapoo. These Centres benefitted approximately 550 children.
At the end of the second quarter of fiscal 2009, Four new state of the art ECCE Centres were opened at North Trace, Lopinot/ La Pastora, San Fernando A.C./Model Nursery School (Ruth Avenue) and Munroe Road. These Centres will accommodate approximately 275 new students. In Tobago, the Centres at Signal Hill and Buccoo were completed, and the construction of Centres at Castara, Delaford and Bon Accord commenced.

Under its initiative to fast track the construction of ECCE Centres, the Ministry of Education (MOE) has awarded a first package of 50 ECCE Centres to contractors Haji/Byucksan using the Design-Build approach for construction. Work is also ongoing for the identification of sites for the construction of an additional 150 Centres in fiscal 2009/2010.

Ensuring that a nurturing and sufficiently stimulating environment is created for the three to four year old requires that teachers and staff at the ECCE level are well trained and an adequate staff/student ratio is maintained. Such an environment ensures that the varying demands of caring for young children are met.

To ensure quality teaching and teacher development with respect to the piloting of the new ECCE guide, the ECCE Division implemented a consultancy for the training of 32 newly recruited ECCE Teacher Assistants assigned to 23 newly constructed ECCE centres. The Division also facilitated training for 332 teaching staff at Government and Government Assisted ECCE centres in seven educational districts.

**School infrastructure**

To provide the new and/or improve facilities to support the implementation of the revised curriculum and the installation and use of technology in schools, the Ministry under its school construction programme commenced or continued construction works at nine schools namely Arima West Government, Tranquility Government Primary, Fanny Village Government, St Mary’s Government, Palo Seco Government Primary, Enterprise Government, Manzanilla Government and St. Paul Anglican. It is anticipated that by September 2009 the following schools will be opened, Arima West Government, St. Mary’s Government, St. Paul’s Anglican and Tranquillity Government Primary school.
In Tobago, works at Moriah Government Primary, Scarborough Methodist and Plymouth Anglican Schools are in progress, whilst, work at the Delaford RC, Bon Accord Government Primary, Scarborough RC, Black Rock Government Primary, St. Patrick’s Anglican and Mason Hall Government Primary schools were completed.

Ongoing infrastructure works to upgrade and refurbish the primary schools continued. Major works were undertaken in the July-August vacation period. Some 250 schools were repaired over this period.

The construction of 12 secondary schools including ten former Junior Secondary Schools and two Senior Secondary Schools continued in 2009. In 2010, the Ministry, under the Primary and Secondary School Construction Programme, intends to continue the construction of 15 primary and 12 secondary schools. Reconstruction and improvement works at Scarborough Government Secondary, Roxborough Composite and Signal Hill Senior Comprehensive Schools are ongoing whilst, work at Bishop’s High School and some work at Scarborough Government Secondary were completed.

The removal of the shift system at the secondary school level has facilitated full day schooling to all secondary school students in five and seven year schools with the benefit of a continuous programme of education to examination level as well as participation in extra-curricular and other school activities. Since September 2008, the following schools were de-shifted and renamed Barataria Junior Secondary – Barataria North Secondary, Belmont Junior Secondary – Belmont Secondary, Princess Town Junior Secondary - Princes Town East Secondary, Deigo Martin Junior Secondary - Diego Martin North Secondary, Couva Junior Secondary - Couva West Secondary and Curepe Junior Secondary – St. Joseph Secondary. These schools were upgraded, to include the installation of additional classrooms, staff rooms, science laboratories, security systems.

Key Projects

- Early Childhood Care and Education
- Improvement/ Refurbishment/ Extension to Primary Schools
- Secondary School construction and other Infrastructure Works
**Target to 2010**

All citizens have access to opportunities for lifelong learning facilitated by distance education

**Progress**

In order to build a well trained human resource pool within our country access to opportunities for lifelong learning is fundamental. The National Open School of Trinidad and Tobago (NOSTT) provides the environment for the attainment of lifelong learning. NOSTT was established to respond to the challenges of delivering secondary and vocational education to the out of school population using a blend of classroom and Distance Education (DE) modalities.

NOSTT targets mainly primary and secondary school leavers. It also offers second chances to adult learners who may not have participated in the formal education system at the primary and secondary levels. In 2008-2009 the NOSTT Programme was expanded from nine to 20 Centres with on-line resources provided in five key subject areas – Mathematics, English, Science, Social Studies and Spanish. 11 new Centres were identified and should become operational at the start of the new school year in September, 2009. Over 4,500 learners have access to these Centres.

The NOSTT Centres also delivers ICT Certification in CISCO IT Essentials, WebStarter and eCitizen. Additionally, the Adult Education Programme was expanded to include a Life Skills programme.

**Key Projects/Programmes**

- Community Access Centres
- National Policy and Implementation Plan for a National Open and Distance Learning System.
- National Open School of Trinidad and Tobago
- Adult Education and Continuation Classes Programme
**Targets to 2010**

- The education system is equipped with a modern, information communications technology system, which supports teachers and students
- The education system is equipped with modern infrastructure

**Progress**

Information and communications technology (ICT) in education is aimed at enhancing student performance, making the teaching/learning environment more dynamic, and creating an environment that encourages creativity, critical thinking and decision making thereby developing individuals capable of functioning in a technology-driven, knowledge-based society.

The Ministry of Education (MOE) has embarked upon the development and implementation of a comprehensive and integrated network of ICT-based systems. In addition to providing teachers, students, parents and other stakeholders to on-line access to relevant MOE services, the Ministry has commenced preparatory works towards the development of a web based Computerised Maintenance Management System (CMMS) and an Asset Register for all primary and secondary schools. Also the Ministry has established a prototype for an education Geographic Information System and work is on-going towards its full implementation.

339 primary schools and 11 special schools were provided with networked computer laboratories; 600 primary school teachers were oriented in the use of computers and ICT in education;

776 primary school teachers trained in basic network administration; 532 secondary school teachers trained in basic network administration and classroom management software

Help Desk Facility to support ICT in schools was established

340 Schools have internet services

At the school level computers and interactive teaching and learning software at early childhood centres were provided, while a programme of computerisation of primary schools and provision of Internet access continued. Within, secondary schools, networked computer laboratories continued to be provided. With equipment and were networked. Software for managing classrooms and facilitating differentiated learning “mind mapping” as well as the Microsoft Office productivity suite were installed. Interactive electronic whiteboards, multi-media projectors, and laptops to support collaborative and interactive learning were also installed. Special schools were furnished with ICT equipment, assistive technology and special learning software.
The expected impact of these ongoing initiatives is that teachers will utilise the technologies to enhance curriculum delivery and students will be better positioned to effectively use new technologies to enhance their learning outcomes.

School libraries were also upgraded and new stock of library books, magazines and periodicals provided as well as improved library management systems and library security systems and high speed internet access.

Training was delivered to teachers in the following areas:

- Interactive Whiteboard Technology (three from each school);
- Basic School operating systems and network administration (three from each school);
- Classroom management and differentiated learning (three from each school);
- Effective use of multi-media projectors in learning (three from each school);
- Textbook asset tracking software (one from each school);
- Library information management software (one from each school);
- Project-based learning and the infusion of technology in teaching and learning (50 teachers);
- Leadership forum on ICT in schools (50 Principals)

In the area of Qualitative Improvement; the delivery of the modernised secondary curriculum was enhanced through the:

- Deployment of Mobile Tech Ed Labs to 50 Secondary Schools and Optional Library Books to 133 Secondary Schools
- Completion of editing and delivery of Curriculum (Forms 1-3) for all Secondary Schools
- Development of software for an NCSE Student Registration and Examination Management System
- Delivery of Audio-Visual equipment, periodicals, Multi-Media Resources to 133 secondary schools
- Design of a Video Conferencing Solution for 133 secondary schools
- The installation of a Library Information Management System, Textbook Tracker and Computer Labs in each of the 133 Secondary Schools
Improvement and refurbishment of secondary and primary schools continued whereby works were undertaken to upgrade electrical and plumbing systems, painting, roof repairs and furniture upgrade or repair. Security of schools including replacement of fencing and gates upgrade, lighting and construction of guard booths were also undertaken.

**Key Projects/Programmes**
- Improvement/ Refurbishment/ Extension to Primary Schools
- Second School construction and other Infrastructure Works
- SchoolNet Project Development of Asset Register for all Schools

**Targets to 2010**

- A Total Quality System is fully implemented in all schools at all levels
- Primary and Secondary schools curriculum implemented
- Students benefit from a cadre of well-trained professional teachers
- Students have greater access to support services
- 45 per cent of all Primary Schools and 80 per cent of all Secondary Schools are equipped with at least one Guidance Officer, one Special Teacher and one Social Worker
- Percentage of students attaining full certificates increased to 60 per cent
- An increase in the pass rate recorded for students pursuing Mathematics, Science, Computer Science and Technology at the Advanced Level Exam
- Caribbean Vocational Qualification (CVQ) programme enhanced

**Progress**

**Quality Education**

The provision of a total quality system is firstly dependent on the framework for education and secondly on the systems for monitoring the delivery of the system. The National Model for Education aims to ensure that there is a common core of programmes within the national curriculum, the provision of adequate opportunity for appropriate assessment of all students, and the implementation of policies that support changes towards school-based management and inclusiveness.

Inclusive education is a developmental process of addressing and responding to the diversity of
needs of all learners and ensuring that those groups who may be at risk of marginalisation, exclusion and underachievement are not neglected. The Student Support Services Unit had developed a Policy on Inclusive Education which is presently being reviewed.

In order to attain this high quality education system the Ministry is developing a quality management system this will include rigorous monitoring, analysis and feedback, and facilitate continuous improvements throughout the system. In this regard, the Ministry has conducted extensive research and ongoing stakeholder consultations, to inform the development of Quality Standards for Education and a Quality Review System for schools in Trinidad and Tobago. The quality management system is being developed with technical assistance from UNESCO. In September 2008, the Ministry established a Transition Team to develop a model for the review of schools by August 2009. This model will provide mechanisms for rigorous monitoring and evaluations and provide feedback to facilitate continuous improvement in all schools and at all levels of the system.

The Restructuring and Decentralisation Programme of the Ministry of Education is well on its way to realising some of its major deliverables. Three of the major activities of the project are: School Based Management, Process Review and Design in support of Enhanced Educational Districts and the Establishment of full-service Education District Offices.

The Process Review and Design in support of Enhanced Educational Districts project has entered into the Detailed Design Phase. In this Phase, the Process Redesign Deployment Plan has been developed and the verification and validation phase has started. This phase is scheduled to be completed by August 2009. The Enhanced District Offices project is ongoing and upgrade of the eight educational district offices are in progress.

Additionally, Standards and Guidelines for the Operation of All Schools were compiled. The standards will regulate the registration and admission of students, curriculum and methods of instruction, suitability of physical facilities, safety and health of students, discipline of staff and students, administration and organisation, record-keeping as well as staffing.

**Teacher Development**

A Policy on Teaching and Teacher Education is being developed to address the training of teachers, teacher recruitment and selection, teacher certification and licensing, teacher induction and mentoring, performance appraisal, continuous professional development, and quality assurance.
The Ministry is actively pursuing the professional development of teachers and educators as it seeks to ensure that schools are staffed by professionally trained, certified personnel who will be utilising universally accepted teaching practices.

Teachers must therefore not only possess qualifications in the relevant subject area, but also qualifications in teaching. Towards this end, the Ministry collaborated with the University of Trinidad and Tobago (UTT) and other stakeholders, to develop and commence the phased implementation of undergraduate programmes in education for teachers and educators. At present 70 teachers are enrolled in the Bachelor of Education and 90 teachers in the Masters in Reading at UWI.

To date approximately 600 teachers are on scholarship at the University of the West Indies pursuing a Bachelor of Education degree at the ECCE, Primary, Secondary, Technical/Vocational and Special Education levels. Approximately 500 are due to graduate in June 2010 and re-enter the profession fully qualified in September 2010.

Additionally, 88 scholarships were awarded for student teachers enrolled at the UTT and dialogue is ongoing with the University of the Southern Caribbean (USC) for the expansion of their training programme.

In 2008, an Annual Professional Teacher Development Programme was implemented with 447 teachers participating. This programme will continue in 2009 with the conduct of twenty workshops targeting 1000 teachers to be held before the end of 2009.

To ensure that student contact time is not eroded due to teachers being away from the classroom for various reasons, a substitute teacher management system in primary and secondary schools was implemented. To date Secondary School applicants were short-listed and interviews completed. Since November 2007 access to 300 substitute teachers at the secondary level were available.

**Curriculum Development**

Curriculum development and its review aims at providing a well-integrated, developmentally appropriate national curriculum which provides all students with the maximum opportunity to develop their potential. The roll out of the modernised curriculum at the primary and secondary levels continues to be priority.
In 2008/2009 the following ongoing initiatives were achieved:

- Completed revision of NCSE level II (Forms 4 & 5) Syllabi in all seven core subject areas
- Completed draft Reading Literacy framework/action plan to commence implementation in September, 2009
- Conducted training for teachers in all subject areas with respect to the effective delivery of NCSE and CSEC syllabi in De-shifted and Converted Secondary School
- Training of Teachers in all subject areas with respect to the effective delivery of CAPE Syllabi
- Curriculum guides for Forms 4 and 5 developed
- Completion and Implementation of a National Early Childhood Care and Education Curriculum Guide
- Continuation of the modernisation of the primary level curriculum inclusive of the introduction of Spanish
- Continuation of review of the secondary level curriculum and the inclusion of History and Moral and Values Education.

**Testing and Certification**

The education system allows for the continuous testing of students to track progress in school and gather information for decision-making at the school, district and national levels. The Continuous Assessment Process (CAP) integrates ongoing classroom assessment into the teaching and learning process, both at the primary and secondary levels. National Tests are conducted in the areas of Mathematics, Language Arts and Social Studies for primary school students from forms one to four.

Under the Secondary Education Modernisation Programme (SEMP) the Ministry has been developing, piloting and implementing a National Certificate of Secondary Education (NCSE) in eight core subject areas to provide a comprehensive testimonial of the knowledge, skills and attitudes that students have attained from active and successful participation in a programme of academic, vocational and aesthetic education. This certification is intended for two levels – NCSE Level I at Form 3 and NCSE Level II at Form 5.

In 2009, 17,615 students wrote the Secondary Entrance Assessment (SEA) examination, of which 96.3 per cent scored above 30 per cent.
Students less than thirteen years of age, who score less than 30 per cent in the examination, are afforded the opportunity to improve their academic performance and repeat the examination the following year.

In order to address the challenge of underperformance in the SEA examination, the MOE recently launched the performance Enhancement Project (PEP) targeted at 137 primary schools that have been underperforming based on the results of the National Test 2007 and 2008 and the SEA 2007-2009. The project is intended to assist these schools to identify their needs, develop appropriate strategies while providing the necessary support and resources that will ensure overall improved performance at school level and at the national level. The project will address a number of areas, including Curriculum Delivery, Leadership and Management, Human Resources, Student and Parental and Support.

A multi-disciplinary team comprising personnel from key Divisions such as School Supervision, Student Support Services, Monitoring, Curriculum, Quality Assurance, Caribbean Centre of Excellence for Teacher Training (CCETT) and Human Resources was established as the Project Management Unit (PMU) to oversee the project. Spearheaded by a Steering Committee led by the Honourable Minister of Education, the PMU is responsible for monitoring and evaluating the projects and strategies implemented by the schools. District Teams from the eight educational districts have been established to work closely with the schools providing support and guidance.
in the implementation of the various strategies towards improved student performance. One of the short term goals of the Unit is to achieve at the national level a 2 percent reduction in the number of students scoring below 30 percent of below at SEA in 2010.

The Caribbean Secondary Education Certificate (CSEC) Examination is the major assessment for fifth form secondary school students whilst the Caribbean Advanced Proficiency Examination is pursued at the sixth form level. In the technical vocational area the Caribbean Vocational Qualification is pursued. Student continued to excel in the CSEC and CAPE examinations Tables 1.6 and 1.7 and Figures 1.1 and 1.2

Table 1.6. Caribbean Advanced Proficiency Examination (CAPE) 2005-2007 Units 1 & 2 Percentage of Students Gaining Grades I-V (Mathematics Grouping)

<table>
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<th>UNIT</th>
<th>YEARS</th>
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<td>STATISTICAL ANALYSIS</td>
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Figure 1.1

Source: Division of Educational Research and Evaluation – Ministry of Education
Table 1.7. Caribbean Advanced Proficiency Examination (CAPE) 2005-2007 Units 1 & 2 Percentage of Students Gaining Grades I-V (Science Grouping)

<table>
<thead>
<tr>
<th>SUBJECTS / UNIT</th>
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<th>YEARS</th>
</tr>
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<td></td>
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<tr>
<td>PHYSICS</td>
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</tr>
<tr>
<td></td>
<td>2</td>
<td>96.0</td>
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</table>

Figure 1.2

Source: Division of Educational Research and Evaluation – Ministry of Education

In the 2009 CSEC examinations, Trinidad and Tobago students were able to maintain an upward trend in achievement of passes in Grades I - III over 2007 and 2008. This year 64.25 per cent of students achieved Grades I – III in 37 subject areas. The figures were 59.7 per cent (2007) and 60.3 per cent (2008) respectively. However, the performance in Mathematics (General) and English
(General), 46.7 per cent and 55.56 per cent in Grades I – III remain an area of concern. This year 30,710 candidates, including private candidates, sat the examinations compared to 31,558 in 2008. Subject entries grew to 136,013 over 116,481 in 2008 with an increased interest in non-traditional subject areas such as Theatre Arts, Physical Education and Sport, Electronic Document Preparation and Management, and Office Management.

**Literacy**

The problem of literacy at the primary level is being addressed by the Caribbean Centre of Excellence for Teacher Training (CCETT). The functions of the CCETT include, the training of teachers to use CCETT standards in planning instruction and assessing student performance. A pilot project is being undertaken among 61 primary schools selected from among schools performing below the national average, with pupils from communities in difficult circumstances. Infants in Standards one and two are targeted. Through a series of pre and post tests the CCETT is able to track student performance and note improvements as well as ensure that best practices are employed in the teaching of reading.

Additionally the Ministry of Education is participating in international testing and benchmarking projects that would provide data and assist in improving the literacy levels in the country. These programmes are the Progress in International Reading Literacy Study (PIRLS) geared towards assessing literacy among nine and ten year olds and the Programme for International Student Assessment Study (PISA) geared towards assessing student literacy among fifteen year olds.

**Implementation of Caribbean Vocational Qualification (CVQ) in Secondary Schools**

In 2005, the National Training Agency (NTA) began work towards implementing the Trinidad and Tobago National Vocational Qualification (TTNVQ) and CVQ programmes in the Secondary School System. In 2007, the first groups of students were granted CVQ certification. In 2008/2009, 897 students from 33 schools were assessed for Level I of the CVQ in 24 occupational areas, 191 students were awarded CVQ Level I certification and it is anticipated that implementation of Level II will commence in 2010.
Caribbean Vocational Qualification (CVQ) - is a competency based qualification awarded to secondary school students at the Form Five and Six levels. Students must demonstrate competency in reaching CARICOM Approved Occupational Standards as developed by practitioners and employers. Several occupational CVQ are available, in areas as agriculture, energy, engineering and maintenance, construction, tourism and hospitality.

CVQs are obtained through the school where the student is assessed in different units by trained teachers. The candidate will gain a full CVQ Award when all the units specified in the qualification structure have been accumulated. Based on the assessment the Caribbean Examination Council (CXC) awards the CVQ certificate. In addition to certification and accreditation a CVQ prepares the candidate for the world of work. It can also be used as an alternative route to further higher education and it is a recognised and portable qualification in CARICOM/ Caribbean Single Market and Economy (CSME).

Student Support

While the MOE aims to strengthen the student remediation programme, there is also continued collaboration with the Ministry of Health to develop systems to improve the level of participation of students with disabilities.

The Student Support Services provide support to all students to achieve their potential and develop holistically. Students are provided with academic, personal and social support, career guidance and counseling.

The Student Support Services Division of the Ministry of Education expanded its services ranging from guidance and counseling to psychosocial support) from 34,610 to 42,989 primary school students and 8,257 to 13,757 secondary school students.

The School Nutrition Programme addresses some of the nutrition and health problems of our nation’s children. It aims to ensure that every child can access at least one nutritious meal per school day. The National School Dietary Services Limited (NSDSL) provides approximately one-quarter and one-third of the Recommended Daily Allowance (RDAs) of nutrients.

Facts on the School Nutrition Programme:

Daily Production levels as of June 2008
- 55,000 students receive breakfast meals
- 90,000 students receive lunch meals

Profile of Schools
- Early Childhood – 181
- Primary – 457
- Secondary – 142
- Vocational/Technical - 59
for the child through breakfast and lunch. Studies have revealed that proper nutrition stimulates the child’s ability to learn. Through the provision of quality meals, the Schools’ Nutrition Programme has contributed to a higher attendance at the primary school level.

Students are also provided with safe transportation through a contractual arrangement with the Public Transport Service Corporation (PTSC) and arrangements with approved/registered maxi-taxis.

In Tobago, an after School Study Programme was developed and will be implemented in the new fiscal year. This programme provides for the establishment of homework and after school study centres in communities throughout Tobago. It is envisaged that this programme would contribute to the improvement in the quality of education among students on the island and further promote the development of confidence among students for increased involvement within the classroom.
The Student Support Services 2009 Achievements:

- Fourteen Private Special Schools received funding to support 950 students with moderate to severe special educational needs.
- Special educational services provided for 1,100 students in 138 primary schools.
- Group guidance sessions provided for 27,067 secondary school students in 63 secondary schools and 10,386 primary school students in 138 primary schools.
- Provided Social Work and Guidance crisis intervention services for 147 critical incidents (abuse, death, etc).
- Provided social work services for 2,404 students at 138 primary schools.
- Partnered with seven Non-Governmental Organisations (NGO’s) to conduct 79 workshops in approximately 25 secondary schools in Conflict Resolution, Right Choices, Peer Facilitators at the secondary level.
- Promoted awareness and education of 523 or (80 per cent) principals of primary and secondary schools about the education sector policy on HIV/AIDS, 60 per cent primary schools and 20 per cent secondary schools.
- Established the Violence Prevention Academy with Training for 25 Principals and school teams. School projects will commence in September, 2009.
- Developed new policies for consideration: Inclusive Education Policy, Volunteerism at the Secondary school.
- Developed a National School Code of Conduct to be implemented from September 2009.
The National School Code of Conduct

The Ministry of Education believes school is an appropriate setting for all children and youth to learn and develop holistically. It should be a place that promotes the values of responsibility, respect, civility, academic excellence in a safe, learning and teaching environment, as well as promote equity, justice and fairness. The National School Code of Conduct is designed to support this concept and as such comprises principles, standards of behaviour, responsibilities, student and staff expectations, roles of school personnel, consequences for violation as well as prevention and intervention strategies.

The Code will come into effect in September 2009
A highly skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development

Objectives

- Increase participation in tertiary education to 45 per cent
- Create a talent pool of Scientists, Technicians and Researchers
- Upskill the labour force
- Create an effective and efficient National Innovation System

Key Performance Indicators

- Enrolment in tertiary institutions by age, sex, faculty and class of degree [undergraduate, postgraduate – Diploma, Masters Degree, PhD.]
- Number of tertiary level graduates by age, sex, faculty and degree type [pass, honours]
- Per cent of population attaining at least upper secondary education
- Pass rate for students pursuing Mathematics, Science, Computer Science and Technology at the advanced level exam
- Number of nationals employed in the fields of science, research
- Number of graduates of Government-funded training programmes

Strategies

- Reform the system of Education and Training
- Expand access to Tertiary Education
- Create Local Centres of Excellence
- Upgrade and expand the University of the West Indies
- Up-skill the Workforce
- Develop effective Technical and Vocational Education and Training System
- Rationalise Institutions and Programmes
- Establish Accreditation and Quality Standards
- Promote integrated Manpower Planning
- Develop an Integrated System for Science, Technology and Innovation
**Targets to 2010**

- Participation in tertiary education increased to at least 45 per cent
- Number of Science and Engineering Graduates increased
- New UTT Campuses established

**Progress**

**Participation in tertiary education**

Increasing the participation rate at the tertiary level is one of the most important strategies in ensuring innovative in our society and the adoption of creative solutions towards socioeconomic transformation. Expanded opportunities continue to be provided by the core tertiary institutions such as the University of the West Indies (UWI), University of Trinidad and Tobago (UTT), College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) and the Trinidad and Tobago Hospitality and Tourism Institute (TTHTI). For the academic year 2007-2008, 39.4 per cent of students leaving secondary school accessed some form of higher education.\(^9\)

Opportunities for technological and vocational training were also expanded through programmes offered at the National Energy Skills Centre (NESC) the Metal Industries Company (MIC) and programmes such as Multi Sector Skills Training (MuST), and Retraining. These programmes will continue to facilitate the growing needs of the construction, hospitality, energy and service sectors. In 2009, enrolment in all public and MSTTE programmes continued to increase.

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_**Table 1.8 Student Enrolment in Tertiary Education Institutions 2000/01 – 2008/May’09**_

*Source: Ministry of Science, Technology and Tertiary Education*

* - These enrolment statistics relate to CGC/UGC funded programmes only
** - This represents figures from Trinidad and Tobago Institute of Technology (TTIT)

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\(^9\) Target – By 2015, 60% of students leaving the secondary education system must move to some form of higher education. This is calculated Total tertiary admissions/Number of students exiting secondary school X 100
Table 1.9 Trainee Enrolment in MSTTE Programmes  
2002/03 – 2008/May’09

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<td>MIC</td>
<td>968</td>
<td>1,890</td>
<td>2,445</td>
<td>2,450</td>
<td>2,442</td>
<td>2,194</td>
<td>1,167</td>
</tr>
<tr>
<td>HYPE</td>
<td>714</td>
<td>1,430</td>
<td>1,820</td>
<td>1,643</td>
<td>809</td>
<td>812</td>
<td>791</td>
</tr>
<tr>
<td>NESC</td>
<td>…</td>
<td>…</td>
<td>1,315</td>
<td>896</td>
<td>1,435</td>
<td>1,959</td>
<td>1,300</td>
</tr>
<tr>
<td>YTEPP On the Job</td>
<td>6,527</td>
<td>5,931</td>
<td>6,470</td>
<td>4,609</td>
<td>7,798</td>
<td>6,789</td>
<td>3,397</td>
</tr>
<tr>
<td>Training</td>
<td>5,136</td>
<td>5,927</td>
<td>7,197</td>
<td>8,068</td>
<td>10,523</td>
<td>9,439</td>
<td>4,998</td>
</tr>
<tr>
<td>Retraining</td>
<td>527</td>
<td>331</td>
<td>949</td>
<td>1,480</td>
<td>996</td>
<td>1,739</td>
<td>667</td>
</tr>
<tr>
<td>MuST</td>
<td>…</td>
<td>…</td>
<td>3,372</td>
<td>4,224</td>
<td>5,256</td>
<td>6,133</td>
<td>2,964</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13,872</td>
<td>15,509</td>
<td>23,568</td>
<td>23,370</td>
<td>29,259</td>
<td>29,065</td>
<td>15,284</td>
</tr>
</tbody>
</table>

Source: Ministry of Science, Technology and Tertiary Education

A programme of financial assistance allows for increased enrolment. Programmes such as the Government Assistance for Tuition Expenses Programme (GATE) and the Higher Education Loan Programme (HELP) continue to be well subscribed. Since its commencement in 2004, 262,924 applications were approved and in the instance of HELP, 7,455 applications have been approved. In 2008, a GATE Clearance Policy was introduced to ensure greater effectiveness in the system.

Enrolment at the University of Trinidad and Tobago (UTT) continued to grow (Table 1.8). UTT expanded its offerings by replacing the Pre-Engineering Programme with the Pre-University Programme (PUP) which allows students to acquire either a certificate or diploma in the area of study. To create diverse opportunities and respond to the growing economic environment the UTT introduced a number of new programmes at the diploma level in areas such as Animation, Fashion Design, Fashion Management and Visual Communication Design. Additionally the UTT expanded its technical vocational programme in the following areas, Mechanical, Construction, Business, Hospitality Management, Fashion and Design and Textile. Two streams for Masters of Science and Industrial Innovation, Entrepreneurship and Management were also created.

The UTT continues to develop new programmes in a number of areas such as the Certificate Programme in Industrial Innovation, Entrepreneurship and Management, and strengthen common Year 1 courses as Science of Materials, Visualisation and Engineering Graphics, Laboratory and Workshop Design.
Expansion and upgrade of the various tertiary institutions continued. The main campus of the UTT at Tamana is under construction. Several other campuses at Valsayn, Maritime, Pt. Lisas and the labs at the O’Meara Campus were upgraded. At the UWI, the new Lecture Theatre/ Auditorium, renovation and extension to the Chemical Engineering Block and the Hall of Residence at St. John’s Road in St. Augustine are near completion.

The expansion of technical facilities in Tobago has been progressing with the UTT commencing the designs for the establishment of the UTT Tobago campus. The Caribbean Union College in Tobago is in initial stages for the development of the Tobago Community College. Upgrading of technical vocational facilities in Roxborough and Signal Hill have also been initiated and the Roxborough Trade Centre has received an upgrade in its facilities.

**Key Projects**
- Establishment of the University of Trinidad and Tobago
- Institutional Strengthening of the Ministry of Science, Technology and Tertiary Education
- Government Assistance for Tuition Expenses Programme (GATE)
- Higher Education Loan Programme (HELP)
- UTT Tobago Campus
- UTT Pt. Lisas Campus

**Target to 2010**

**Number of scientists, technicians and researchers in the country increased**

**Progress**

The Accreditation Council of Trinidad and Tobago (ACTT) is a key agent in the research environment. Through its monitoring and evaluation services the ACTT was able to secure the interests of the public and ensure a high quality of education locally. In addition to consultations and policy development in the areas of Distance Education and the draft Tertiary Qualifications Framework the ACTT recorded several other accomplishments.
**Increase participation in tertiary education – Research programmes**

Trinidad and Tobago Hospitality and Tourism Institute (TTHTI) continued to be the training provider of choice for the hospitality and tourism sector. In 2008-2009 training was offered in Food Safety, Housekeeping, Tour Guiding Quality Customer Service, Food Preparation, Bartending, Protocol, Dining Etiquette, Excellence in Hospitality Service, and Front Office Operations.

Additionally, the Bachelor Degree in Culinary Management was offered for the academic year 2008-2009; a total of 16 students are enrolled in this programme.

TTHTI was selected by the Accreditation Council of Trinidad and Tobago as one of the top five Tertiary Education Training Institutes for accreditation and became a member of the newly formed group “Leaders in Tertiary Education (LITE)”.

The Institute is pursuing ISO 9001:2000 Certification. The relevant documentation were completed and forwarded, and the relevant fees paid. A quality management system and quality manual were developed, which outlined the relevant systems, policies and procedures that have been established for each department of the Institute in order to ensure that quality is achieved and

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**Accreditation Council of Trinidad and Tobago**

**2009 Accomplishments**

- Registered seventy one (71) post secondary and tertiary level institutions amounting to 100 per cent of all public institutions and 90 per cent of all private institutions. (Conducted 108 site visit evaluations).
- Hosted three workshops for institutions pursuing registration.
- Conferred institutional titles on nine institutions.
- Conferred Candidacy of Institutional Accreditation on seven public tertiary institutions and one private tertiary institution.
- Hosted two workshops for the seven institutions that are Candidates for Institutional Accreditation.
- Approved 21 new programmes offered at post secondary and tertiary level institutions in Trinidad & Tobago.
- Issued one thousand and 1027 Statements of Recognition to graduates and potential students of post secondary and tertiary level wishing to pursue academic programmes as well as graduates who wish to have their qualifications recognised for the purposes of employment, scholarship, entry into higher education and other purposes.
- Hosted three workshops (2 in Trinidad and 1 in Tobago) for 95 potential External Evaluators.
- Established a database for the Corps of registered External Evaluators.
- Implemented the service of recognition of transnational qualifications, providing assurance that students are protected from poor quality and achieve internationally recognised qualifications that are equivalent to awards from the country of origin of the awarding institution.
Both the UWI and the UTT have explored avenues to expand accessibility. At UWI, provisional data for current total campus enrolment (both on and off-campus) is 15,358. The number of students registered in the Evening University is 1,511. The off-campus enrolment comprises 161 students who pursue UWI programmes in other Tertiary Level Institutions; whilst the recently established Open Campus aims to provide service to students through the distance mode. At present 1,298 students in the Open Campus are from Trinidad and Tobago. Postgraduate enrolment has increased to a level of 3,296 students in 2008-2009, which represents eight per cent growth from 2006-2007. Enrolment in postgraduate research degrees is growing at a faster rate than taught masters. This may be attributed to the financial support awarded to students enrolling in full-time research degree programmes.

New postgraduate programmes at the UWI were developed for delivery for the academic year 2008-2009. Included amongst them were: MSc. Gender and Development Studies, DM Anaesthesia, MSc. Developmental Statistics and Ph.D Business Administration.

At the UWI in response to market demand, electives/programmes were introduced at the undergraduate level in Land Management, Valuation and Geomatics. Emphasis is being placed on rationalisation through the elimination of duplicated courses as well as the optimum use of resources.

In keeping with the Quality Assurance process, reviews will be conducted in the following Departments:- Theology, Mechanical Engineering, Health Services Unit, School of Nursing, Public Health and Primary Care and Pharmacology. The Instructional Development Unit (IDU) continues to design and offer programmes to staff to strengthen their capacity in the delivery of teaching. In this period, programmes being offered include; ePedagogy, Andragogy, Oral presentations, and Graduate Supervision.

Additionally, an estimated 13 lecturers are enrolled in the Postgraduate Certificate in University Teaching and Learning in the academic year 2008-2009 and 15 persons registered for the Masters in Higher Education Tertiary Level Teaching and Learning.

Work continues on the projects that received Government funding. Approximately 140 research projects are being funded, of which 50 per cent is science based. Some of the on-going projects...
are in the following areas: *Poverty in T&T; Climatic Change and Coastal Flood Risks; Gender Equity; and Diabetes*

A number of additional scholarships are being offered particularly in the field of Medical Sciences, Architectural Studies and Technology. To address the areas of agricultural research the Eastern Caribbean Institute of Agriculture and Forestry (ECIAF) is being integrated into UTT as part of its Food and Agriculture Programme.

Additionally, for the period October 2008-July 2009, Government through the Ministry of Public Administration awarded 627 scholarships. This represents an increase of approximately 36 per cent over last year’s 461 scholarships.

In the new financial year Government has committed to providing funding for payment of tuition fees to students enrolled at St. George’s University, Grenada. This arrangement is applicable to:

(i) new students entering the Medical Programme in September 2009
(ii) students who are currently on partial-tuition only scholarships (in order to have the balance of tuition costs funded)
(iii) students who are not currently the recipients of scholarship (in order to have their entire tuition fee funded);

<table>
<thead>
<tr>
<th>Area of Study</th>
<th>No. of Scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Studies</td>
<td>11</td>
</tr>
<tr>
<td>Behavioural Science</td>
<td>10</td>
</tr>
<tr>
<td>Earth Science</td>
<td>25</td>
</tr>
<tr>
<td>Education</td>
<td>196</td>
</tr>
<tr>
<td>Engineering</td>
<td>8</td>
</tr>
<tr>
<td>Social Science</td>
<td>109</td>
</tr>
<tr>
<td>Natural Science</td>
<td>205</td>
</tr>
<tr>
<td>Medical Sciences</td>
<td>26</td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>8</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>23</td>
</tr>
<tr>
<td>Mixed Group</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>627</strong></td>
</tr>
</tbody>
</table>

*Source: Ministry of Public Administration*
As Government seeks to further improve the pool of highly skilled nationals in the workforce, scholarships will be offered to nationals with First Class Honours degrees. 55 awards have been approved to be provided in 2009-2010.

Additional opportunities for researchers and scientists were provided under the research programme of the Institute of Marine Affairs (IMA). These include the Environmental Research Programme (ERP) and the Fisheries and Aquaculture Research Programme (F&ARP). Under these two primary research programme the IMA has been conducting research into a number of areas including monitoring coastal conservation, assessing coral reefs in Tobago and fish studies on the tilapia and other species. The Marine Chemistry Department of the IMA has been engaged in a number of long-term monitoring projects on bacteriological water quality and water pollutants.

The Caribbean Industrial Research Institute (CARIRI) continued to provide its suite of laboratory testing and consultancy services, as well as technology development and business support services to the local and regional manufacturing and services sectors. The Institute has installed state of the art equipment including the Anaerobic Environment Chamber to study anaerobic bacteria. This research will assist the food industry and in the treatment of biological ponds. In order to facilitate the development of small and micro businesses several projects were undertaken. Firstly, in the area of Printing & Packaging and Food & Beverage to improve competitiveness through better use of information and communication technologies. Secondly, in Tobago in collaboration with the Travel Foundation (Tobago) and the Tobago House of Assembly a Food Safety Management programme was conducted. This project is being partly funded by the Inter-American Development Bank.

Investigation of Fisheries Resources, Resource Users and Fisheries Management by Communities to Establish a framework for Co-management: Ortoire to Guayaguayare, East Coast Trinidad.

The following reports have been prepared for the International Development Research Centre (IDRC).

- Fisheries Co-Management Framework: A Case Study of Fishing Communities from Ortoire to Guayaguayare, Trinidad.
- Description of the Fishery System of Fishing Communities from Ortoire to Guayaguayare, Trinidad.
- Local Fisheries Knowledge: A Case Study of Fishing Communities from Ortoire to Guayaguayare, Trinidad.
**Key Projects**

- Construction of Institute of Marine Affairs – New Facilities
- Institute of Marine Affairs – Remote Sensing Upgrade
- Outfitting, Furnishing and Equipping of Institute of Marine Affairs Research Block
- Eastern Caribbean Institute of Agriculture and Forestry – Improvement of Facilities
- CARIRI – Improvement to Infrastructure and Purchase of Equipment
- Construction of Tamana InTech Park

**Targets to 2010**

- A comprehensive technical and vocational education and training system developed and in operation
- New MIC/HYPE/NSDP Centres established in Pleasantville and Diego Martin
- Number of graduates of the various training programmes funded by Government increased

**Progress**

*9th European Development Fund – Support to the Non-University Tertiary Education Sector*

The Ministry of Science Technology and Tertiary Education has embarked on a project with the European Union the objectives of which is to develop an internationally competitive labour force through the development of an equitable and effective non-university tertiary education system. The aim is to ensure that both the participation in and the quality of non-university tertiary education is increased and upgraded. Through this intervention there would be holistic treatment of the non-tertiary sector. Issues to be addressed will include registration and accreditation, the regulatory environment, teacher development, curriculum development, research and development, standards and certification, leadership and managerial capacity building. The aim is to ensure that the non-tertiary education sector remains competitive and relevant in responding to the dynamic labour market for which the students are preparing.

In 2009 several interventions are proposed through this project such as Introducing Literacy Life Skills to the Fishing Community, Centre for Workforce Development and Research, Computer Literacy Community Project, Male Academy for Teacher Education (MATE), Non-university Tertiary Level Teaching and Learning, MIC Tool and Die making Training, MIC Levels 1 and 2 Curriculum Standardisation, Caribbean Medical Labs Foundation: Strengthening Management
Capacity for Delivery of High Quality Lab Services, and Institutional Strengthening – TTHTI.

Standards and certification

With regard to standards development and certification the National Training Agency (NTA) continues to facilitate both Caribbean Vocational Qualifications (CVQ) in schools and the Trinidad and Tobago National Vocational Qualifications (TTNVQ) for the local industrial sectors. NTA continues to award TTNVQs at the local level supported by the system of Prior Learning Assessment and Recognition (PLAR).

Over the period October 2008 to July 2009, 19 organisations were approved to offer TTNVQs, and 117 assessors were trained and certified. A total of 4,867 TTNVQs were issued, 22,003 Units were issued and 3,689 candidates were issued TTNVQs. The major stakeholders who were issued these qualifications are identified at Table 1.11.

Table 1.11 Number of TTNVQ issued to major stakeholders 2008/9

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>No. of TTNVQs issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>MuST</td>
<td>3,798</td>
</tr>
<tr>
<td>Retraining</td>
<td>811</td>
</tr>
<tr>
<td>On the Job Training (OJT)</td>
<td>5</td>
</tr>
<tr>
<td>HYPE</td>
<td>43</td>
</tr>
<tr>
<td>NESC</td>
<td>13</td>
</tr>
</tbody>
</table>

Source: National Training Agency

As of June 2008, under the Prior Learning Assessment & Recognition Project, 123 candidates received full Level II certification in several occupational areas and three received units only at Level II. At level I, 188 candidates received full certification and four received unit certifications only.

In the area of CVQs a number of achievements were recorded. To date a total of 1,984 CVQ Units were awarded which augers well for the certification of skilled persons locally. CVQs were launched in the workplace as well as Phase 2 of the Secondary Schools Programme.
### Table 1.12 CVQ Awards 2008-2009

<table>
<thead>
<tr>
<th>Departmental Deliverables</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of orientation sessions conducted</td>
<td>29</td>
</tr>
<tr>
<td>Number of Teachers trained as Assessors</td>
<td>191</td>
</tr>
<tr>
<td>Number of Teachers trained as Internal Verifiers</td>
<td>50</td>
</tr>
<tr>
<td>Number of External Verifiers trained</td>
<td>40</td>
</tr>
<tr>
<td>Number of audits completed</td>
<td>49</td>
</tr>
<tr>
<td>Number of TTNVQs/CVQs awarded</td>
<td>Awaiting results</td>
</tr>
<tr>
<td>Number of Teachers certified as Assessors</td>
<td>101</td>
</tr>
<tr>
<td>Number of Students registered</td>
<td>1,314</td>
</tr>
<tr>
<td>Number of External Verifications conducted</td>
<td>172</td>
</tr>
<tr>
<td>Number of Coordinators trained</td>
<td>46</td>
</tr>
<tr>
<td>Number of CVQ Units awarded</td>
<td>Awaiting results</td>
</tr>
</tbody>
</table>

Source: National Training Agency

In addition to the TTNVQs and the CVQs the NTA continue to work towards the development of a National TVET Registry, and a National Apprenticeship System. The implementation of a quality assurance system for technical and vocational education and training continued. Also a database of over 100 National Occupational Standards (NOS) and Regional Occupational Standards (ROS) were developed.

**Technical Vocational Skill Development Programmes**

The Metal Industries Company (MIC) continued to provide both training and design engineering to the manufacturing and construction sectors. This was carried out through key programmes such as the National Skills Development Programme (NSDP), The Helping You Prepare for Employment (HYPE) and the Engineers in Training (ET) programmes. Technology Centres encompassing both HYPE and NSDP programmes are being built in many strategic locations in Trinidad and Tobago. The St. Bedes Centre for the Journeyman Woodworking programme and other related skills were completed, and training started at this venue in early November 2008. The Sangre Grande HYPE Centre was also completed in November 2008.
The MIC has been able to provide a cadre of well trained and certified technicians and craftsmen for the industrial community. The American Welding Society (AWS) SENSE welding programme continued to provide skilled craftsmen for the welding industry locally and regionally. The programme continues in the Advanced Technology Centre (ATC) at Macoya under the AWS Accredited Test Facility (ATF) and its satellite centre at Laventille. There were 30 trainees who started the SENSE Welding Programme at Macoya and Laventille; the cycle was completed at the end of the first quarter 2009.

The MIC through an ongoing partnership with the ICON Institute of Germany and the German Chamber of Skilled Crafts and Trades continued to train students in a Master Craftsman Programme in the fields of Mechanical Technology, Electrical/Electronic Technology and Construction Technology. The nine month programme is conducted in two phases, of which six months are held in Trinidad and three months in Germany. This programme includes theoretical and practical training and all participants are tested at the end of the period.

During the period October 12th - November 9th 2008 a group of 16 participants left Trinidad and Tobago to complete Phase II of Advanced Management Training for TVET Personnel in Aachen, Germany. The programme started in July 2008 at MIC and catered for TVET managers and coordinators from key technical training institutions throughout the country namely MIC, NESC, NTA, YTEPP and Servol.

In 2008-2009 an option will be given to the Journeyman trainees of the NSDP to pursue the introduction of the Plastic Processing Technology; the curriculum is already in draft form and was formalised in March 2008. The Plastic Processing Technology option will be offered in the 2009 journeyman examination for trainees in the Macoya Centre.

The Youth Training Employment Partnership Programme (YTEPP) as a premier training organisation of choice for levels I and II pre-craft and craft training in vocational skills and micro entrepreneurship locally and regionally continues to targets young persons to make them marketable employees and entrepreneurs.

Level I Courses offered at YTEPP
- Bartending
- Rabbit Rearing
- Meat and Sea Food Handling
- Interior Decorating
- Screen Printing
- Massage Therapy
- Festival Arts
While the programme continues to expand its offerings, its core programmes such as the Career Enhancement, Vocational Skills Training and Entrepreneurial Development Support Services are offered in two six month cycle courses per year. In 2008-2009, 3,397 persons are enrolled in the programmes.

The National Energy Skills Training Centre (NESC) continued to train persons in specialised skills for the energy sector. The Automotive Service Technician (AST) and Heavy Equipment Technician (HET) Apprenticeship programmes which commenced in September 2007 continued and the Industrial Mechanical Maintenance (Millwright) Apprenticeship programme was introduced.

Also introduced in 2008-2009 was the Information, Communication and Music Technology Programmes (ICMT) which integrates NESC’s Computer Literacy and Sound Recording and Music Production programmes and expands the programme offerings to include new courses including:

- Basic Computer Maintenance & Repairs
- Introduction to Graphic Design
- Introduction to Engineering Graphics
- Introduction to Web Page Development.

The Multi-Sector Skills Training Programme (MuST) is a specialised, work-based craft-training programme that seeks to develop a cadre of competent workers (ages 18-50) within the Construction, Hospitality and Tourism Sectors. As of May 2009, 1,920 trainees were placed in Level 1 Construction, 504 in the Hospitality Industry, 180 trainees placed in Tobago, 360 trainees placed in Level 2 Construction.

The OJT Programme is designed to provide young persons (ages 16-35) with the opportunity to acquire work experience in order to develop the necessary skills and attitudes for their entry or re-entry into the world of work. As of May 2009, 4,998 persons were placed and it is projected that for the fiscal year 2008-2009 the number of placements will be 10,000.

The Retraining Programme which focuses on the community retooling and re-skilling displaced

and retrenched workers in the age group 25-45 years was widened to target a larger number of rural communities. In Trinidad 692 students were enrolled and 521 graduated, while in Tobago 132 students are enrolled and 121 are expected to graduate. The programme was expanded to include four new skills, Fluid Hydraulics, Steel Pan Construction (Manufacturing) Tilapia Production and Level II Welding. The training programme targeting the rehabilitation of prison inmates continued with 114 enrolled and 107 graduated.

**Key Projects**

- Support to Non-University Tertiary Education
- National Skills Development Programme
- Metal Industries Company Training Subsidy
- Government Vocational Centre – Construction of new Facilities at Point Fortin
- John S. Donaldson Technical Institute – Improvement of Facilities
- San Fernando Technical Institute – Upgrade of Facilities and Equipment
- Acquisition of Capital Equipment for Metal Industries Company Limited
- Construction of Technology Centre in Chaguanas
- St. Bede Technology Centre – Establishment of Woodworking Workshop
- Point Fortin Technology Centre – New Facilities and Upgrade
- Establishment of Pleasantville Technology Centre
- Moruga Building Technology Centre
- Mayaro Technology Centre
- Establishment of Diego Martin HYPE Centre
- Sangre Grande MIC/HYPE Centre
- Equipping HYPE Centres
- Multi-sector Skills Training Programme (MuST)
- Retraining Programme
- The Youth Training and Employment Partnership Programme (YTEPP)
- Construction of HYPE Training and Administration Centre, O’Meara
- Upgrading of Technology Centres at Port of Spain, Pointe-a-Pierre and St. Madeline
- Establishment of the National Community College
- Establishment of a National Accreditation Council
- Trinidad and Tobago Hospitality and Tourism Institute
**Target to 2010**

The Community College of Trinidad and Tobago established with campuses in both Trinidad and Tobago

Established in 2000, the Community College of Trinidad and Tobago offers a wide range of specialised, technical and academic programmes at degree, diploma and certificate level. These include nursing, radiological sciences, social work, criminal justice, management, information technology, environmental studies, journalism and public relations, and creative and performing arts.

Integral to the College’s development is the broadening access, improving efficiencies in operations and student success. In that regard the College has focused on a number of new initiatives.

To broaden student access, the College has developed COMPASS (Compensatory Academic Programmes and Support Services) which will be launched in 2009. COMPASS is a comprehensive range of pre-college courses and academic support services designed to ensure that the College is able to fulfil its mandate to serve the needs of academically underprepared students who wish to pursue tertiary education. COMPASS gives students the opportunity to strengthen their academic foundations in reading, writing, public speaking, mathematics and computer literacy at a manageable pace and with dedicated support of tutors, guidance counsellors and a range of technology solutions that facilitate personalised instruction and learning. Curriculum development for the expanded range of English and Natural Sciences course offerings is almost complete. Over 1,800 English and Mathematics textbooks were acquired, catalogued by the Library Services Department, and distributed, on a term loan basis, to the students who tested into remedial mathematics and English courses. Space has been allocated at both the City Campus and the North Learning Centre for Tutorial Centres, to begin the process of improving the level of academic support provided to COMPASS students.

In order to improve efficiencies in operations The Banner 100 per cent Implementation Project commenced in December 2008. The scope of the project encompasses major administrative systems of the College, namely: Banner Finance inclusive of Fixed Assets; Banner Student / Student AR and Banner Human Resources / Payroll.
In 2008, the Board of Trustees of the College approved a semesterisation proposal, which was put forward by management as a major strategy to facilitate improvements in academic advising, teacher effectiveness and by extension, student retention, progress and success. It is anticipated that this will be implemented in August 2009.

In 2008, COSTAATT obtained registered status from the Accreditation Council of Trinidad and Tobago (ACTT) for the maximum period of three years. The College subsequently submitted its application for accreditation which was accepted by the ACTT and it is currently in the process of preparing its self-study report with a view to achieving accredited status by July 2010.

In order to improve student success YES@COSTAATT (Youth Empowerment Services) Programme was implemented. COSTAATT has designed a community-based programme YES@COSTAATT with the aim of providing opportunities for students to positively impact the lives of their younger peers in primary and secondary schools. Through this programme, consisting of structured interactions in meaningful extra-curricular activities, participants in the project will have the opportunity to improve in a variety of discipline-specific areas including, numeracy and literacy and through interactions with peers, and will also seek to develop positive values, attitudes and behaviours.

**Key Projects**
- Development of a Master Plan for COSTAATT
- Faculty and Administrative Staff Training and Development for COSTAATT
The Richness of our Diverse Culture will serve as a powerful engine to inspire innovation and creativity

Objectives

- Preserve the cultural heritage of Trinidad and Tobago
- Develop vibrant Arts and Craft Industries
- Increase the number of persons involved in the indigenous craft industry
- Increase the volume of craft exports
- Develop an innovation database

Key Performance Indicators

- Per cent of population working in creative industries
- Per cent contribution of crafts to exports
- Number of copies of books produced (per 100 persons)
- Cultural radio programmes (as a per cent of total programmes)
- Cultural television programmes (as a per cent of total programmes)
- Number of films produced/ co-produced by nationals
- Recorded music sales in TT$ per capita
- Number of National Festivals
- Number of Heritage Sites
- Per cent of population using cultural and recreational facilities
- Per cent of population visiting museums and Art Galleries

Strategies

- Preserve and enhance cultural infrastructure
- Harness and nurture indigenous potential
- Provide support for the growth of creative industries
- Market Trinidad and Tobago’s cultural products
- Document and promote innovation performance
**Target to 2010**

**Number of persons involved in creative industries increased**

**Progress**

**Trinidad and Tobago Entertainment Company (TT ENT)**
TT ENT established to develop the local entertainment industry (including music, dance, theatre and visual arts), has been working with the local entertainers to promote their creativity internationally. The TT ENT promotes Trinidad and Tobago as a diverse source of talent and creativity from the home of the steel pan, to that of soca, chutney and calypso. The Company seeks to provide funding to artistes for projects as well as facilitate local and international private sector investment into the sector. Research into and archiving the works of the local artistes are also undertaken by the Company.

The Company has started to develop an Artist e-Registry which will profile the services and products of local artistes. Additionally, technical development workshops to enhance the skills of professionals operating in the sector have been conducted.

**The Trinidad and Tobago Film Company (TTFC)**
The Trinidad and Tobago Film Company (TTFC) recorded successes in relation to its mandate to develop and promote the film and television industry as one of the key creative industries. One of the Company’s primary functions is to market Trinidad and Tobago as a destination for film production.

Two of its key initiatives are firstly the Production Assistance and Scriptwriting Developing Programme which offers financial assistance to film and television production and scriptwriting projects to help the professional development of creative talent and to stimulate employment in the local film and television industry. Secondly, the Feature Film Programme provides equity funding to producers and directors interested in receiving assistance and support to produce a film feature.

In September 2009 the Annual Film Festival will be held in Trinidad, showcasing works from filmmakers from the Caribbean Basin, Suriname and Mexico.
**Cultural Industries**

The Government of Trinidad and Tobago has been actively pursuing the development of the Cultural Sector. In an effort to ensure enhanced contribution of Cultural Industries to the national economy, the Ministry of Community Development, Culture and Gender Affairs propose to undertake in 2009 a Cultural Industries Project comprising a National Registry of Artists and Cultural Workers, Cultural Industries Research Programme, “Theory in the Pan Yard”, Pan Camps and a Culture Tutor Performance Workshop.

**Music Industry**

Trinidad and Tobago is known as the home of the steelpan. This unique musical instrument offers great potential for careers and developing creative talents in this sector. The Pan in Schools Project afforded young people the opportunity to learn the instrument and to become exposed to the potential of the pan industry. The Pan in Schools Coordinating Council (PSCC), in collaboration with The Steelpan Development Centre, UWI hosted the fifth “Science of Pan Tuning—A Hands on Workshop” at the NSC, on March 2009. Approximately 240 students attended the workshops.

The production and export of steel - band instruments is a growing industry, with exports to many countries including the United States of America, Japan, Canada, Antigua and Barbuda and France valued over TT $3,000,000.

**The Big Dance Band – Divine Echoes**

In October 2007, the Big Dance Band – Divine Echoes was established, with a view to exposing the nation’s youth to an alternative form of music and dance. For a six week period from February to March 2009, the Band embarked on a Study Tour to Cuba to gain formal training with particular emphasis on Latin music. Participation in this Tour has led to a significant improvement in the Band’s performance. Since May 2009, the Band has been supported by an additional pool of reserves comprising ten Trainee Musicians who work and train alongside the Band.

**Key Projects**

- Cultural Industries
- Film Company of Trinidad and Tobago
- Entertainment Company of Trinidad and Tobago
Target to 2010

Volume and value of craft export increased

Progress

The making and selling of homemade products have not only economic value but is invaluable to sustaining cultural and heritage expressions. Closely tied to cultural tourism, craft industries provide enormous innovative potential and contribute to the country’s competitiveness. The craft industry continues to be an emerging avenue for diversifying the economy, through the creation of micro and small enterprises particularly among female heads of households in low income communities. These entrepreneurs produce niche products as home furnishings, textiles, leather crafts and natural jewellery.

In an effort to expand the operations of the Export Centres, new research and development will be undertaken to support the effective development of craft entrepreneurs, including recruitment of 300 trainees. Additionally exploration of new craft areas for training and development of curriculum will be undertaken. In the new fiscal year, 2500 trainees are targeted from various groupings such as single mothers, un-employed females over the age of 17 years, un – employed males over the age of 17 years, persons interested in developing craft skills, youths 17 years and under who are out of school, persons involved in the craft industry, young persons in schools and institutions, primary schools and Teacher Colleges.

The Export Centres Company Limited

(ECCL) incorporated in 1996, is the premier craft institution in Trinidad and Tobago concentrating on creating expertise in the following twelve areas: home furnishings, textile, soaps and candles, screen printing, ceramics, woodwork, ornamental pan, leather craft, garment construction, paper craft, weaving and natural jewellery. Both the fashion and the furniture industries are being targeted for expansion with emphasis on product development and design.
**Targets to 2010**

- Academies for the Performing Arts established
- Existing cultural and recreational facilities refurbished
- National Carnival Centre established

Work continued on the North and South Academies for the Performing Arts. With respect to the North Academy, it is approximately 88 per cent completed with works on the main structure, foundation and underground works having been completed. However, the following activities are still in progress - Steel Structure, Curtain Wall and Roof, Mechanical and Electrical and the Power Centre. These activities are targeted for completion by September 2009.

With respect to the South Academy, the relocation of the sewer lines were completed, the foundation and underground works have restarted and work on the main structure commenced.

The Little Carib Theatre (LCT) in Woodbrook is being converted into a community and multifunctional Black Box, state-of-the-art theatre. In 2008, significant refurbishment works were undertaken including works on the reception area, box office and administrative area. Phase II of the project will seek to address works on the roof structure, external and internal works to the foyer. The LCT is scheduled to be completed within fiscal year 2010.

In order to ensure that the Queen’s Hall retains its modern infrastructure and competitive offering for the local, regional and international concert community, the administration and storage areas are being refurbished and the security infrastructure is being improved. With respect to the Naparima Bowl, general renovations which include repairs to the Amphitheatre and landscape upgrades were completed.

Designs for the National Cultural Centre were completed and the demolition works of the Grand Stand, Queen’s Park Savannah have also been completed. Construction work on this project is scheduled to commence in September 2009 and is expected to be completed by December 2010.
Key Projects
- Refurbishment of Queen’s Hall
- Renovation of Naparima Bowl
- Academies for the Performing Arts
- Provision of National Carnival Entertainment Centre
- Upgrade of Little Carib Theatre

Target to 2010
- Carnival and other cultural festivals effectively managed
- Celebration of our diverse heritage attained

Festivals such as Carnival, the Prime Minister’s Best Village Trophy Competition, the Tobago Heritage Festival, Phagwa, Emancipation and Carifesta while demonstrating the various facets of our creative talent, seek fundamentally to preserve the rich heritage and traditions of our ancestors.

Amerindian Heritage
In 2009, the National Trust undertook a comprehensive programme to build awareness of our heritage, with a focus on the Amerindian heritage as well as historical sites. A public lecture series was undertaken on Our Amerindian Heritage: Survival of the People, Michel Jean Cazabon and Margaret Mann: Artist and Pupil in Post Emancipation Trinidad, A.R.F. Webber: Tobago Scholar and Caribbean Visionary and the Material History and Culture of East Indians in the Caribbean.

Carnival
In 2009, the National Carnival Commission (NCC), whose mandate is to “plan, develop and implement events/activities relating to Carnival” realised significant improvements in delivery of the national festival. Key events such as the Panorama, Calypso Fiesta, Parade of Bands and the traditional festivals such as the Re-enactment of the Camboulay Riots were more aggressively marketed and managed to

Carnival Statistics

Annual Arrivals
2008 – 39,115
2009 – 36,643

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10 Act No.9 of 1991
ensure greater participation and effective operations. Additionally, the use of the Internet electronic ticketing facilitated the smooth participation by patrons to the various events.

Preservation of the costumes and artifacts from Carnival continued to be of importance. Accordingly the Carnival Institute focused its efforts on documentation of cross cultural events and festivals.

5720 persons participated in workshops and were trained in music, dance, literature

Over 1,700 persons trained in visual and fine arts

150 villages participated in various sporting activities

107 communities participated in community awareness in environment and sanitation

71 young women trained in general deportment, skills development in music, dance, literature and fashion for the La Reine Rive,

40 Groups participated in the Village/Chat/ Short Story/Poetry in a writer’s workshop to record the experience of the community elders to facilitate intergenerational dialogue

**Best Village**

The annual Prime Minister’s Best Village Trophy Programme promotes intergenerational dialogue, facilitates the sharing of skills and talents and most importantly, builds respect between generations. The community focused approach of the programme allows the talents and history of the community to emerge and contributes to community identity and strength. The programme comprises Folk Theatre/ Folk Presentation, Art and Craft, Village Olympics, Folk Games, Environmental Sanitation, La Reine Rive and Village Chat Short Story whereby persons are trained in various skills such as dance, theatre, story writing, and environment protection. At each stage competitions are held within and between communities. This year most of the artists trained in the Folk Theatre/ Folk Presentation performed at the gala opening Ceremony of the Summit of the Americas in April 2009.

**Tobago Heritage Festival**

The Tobago Heritage Festival occurs every year from the middle of July to early August. Villagers from different communities perform traditional folk singing, and dancing. The villagers dress up in traditional costumes that depict village life from the early 1900’s. During the year various Community has its own festival. The participating village has different events which range from ole time mas, ole time dance, ole time wedding, limbo and jig to stick fighting.

The theme for the 2009 Festival was “One One Cocoa Full Basket”.... The Festival was promoted by the Heritage Festivals Committee, Division of Community Development and Culture. Thirteen villages participated in the festival this year. Additionally 18 shows were hosted attracting over
35,000 artistes. These shows were well attended with over 1,800 patrons. An intense promotional campaign was undertaken for the Festival, this year and it is anticipated that this will be developed even further for future festivals.

**Moriah - Ole Time Tobago Wedding** ceremonies of yesteryear encapsulating a fusion of European and African customs (food, drink, clothing, speeches) are showcased.

**Belle Garden – Belé Festival “Papa Bower’s Will”** Belle garden is blessed with two of the oldest and most beautiful surviving Plantation Houses in Tobago, the Richmond Great House and the Belle Garden Great House

**Folk Fiesta: The Folk Fiesta** is one of the Festival’s signature events and groups are encouraged to research their topics to ensure creative and authentic presentations

**Target to 2010**

**Historical and Cultural Sites Identified and Preserved**

The historic buildings and cultural landscapes are an indication of our rich history and therefore the preservation of these buildings and landscapes remains a priority.

The final phase of refurbishment works on ‘Naipaul House’, made famous in the work of Nobel Prize Winning Author, Sir Vidia Naipaul was completed. The Naipaul House will be used as a Museum and International Study Library for education and cultural tourism and by researchers exploring the writings of the Naipaul family, Trinidad and Tobago and West Indian Literature.
Nelson Island
An island off the North West peninsula of Trinidad which is steeped in history. It was used by the Spanish and English as a fort to protect the mainland. During the East Indian Indentured Immigration period it was used as an induction centre from 1867-1917. Jewish refugees were interred on the island during 1940 and Tubal Uriah ‘Buzz’ Butler and the Black Power dissidents of the early 1970s were also imprisoned.

Work also continued on the National Heritage Site at Nelson Island, which was the first point of entry into the country in the 19th Century for Indentured Immigrants. The Project entails building restoration, and research and design of a special type of museum. In addition, final drawings and topographical and hydrographical surveys have been completed. A jetty and footpaths at the site have been constructed and the reconstruction of the “Butler’s Cottage” is near completion.

Restoration of Queen’s Royal College
The Construction Division of the Ministry of Works and Transport is conducting restoration and adaptive re-use works on the Queen’s Royal College (QRC). These works are intended to preserve the historical integrity of the building, while enhancing the physical accommodation for the staff and classrooms for the students. Changes in the scope of the project resulted in some delays, however works have continued and the project is targeted for completion date in the third quarter 2009.
Other Heritage Sites under restoration include the Magnificent Seven and the Red House. Work was undertaken on the reconstruction of the Annex building and stabilisation of the main building at Mille Fleurs.

**Key Projects/Programmes**
- Establishment of a National Heritage Site at Nelson Island
- Restoration of the Mille Fleurs Building

**Target to 2010**

**New Museums and Art Galleries Established**

**Progress**
The National Museum, located at the Royal Victoria Institute Building is the main museum in Trinidad and Tobago. Established in 1892 the Museum houses collections on art, history, natural history, archaeology and carnival. The building is also a historical site. In order to preserve this monument, renovation works are being undertaken to upgrade its physical facilities. To date, the

**Carnival Museum of the Americas** was born out of the Meeting of Culture Ministers of Latin America and the Caribbean in 2006. This project aims to preserve Carnival Arts and Artifacts for posterity and to highlight the importance of the “Trinidad Carnival” in the making of other similar festivals in Latin America and the Caribbean. The project will include an interactive orientation room for visitors featuring audio-visual and multi-media programmes simulating the carnival experience.

Exhibition space will be created for the history of Carnival in Latin America and the Caribbean and education facilities for the general public and tourists on costume making, carnival craft workshops such as papier-Mache’, moulding, wire bending, copper beating. Administrative offices, cataloguing, conservation, and storage facilities will also be accommodated. The Museum will be located at the proposed cultural centre at the Queen’s Park Savannah. Presently, the acquisitions of Carnival Arts objects for the Museum’s Permanent Exhibit are ongoing

A View of the Restored Ceiling
Electrical Upgrade is 80 per cent completed whilst the replacement of roof fabric is 75 per cent completed.

Source: National Museum of Trinidad and Tobago

To meet the growing requirements for this facility a feasibility study is being undertaken for the Extension of the Museum. At present conceptual designs for new construction are under consideration. This expansion will provide for a new wing to house new exhibits, storage, educational activities and parking. The permanent collection at the Museum was boosted by the acquisition of works from Master Artists Leroy Clarke and Ralph Baney.

A suitable location for the Museum of the City of San Fernando is being sought. Efforts are being made to acquire artefacts for the permanent art gallery as well as identification of spaces for the museum. A number of art and other heritage objects, including the Garnett Ifill Collection of archival photographs relating to the history of San Fernando were acquired.

In relation to the Sugar Museum, Sevilla House on the site of the old sugar factory at Caroni has been identified as the location for this museum. The National Museum is currently reviewing quotations for refurbishments to Sevilla House including renovations/construction, museum lighting and acquisitions. A number of art and other heritage objects including photographs, implements and tools relating to the history of the sugar industry in Trinidad and Tobago have been acquired and assembled. A collaborative effort with UTT for the conduct of research on the sugar industry has begun.

Works on the development of Community Museums are ongoing. At present, artefacts are being acquired to be placed in the small community museums, which are located in various communities throughout the country. In addition, building repairs and installation of exhibition furniture are being installed at the various museums. The Toco Community Folk Museum was completed. Plans
are currently being developed for its expansion, the Belmont/ Freetour Organisation compiling the story of Belmont as well as the acquisition of material for the Laventille Community Museum’s permanent exhibit. Similar projects are being considered for St. Joseph and Princes Town.

Globally, technology has impacted on the development of museums allowing online visitors to view exhibits and to explore culture and history virtually. At a recent meeting of the Por Tempore Secretariat for the Forum of Ministries of Culture of Latin America and the Caribbean, it was agreed that the Forum should actively pursue such a museum for the Region. The creation of a Virtual Museum in Trinidad and Tobago, therefore, would facilitate this country’s input into that larger project. To date some 95 per cent of the National Museums’ art collections have been digitised for this project. Research on Art History of Trinidad and Tobago is also being undertaken.

Activities are currently in progress with respect to the Steelpan Museum including the collection of objects that would tell the story of the history and development of the Steelpan. Research into identifying archival photographs on the Steelpan and the History of the Steel pan are ongoing.

The Chaguaramas Military History and Aerospace Museum is also are being developed with the construction of historic cobblestone walkways and the construction of a Library for military materials.

Archives are another form of record which helps us understand our nation and our past. Much effort has to be made to ensure that the materials are cared for, properly organised and accessible to researchers. A new building for the National Archives is being constructed and a robust ICT infrastructure is being developed to support the security of the archival material.

**Key Projects**

- National Museum Development (Royal Victoria Institute)
- Institutional Strengthening of National Archives
- Construction of New Archive Building and
- Temporary Relocation of National Archives
- Establishment of a Virtual Museum
Nurturing a Caring Society

GOAL 1
The foundation of Trinidad and Tobago will be strong families and strong communities

GOAL 2
Poverty will be significantly reduced

GOAL 3
All citizens will have access to adequate and affordable housing

GOAL 4
All citizens will be empowered to lead long, healthy lives and have adequate access to an efficient health care delivery system

GOAL 5
The HIV/AIDS epidemic will be contained and care will be provided to those infected and affected

GOAL 6
All citizens will have access to and participate in a sporting or recreational activity in keeping with the ‘Sport for All’ philosophy

GOAL 7
The Youth will be empowered to participate fully in the development of the country

Champions

- Ministry of Health
- Office of the Prime Minister
- Tobago House of Assembly
- Ministry of Sport and Youth Affairs
- Ministry of Social Development
- Ministry of Planning, Housing and the Environment
- Ministry of Community Development, Culture and Gender Affairs
- Ministry of Labour and Small and Micro Enterprise Development
OVERVIEW OF IMPLEMENTATION PROGRESS

A number of advances were made regarding legislation, finalisation or implementation of social sector policies which would support efforts towards achieving a caring society. These include:

- Finalisation of the National Family Policy
- Passing of the Home For Older Persons Bill
- The passing of three of the seven pieces of legislation for the establishment of the Children’s Authority namely: the Children’s Authority Amendment Act 2008, the Children’s Community Residences, Foster Homes and Nurseries (Amendment) Act 2008 and the International Child Abduction Bill
- The implementation of the Policy on Aging, National Youth Policy, National Policy on Persons with Disabilities and the National Workplace Policy on HIV/AIDS.
- Laying of the Tobacco Control Bill in Parliament
- The Prevention of Mother to Child Transmission Policy for HIV/AIDS.

In terms of building strong communities, new community centres were constructed and in some instances works continued or were completed on various youth/sport facilities, multipurpose complexes and recreational grounds. These works also facilitated our ‘Sport for All’ philosophy by creating the necessary infrastructure for citizens’ participation in sport. Support for high performance athletes also continued and efforts to promote the country as a host for international sporting events were thus far successful. The latter resulted in the upgrade to many stadia, the approval for construction of new facilities such as the National Aquatic Centre as well as the country’s hosting of the 2008 Pan American Hockey Junior Men’s Championship and the Pan American Female Boxing Championship.

Efforts to strengthen our families focused on developing parental and coping skills and on expanding support services. Parental and coping skills included anger management, conflict resolution and mediation. Rehabilitation efforts also continued in relation to our prisoners and ex-prisoners.

With respect to housing, the number of ‘housing starts’ continued to increase, as well as the number of Home Improvement Grants and Home Improvement Subsidies distributed. The qualifying income for these Grants and Subsidies were increased to widen the number of citizens benefiting. Also, the redevelopment of a number of existing housing areas continued in 2009.

Attempts to reduce poverty saw the increase in beneficiaries under the Targeted Conditional
Cash Transfer Programme. Furthermore, in relation to promoting equity, implementation of the Policy on Persons with Disabilities saw more widespread adoption of initiatives among various Ministries. Steps to update legislation regarding terms and conditions within the workplace such as the Workmen’s Compensation Act were also made. In addition, Trinidad and Tobago was ranked 57th out of 179 Countries on the Human Development Index thereby maintaining the High Human Development category.

As at 2009, efforts to create and maintain a healthy population intensified through a number of initiatives including:

- Promotion of preventive health care
- Expansion of services offered under the CDAP Programme
- Continuation of the Tissue/Organ Transplant, Adult Cardiac and Renal Dialysis Treatment Programmes
- Completion of construction of health facilities and continuation of various others
- Upgrade and expansion of the existing health infrastructure
- Implementation of quality management systems in the delivery of health care.

In terms of HIV/AIDS, there has been a downward trend in new AIDS cases from the period 2002 to 2008. Although the number of reported new cases of HIV infections fell between 2003 and 2007, there has been a slight increase in 2008. There has also been tremendous achievement in reducing the number of HIV infected infants at birth. Furthermore, the mortality rate continued its downward trend.

The NACC continues to strengthen its initiatives towards the prevention of the spread of HIV/AIDS. Education and awareness programmes, Voluntary Counselling and Testing (VCT) services, and the availability of antiretroviral treatment also continued. Progress was made towards strengthening legislation to address discrimination against People Living with HIV/AIDS (PLWHA).

Additionally, a number of youth projects were undertaken via the “i STAND” campaign to promote the development of our youth. However, at the end of fiscal 2009 the ‘iSTAND’ brand will be phased out with the launch of the new brand and logo by the Ministry of Sport and Youth Affairs. Furthermore, recidivism rates as well as teenage pregnancy continued to pose problems and consequently, a number of social programmes to address these problems are being implemented by Government.
THE FOUNDATION OF TRINIDAD AND TOBAGO WILL BE STRONG FAMILIES AND STRONG COMMUNITIES

Objectives

- Reduce the number of divorces
- Reduce the incidence of youth delinquency
- Reduce the number of cases of child maintenance
- Reduce the incidence of domestic violence
- Reduce the number of repeat offenders
- Reduce teenage pregnancy
- Increase access of population to community services

Strategies

- Encourage family development
- Build strong communities
- Implement child friendly policies
- Care for the elderly
- Protect our children
- Integrate differently-abled persons
- Empower our youth
- Rehabilitate our prisoners

Key Performance Indicators

- Per cent of families that engage in family activities at least once per month
- Per cent of Civil Society groups (CBOs/NGOs) and organisations affirming growth in activity over the past year in terms of:
  
  (i) Cash receipts
  (ii) Volunteering
Targets to 2010

- The divorce rate is reduced by 25 per cent
- Juvenile delinquency is reduced by 25 per cent
- The number of child maintenance cases is reduced by 25 per cent
- The number of cases of domestic violence is reduced by 25 per cent
- Teenage pregnancy is reduced by 20 per cent

Progress

Building strong families and strong communities remains a priority on the national agenda given the number of challenges faced by many families today. Difficult economic circumstances, unstable family foundation and a lack of adequate parental skills are just some challenges with which the family unit is confronted. As such the Government has been persistent in developing and strengthening a framework geared towards providing support to families and building stronger community ties.

Community Mediation Services

The empowerment of individuals, groups and communities to resolve disputes through mediation, in a non-threatening environment, is the operating principle of the Community Mediation Programme. To date, five Centres are in operation; Port of Spain, San Juan, Cunupia, Point Fortin and St. Barbs. It is expected that 15 additional Community Mediation Centres will be established throughout Trinidad and Tobago.

In November 2008, the Storytelling Caravan on benefits of Mediation and Community Outreach Programmes was launched. These Caravans commenced in January 2009, with four communities benefiting from them. Additionally, the services of the Mediation Centres were expanded by conducting 11 Parenting Support Meetings-eight in Point Fortin and three in Port of Spain.

National Family Services

The Family Life Management Programme was established to assist families, by providing them information on issues of importance in creating a healthy family. Through the programme, participants are empowered with the skills on ways to improve the inter-personal relations functioning in the family. The areas of violence, parenting, financial management and adolescent
life skills were incorporated into the 12 Family Life Management Programmes conducted. 89 persons completed the Parenting workshops whilst 80 persons attended the Support for Parents and Caregivers workshops. The outreach programmes, as at July 2009, were conducted in the areas of Rio Claro, Mayaro, Tunapuna, Chaguanas, Princes Town, Diego Martin, Laventille and San Fernando.

The Family Life Radio Programme, established to promote strong, functional families as the foundation of society and assist in promoting a sound values system among the population, continued. This programme was conducted through 50, one hour weekly radio programmes revolving around the discussion of Family in the Development Process, Access to Social Services and Socio-Cultural Values and Attitudes.

Furthermore, the Support for Individuals and Families in Need Programme was established by the Ministry of Social Development in order to increase efficiencies in the delivery of social services to vulnerable persons and to make available cash/immediate assistance to clients in urgent need. The objective of this programme is to provide support to families to move on from difficulty and crisis to become strong units within their community.

**Juvenile Delinquency**

Over the last year, there was a continuation of various initiatives implemented by different Ministries aimed at reducing juvenile delinquency.

Two of these initiatives were the Military Led Youth Programme of Apprenticeship (MYPART) and the Military Led Academic Training Programme (MILAT) Programmes. MYPART, which aims to promote attitudinal change, and MILAT, which is geared towards empowering “at risk” youth to face life’s challenges, both continued. As at fiscal 2009, there are currently 202 persons enrolled in both MILAT and MYPART programmes.

The Ministry of Social Development’s, Combating Violence through Literacy Programme affords students, between the ages of 8 and 13 with literacy challenges, an opportunity to receive a more personalised, focused opportunity to improve their literacy skills. Thirty five students participated in the programme, with classes being conducted by tutors who are former or current teachers, form six and university students and volunteers from within the communities in which the programmes are being held. The Ministry will continue working with the students and their families using a targeted case management approach that addresses family dynamics and issues.
Simultaneously, the Ministry of Education has implemented several initiatives. Student Support Services to Primary and Secondary Schools included the offering of guidance counseling and psychological support. To date, 42,989 Primary School students and 13,757 Secondary School students nationwide were beneficiaries of this programme. Furthermore, workshops on conflict resolution, making right choices, and becoming peer facilitators were conducted at 25 Secondary Schools.

**Domestic Violence**

Domestic violence continues to be a challenge. During 2007-2008 there were 11,213 new domestic violence cases filed, an increase of 428 cases from the previous period. The increasing trend continued from 2008 to 2009 to 416 new cases or a total of 11,629 cases.

The Ministry of Social Development’s *Family Life Management Programme*, continues to address the issue of domestic violence. Parenting workshops focusing on Violence and the Family were conducted in order to improve parenting skills and family interactions. 12 Family Life seminars were conducted as at July, 2009.

The Ministry of Community Development, Culture and Gender Affairs has initiated a domestic violence policy intervention pilot project which includes a Central Registry for data on domestic violence. The objective of the project is to reduce the incidence of domestic violence by monitoring trends and analysing data on domestic violence. A pilot of the Central Registry for Domestic Violence Data was conducted by members of the Sir Arthur Lewis Institute of Social and Economic (SALISES) Studies on behalf of the Ministry.

**Care for the Elderly**

In order to sustain and enhance the well being of all elderly persons, the Ministry of Social Development continued with the implementation of the National Policy on Aging. As such, World Elder Abuse Awareness Day was observed in June 2009 and was commemorated with an expert panel discussion, which included representatives of the United Nations and World Health Organisation/PAHO.

Additionally, to increase public awareness of the importance of social support services for older persons, 180 persons accessed the Older Persons Information Centre (OPIC) between September 2008 and July 2009. Also, the Division of Aging, in an effort to promote retirement planning, has conducted two Retirement Planning Seminars. The existing Senior Activity Centres at Chaguanas,
St. James, Maloney, Pleasantville and Rio Claro were used to encourage the social involvement and personal growth/independence of the elderly in society. A new Centre, the Pearl Gomez James Senior Activity Centre, in Barataria was established in May 2009. Furthermore, the Ministry hosted a *Seniors in Action* social event in March 2009 in order to foster healthier lifestyles by older persons. The five Senior Activity Centres showcased activities like Ti Chi, Aerobics and Swimming.

The Ministry of Community Development, Culture and Gender Affairs continued the Geriatric Adolescent Partnership Programme (GAPP). The aim of this programme is to provide care-giving and companionship service to the elderly. To date, 720 young persons graduated from the programme, of which 400 graduates were engaged by the Ministry to provide care-giving service to the elderly.

**Divorce**

For the period 2007-2008, the number of divorce cases filed were 2,875, an increase from the 2006-2007 period which recorded 2,718 cases. A total of 2,733 new divorce cases were filed for 2008-2009 indicating a slight decrease of 142 cases or five per cent from 2007-2008 (Figure 2.1). As such the programmes available to assist families, including mediation services and counseling, continued in fiscal 2009.

**Figure 2.1**

*New Divorce Matters Filed 2003-2004 to 2008-2009*
Family Court
The Family Court continued to provide a wide range of family services including counseling, mediation, legal aid as well as psychological and psychiatric treatment for citizens. During August 2008 to July 2009, 1485 cases were referred to social services, including counseling and probation services. To ensure greater access to the services offered by the Court, additional Family Courts are to be established in San Fernando, Arima, Chaguanas and Tobago.

National Plan of Action for Children
The National Plan of Action for Children aims to improve the well-being of children by reducing the incidence of neglect and abuse. The implementation of this Plan continued with initiatives being undertaken by several ministries in relation to areas addressed by the Plan.

- Infant and Under Five Mortality – All hospitals and District Health Facilities were installed with ultrasound equipment and a Policy on Injury Prevention is being reviewed
- Child Malnutrition and Low Birth Weight – Breastfeeding rooms are located in all Health Centres in keeping with the National Breastfeeding Policy
- Child and Adolescent Health – A National Youth Health Policy was developed. School ‘EduVans’ and a Youth Health Caravan were used to educate young persons about positive healthy lifestyle behaviour
- Meeting Special Needs in the Mainstream education system – A Policy for Inclusive Education was approved
- Maternal Mortality – The maternal and child health manual is being updated
- Attendance and Enrolment at primary and secondary levels – A Draft Policy document on the Review of the Education Act was developed recommending the compulsory age for children to be in school be raised to 16 years
- Values Education – The curriculum was standardised at Government and Government

Areas addressed by the National Plan of Action For Children:
- Child Malnutrition and Low Birth Weight
- Child and Adolescent Health
- Meeting Special needs in the Mainstream Education System
- Combating HIV/AIDS
- Maternal Mortality
- Reproductive Health
- Infant and Under-five Mortality
- Early Childhood Care and Education
- Attendance and Enrolment at Primary and Secondary Levels
- Health and Family Life Education
- Values Education
- Non-Formal Education
- Parenting Education
- Children in Situations of Abuse and Exploitation
- Children in Institutions
- Sexual Exploitation of Children
- Child Labour
- Children in Conflict and Law
- Violence in Schools
assisted ECCE Centres and was included in a primary school curriculum

- Sexual Exploitation – Penalties attached to sexual offences were increased to reflect amendments to the Sexual Offences Act
- Child Labour – The Miscellaneous Provisions Act (Minimum Age for Admission to Employment) was agreed upon
- Violence in Schools - A number of primary and secondary school students benefitted from guidance counseling and social services

**Children’s Authority**

The call for the attainment of an adequate legislative framework for the protection of children resulted in the Children’s Authority Amendment Bill (2008) and the Children’s Community Residences, Foster Homes and Nurseries Bill (2008) forming part of a comprehensive package of Children’s Legislation.

It is expected that during the next fiscal period these pieces of legislation will be proclaimed and other Bills comprising the Children’s Legislative Package will be laid in Parliament.

The Board of Management of the Children’s Authority was appointed in April 2009 and consists of nine members. The Authority would be responsible for guarding the welfare of the child by coordinating several social services relevant to the protection of children, including regulation of the operations of all children’s homes and residences, monitoring of foster care and adoption services and provision of legal representation for children within the court system. Since the appointment of the Board, attention has been given to the identification of suitable accommodation for the Authority, setting up of systems and identifying and recruiting staff.

**Teenage Pregnancy**

A Programme for Adolescent Mothers (PAM) has been established in Tobago. Currently, 45 teens are engaged in this Programme, which aims to assist with skills development.

**Key Projects**

- Family Life Management Programme
- Family Life Radio Programme
- Community Mediation Programme
- Combating Violence through Literacy Programme
- National Plan of Action for Children
● Establishment of Children’s Authority
● Adolescent Mothers Programme

Target to 2010

The number of repeat offenders declines by 30 per cent

Progress

Government’s objective to provide support for prisoners and ex-prisoners to readjust and develop into productive members of society continues to be of priority. It is expected that this support will result in a reduction in crime as well as ensure that prisoners and ex-prisoners are able to build stable relationships with their families. During the period 2008 to 2009 a number of initiatives were undertaken to rehabilitate prisoners and reintegrate ex-prisoners into society.

Designs have been completed for the establishment of a Remand Home for young female offenders at Aripo. This Home will accommodate 50 female offenders under the age of 18. The Project Manager, NIPDEC, was engaged for the project. Additionally, tenders have been evaluated for upgrade works on the plumbing, electrical and security system at the Remand Home for male offenders at Wallerfield, Aripo.

To reduce recidivism and crime, a Halfway House for Ex-prisoners was established. The Ministry of Social Development is currently pursuing the establishment of an Ex-prisoner in-transit facility to be located at a site in Chickland, Freeport. Preliminary evaluation of Non-Governmental Organisations (NGOs) that will be responsible for providing the facilities to be used as halfway houses was completed. Additionally, the recommendations of a Comprehensive Report on Ex-Prisoners are currently being reviewed by a Cabinet Subcommittee.

Key Projects

● Establishment of a Remand Home for Young Female Offenders
● Establishment of a Remand Home for Young Male Offenders
● Establishment of a Halfway House for Ex-Prisoners
**Target to 2010**

100 community centres constructed across Trinidad and Tobago

**Progress**

In an effort to facilitate the strengthening of community relations and help citizens become more involved in the community, the Government’s target of constructing 100 Community Centres continued to be a priority. The Centres will be used for skills training and development programmes as well as for community based activities.

To date, approximately 30 Community Centres have been constructed and refurbished whilst 28 additional Community Centres are close to completion. It is anticipated that by the end of fiscal year 2009 works on most of the ongoing Community Centres (both construction and refurbishment) would be completed.

**Key Projects**

- Construction of Community Centres
- Refurbishment of Community Centres
Poverty will be significantly reduced

Objective

● Reduce the number of persons living below the poverty line by 1 percent per year

Strategies

● Develop a coordinated, integrated approach to address the poverty challenge
● Strengthen the information system on poverty and poverty reduction
● Bring social services closer to the people
● Promote work as the best route out of poverty
● Increase access to education and training opportunities
● Address the feminisation of poverty
● Support the indigent, incapacitated and the sick
● Accelerate the development of infrastructure
● Establish strategic linkages between the poor and small business development entities
● Introduce national financial literacy programmes
● Make the poorest of the poor priority clients for social services
● Improve the labour inspection function

Key Performance Indicators

● Percent of persons living below the poverty line reduced
Target to 2010

Poverty level declined by 5 per cent, with at least 60,000 persons moving above the poverty line.

Progress

The Final Report on the Analysis of the Trinidad and Tobago Survey of Living Conditions 2005\textsuperscript{11} verified that 16.7 per cent of the population was poor\textsuperscript{12} and thereby confirmed a significant decline of 20 per cent in the poverty level during 1992-2005. Furthermore, included in the 16.7 per cent, was the indigent\textsuperscript{13} representing 1.2 per cent or approximately 210,815 persons who live under the poverty line. Additionally, 9 per cent of the population was vulnerable to poverty. The Ministry of Social Development in collaboration with the Ministry of Planning, Housing and the Environment will conduct a Poverty Analysis of data from the Household Budget Survey in order to provide up to date information on the incidence of poverty in the nation.

In pursuance of the agenda to address the needs of the indigent, poor and vulnerable of society, a number of programmes have been developed and implemented by the Ministry of Social Development and its affiliated agencies. Such programmes aim to provide basic amenities, food security as well as to empower participants to become socially and economically independent by addressing their rehabilitative and developmental needs. This includes skills training, assistance in finding employment, budgetary planning and family planning.

The Government has adopted a coordinated and integrated approach to addressing the poverty challenge. Programmes have been developed and are ongoing which target different aspects of poverty. These programmes are aimed at meeting the basic needs of individuals and addressing specific problems, ensuring that individual needs are provided for, such as food, clothing, shelter and access to opportunities like education and employment.

The Targeted Conditional Cash Transfer Programme (TCCTP) adopts an integrated approach in that it aims to eradicate poverty by offsetting the effects of high food prices among the poorest members of society. Further to that, the conditions for the cash transfer encourage family members within the recipient’s household to adhere to certain guidelines in order to achieve an improved

\textsuperscript{11} This report was finalised in 2007
\textsuperscript{12} This is based on a poverty line of $665 per month and a minimum daily cost diet for an adult based on 2,400 calories.
\textsuperscript{13} The poverty stricken and destitute persons in society.
standard of living. The TCCTP was launched in August 2006 and as at July 2009, approximately 32,360 persons have benefitted from this programme. In fiscal 2009 the programme was extended for a period of three years. The quantum of the grant has been increased and currently an exercise is underway to assess persons receiving the grant to determine whether they should remain on the Programme, or be removed based on their improved circumstances. In fiscal 2009, in an effort to bring social services closer to the people, a site was identified for the establishment of a TCCTP Centre at Diego Martin.

Another component of the TCCTP is the Conditional Component which would soon be implemented. In this aspect of the programme, the focus would be on building skills and training programmes. A family member must attend a training programme which may be related to education, employment, skills development, nutrition and the promotion of health and well-being.

These programmes are all aimed at helping households address vulnerabilities and achieve sustainable livelihoods. The TCCTP also promotes collaboration amongst providers of various services and programmes throughout the public sector. In fiscal 2009, the Ministry of Social Development, in collaboration with the Ministry of Agriculture, Land and Marine Resources, provided training to 1,000 persons as part of the Grow Box Project.

There are also a number of other programmes which seek to assist the underprivileged members of society. These provide financial support to individuals who are unable to earn a living, persons who are unable to work or have little means of financial support and guardians of necessitous children. Below is a list of such programmes and the number of beneficiaries in fiscal 2009:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Number of Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Assistance</td>
<td>20,557</td>
</tr>
<tr>
<td>Disability Assistance</td>
<td>19,653</td>
</tr>
<tr>
<td>Old Age Pension</td>
<td>70,138</td>
</tr>
</tbody>
</table>

Some Key Conditions of the TCCTP:

- **Personal Identification:**
  - All members of the family must be incorporated into the civil registry of births and have an electronic generated birth certificate

- **Health:**
  - Children under six should have their vaccinations up to date

- **Education:**
  - Children of preschool age and under 15 must attend an educational institution or be in the process of doing so

- **Employment:**
  - No child under 15 should be employed

- **Income:**
  - All members of the family who qualify for any social services must be in receipt of same or in the stage of applying

*Source: Ministry of Social Development*
In an effort to drive the poverty levels down, the Government established Social Displacement Centres. These Centres create living accommodation for the socially displaced and assist with their rehabilitation. They also serve to improve the quality of life of the residents and reduce the number of these persons living on the streets.

In fiscal 2009, the New Horizons Centre at Piparo became operational and 21 persons from the Port of Spain Centre for Socially Displaced Persons were relocated to this Facility. The Facility at Piparo includes a Kitchen, Multi purpose Hall, Administration Building and two Dormitories. Additionally, the Centre for Socially Displaced Persons at Riverside Plaza, Port of Spain which accommodates 54 persons has undergone refurbishment work. 14 residents of the Riverside Centre were relocated to Homes for the Elderly. Routine tests are done at this Centre in order to determine whether the residents are in active drug use and in 2009, 80 of these tests were conducted. The continuous drug testing of the residents is an important component in the rehabilitative process. A building was purchased, in 2009, in Port of Spain for the establishment of an Assessment Centre for the Socially Displaced.

In order to achieve the target of reducing the number of persons living below the poverty line, it is important to improve the quality of service delivery to clients and provide the necessary infrastructure. Government decentralisation of the social services is geared towards increasing public awareness on the availability of social services as well as to improve service delivery to clients. The Social Services Delivery Agency (SSDA) has been established to deliver all social services for the country. Twelve regional offices are to be established. The first such office will be in Sangre Grande. These Centres will facilitate a number of services: Probation, Family Services, Mediation, Community Telecentres, Legal Aid, Social Welfare, Adoption, Social Help and Rehabilitative Efforts (SHARE), National Alcohol and Drug Abuse Prevention Programme (NADAPP), Disability Affairs Unit, Social Displacement Unit and Foster Care.

The Poverty Reduction Programme is another project aimed at reducing the incidence of poverty. This programme, which was initially funded through the European Union (EU), was brought under the administration of the Government of Trinidad and Tobago in fiscal 2009. A new divisional Poverty Work Plan was developed in April 2009 which outlines the primary objectives of the Poverty Alleviation Programme for the next two years. The management of the Programme was placed on the Regional Social and Human Development Councils (RSHDCs) in their respective regions. These RSHDCs are decentralised bodies with the responsibility to carry out a collaborative approach in the delivery of Poverty Reduction initiatives to the population of Trinidad and Tobago.
There is a RSHDC for each of the 14 municipal areas of the country. They assess and monitor community based projects that address poverty in their respective areas. Additionally the Poverty Reduction Unit, which is the body responsible for the implementation of the Programme, has engaged both internal and external stakeholders to access their client database to produce quarterly reports and regional poverty registers.

Furthermore, a number of Government Ministries form the base of the RSHDC. The Poverty Reduction Programme also works collaboratively with the following Ministries at the following projects:

- The Ministry of Planning, Housing and the Environment: ‘Green Fund’ Project
- The Ministry of National Security: ‘Citizen Security’ Programme

There are numerous projects under the auspices of the Poverty Reduction Programme and they all aim to implement National Poverty Reduction strategies that are more responsive to the needs of the population. Such projects include, among others: The Micro Enterprise Training and Development Grant (MEG); the Micro Enterprise Loan Facility (MEL); the Regional Micro Project Fund (RMPF) and the Multipurpose Community Based Telecentres,

By promoting entrepreneurial development, the Government is furthering its agenda to reduce poverty in the nation. The Micro Enterprise Training and Development Grant Programme (MEG), under the stewardship of the Ministry of Labour and Small and Micro Enterprise Development, provides assistance to needy clients who are capable and willing to undertake small business ventures or engage in skills training. The Programme also provides grants to Community Based Organisations (CBOs) to conduct skill development projects. In fiscal 2009, management of this Programme was entrusted to the Poverty Reduction Programme. Additionally, training was provided for the Regional Social and Human Development Council (RSHDC) members to help them effectively manage the MEG. Training sessions were conducted in the Diego Martin, Port-of-Spain and San Juan Regions and were successfully completed in June 2009. The Grants are now processed in the Regions where the application originates, as opposed to all applications being processed by a Central Committee at Port of Spain. By the end of fiscal 2009 the MEG programme would have funded 20 projects from the different regions.
The Poverty Reduction Programme has oversight of the MEL, which is being managed by the United Nations Development Programme (UNDP). The MEL is available to persons who have accessed the MEG and require additional financial assistance to invest in their micro-enterprise. In fiscal 2009 the following loans were awarded:

- Jubilange People’s Community Co-operative - 6 loans
- Ste. Madelein Micro Enterprise Loan Programme - 13 loans
- Mel Roxborough - 10 loans
- Mel Tamana - 15 loans

By and large, the Poverty Reduction Division has made significant progress and achievements in fiscal 2009. The Division’s Strategic Plan which encompasses its clear strategic objectives for the period 2009-2010 was developed. Also, the Multi-Purposed Community Based Telecentre Project has been very successful with a large number of persons accessing the facilities. In 2009 the Couva Telecentre had 5984 walk in users and trained 35 clients, the Tobago Telecentre had 924 walk in users and trained 45 clients and at the Princes Town Telecentre 6964 persons were walk in users and 92 clients were trained. The Telecentres are used for a number of purposes such as research, and social networking and e-mailing.

The Community Development Fund (CDF), under the purview of the Ministry of Community Development, Culture and Gender Affairs and in partnership with a number of NGOs and CBOs, continues to act as a bridging mechanism for tackling poverty and assisting with the delivery of services to the poor and vulnerable. The CDF has established numerous programmes with the aim of implementing solutions that alleviate poverty and it contributes to the holistic development of communities.

The National Commission for Self Help Limited (NCSHL) serves as a catalyst for infrastructural development particularly within depressed and rural communities in Trinidad and Tobago. For fiscal year 2009 the following projects have been undertaken by the NCSHL:
In Tobago, a number of projects are ongoing with the aim of ensuring that the vulnerable population are not subjected to undue hardship. In that respect under the Realisation of Economic Achievement (REACH) Programme, and in fiscal 2009, loans were granted to ten clients.

**Key Projects**
- Food Support Programme (Targeted Conditional Cash Transfer Programme)
- Establishment of Social Displacement Centres
- Rental Subsidy Programme
- Construction of Social Services Centres in Tunapuna
- Poverty Alleviation Programme
- Micro Enterprise Training and Development Grant
- Micro Enterprise Loan Facility
**Target to 2010**

**Trinidad and Tobago is a more equitable society**

**Progress**

Government has continued to address the needs of vulnerable groups in its endeavor to make Trinidad and Tobago a more equitable society. Initiatives have been undertaken in all aspects of social life, with the collaborative effort of various Government Ministries and NGOs, to ensure that all citizens of this county have equal access to all opportunities and amenities available and therefore elevate and enhance their standard of living.

With regard to the Persons with Disabilities, the impact and implementation of the National Policy on Persons with Disabilities (NPPWD) engages the cooperation of different Government Ministries and NGOs. Under the purview of the Ministry of Social Development, the Disability Affairs Unit promotes programmes, practices and attitudes which encourage the full inclusion of persons with disabilities (PWDs) in all spheres of life. It is engaged in sensitising the public about issues pertaining to PWDs and provides technical support for disabled persons and their families. In fiscal 2009, the Ministry embarked on the project of *standardising the signs* in Trinidad and Tobago in an attempt to homogenise the sign language used by the hearing and speech impaired. This is an ongoing process and there are currently 400 confirmed signs to date. Additionally, a dictionary is to be compiled on the local signs for Trinidad and Tobago in fiscal 2010. This project aims to improve the quality of life of PWDs and encourage greater social inclusion.

Refurbishment works on the Trinidad and Tobago Blind Welfare Association, School for the Blind at Santa Cruz are to be undertaken in fiscal 2011. This is being done to provide modern facilities.
and upgrade the School in keeping with the NPPWDs mandate to promote the full social inclusion of all PWDs.

The Ministry of Works and Transport is also doing its part to encourage greater social inclusion for disabled persons. In fiscal 2009, 19 ‘accessible buses’ were operating in Trinidad and two in Tobago. Such buses are specially equipped for the use of and access by PWDs. Additionally, 37 articulated buses are in circulation across the country, and in every bus, four seats are reserved for PWDs.

The Ministry of Labour and Small and Micro Enterprise Development (MLSMED) is also contributing to the implementation of the NPPWD. In fiscal 2009, the Ministry registered for employment 29 PWDs at the Port of Spain One Stop Career Resource Centre. This represents an increase of ten persons registered when compared to last year. 20 of these obtained employment within both the Private and Public Sectors.

Another aspect of achieving an equitable society is improving the standard of living of the working class of society. Several steps were taken regarding the enforcement of the minimum wage in order to further promote equity within our country. The increase in the National Minimum Wage resulted in the strengthening of the Labour Inspectorate Unit of the MLSMED. To effectively monitor adherence to the minimum wage across the country as well as facilitate easier client access to the services, the Unit will be decentralised. At present there are two offices- one in Port-of-Spain and one in San Fernando. The establishment of other offices for the Labour Inspectorate Unit in the areas of Chaguanas, Rio Claro, Sangre Grande, Point Fortin and Tobago is in the planning stage. With regards to Tobago, the Unit continues to work in collaboration with the Tobago House of Assembly, Department of Labour, providing Labour Inspection Services in Tobago.

In fiscal 2009 the Minimum Wage Board, which was reconstituted in February 2008, commenced operation. Consultations are currently being hosted by the Board on existing Terms and Conditions of employment of Household Assistants. Similar consultations were held with the Estate Police Association and the Association of Security Companies of Trinidad and Tobago (ASCOTT) in 2009. The Minimum Wage Board, in collaboration with the Labour Inspectorate Unit of the Ministry has drafted a Questionnaire with the aim of determining the prevailing Terms and Conditions of the Security Industry in Trinidad and Tobago.

In light of the current economic challenges, the Government is placing primary focus on the
Retrenchment and Severance Benefits Act which is pursuant to its ongoing review of legislation agenda.

In an equitable society every citizen, regardless of gender, would have access to all opportunities. In light of this, the Ministry of Community Development, Culture and Gender Affairs is ensuring that gender equality is maintained. In fiscal 2009, the Ministry was engaged in the ongoing process of monitoring and evaluating compliance of international and regional agreements to which Trinidad and Tobago is a signatory. The Ministry has completed reports on the compliance of the following United Nations Resolutions: Trafficking of women and girls; Efforts to eliminate violence against women; and Elimination of rape and other forms of sexual violence against women.

Additionally the Ministry conducted a number of seminars and workshops to sensitise both public and private institutions, as well as the wider population, about gender related issues in society and the workplace and information on how they should be resolved. One such project is the Gender Mainstreaming project. This was a three day workshop for management personnel in the Health Sector in North and South Trinidad. The objective of this workshop was to improve the gender analytical capacity of personnel within the health sector. In fiscal 2009, 114 men and women were trained in conducting gender analysis. Another programme within the Health Sector is Gender Mainstreaming in Health (Training). This programme trains health practitioners in the provision of gender awareness services in order to improve the services offered to men and women, boys and girls.

**Target to 2010**

The quality of life of all citizens is improved

**Progress**

Improvements in the quality of life of our citizens are based on the impact of a wide array of projects and programmes being implemented within the Five Development Pillars.

In fiscal 2009, Government continued its efforts towards developing more in depth measures to better determine the quality of life of citizens. The National Socio-Economic Database has been developed by the Central Statistical Office (CSO) through the joint efforts of the Government of Trinidad and Tobago and the United Nations Development Programme (UNDP).
Key Projects

- Development of a Quality of Life Index
- Development of a Socio Economic Database
**All citizens will have access to adequate and affordable housing**

**Objectives**

- Construct 8,000 housing units annually (under Government’s housing programme)
- Construct 2,000 housing units annually (Private Sector)
- Increase the number of households to benefit from Home Improvement Grants to 1,500 annually
- Increase the number of Home Improvement Subsidies to 650 annually
- Increase the number of New Home Subsidies to 1,000 annually

**Key Performance Indicators**

- Annual increase in construction of low and middle income housing units
- Annual increase in construction of rented dwelling units
- Annual increase in mortgage loans
- Reduction in number of squatting communities

**Strategies**

- Continue the accelerated construction and distribution of housing units
- Improve the existing housing stock
- Make access to affordable housing easier
- Strengthen coordination and harmonisation among agencies involved in the housing sector
- Address urban renewal and redevelopment
- Build new sustainable communities
- Contain squatting
**Targets to 2010**

- 30,000 families have new homes
- New housing subsidies granted to 3,000 families

**Progress**

The Government of Trinidad and Tobago remains committed to providing adequate and affordable housing for low and middle income groups. Housing construction is a critical component of Government’s housing policy to provide adequate housing for citizens. This policy is being operationalised through the Accelerated Housing Programme comprising the Joint Venture, Infill Lots, and New Towns and Urban Renewal Programmes. Affordability issues are addressed through softer financial arrangements for mortgages, and the Rent-to-Own and Subsidy Programmes. To date, these programmes continue to record significant progress.

**Accelerated Housing Programme**

Since the inception of the Programme in 2003, over 32,500 housing units were started. Housing units are located at over 100 sites throughout Trinidad including Debe, Golconda, Gasparillo (Harmony Hall) and Retrench, Cleaver Woods, Edingburgh South, Malabar and Diego Martin. These areas are being developed with ‘green sites’ to accommodate playgrounds, schools and commercial centres in keeping with Government’s policy of developing sustainable communities.

- Over 32,500 housing units started since 2003
- Over 11,200 homes distributed since June 2003
- 1,058 homes completed from October 2008 to June 2009

During the period October 2008 to June 2009, 1,058 homes were completed, which facilitated the allocation of 1,226 homes to new homeowners. Construction on 64 project sites is in progress and a further 354 units is expected to be completed by September 2009. These units are located at Carlsen Field, Corinth, Edinburg South, Greenvale Park, La Horquetta South, Oropune, Exchange, Couva and Victoria Keyes.
Under the Urban Renewal Programme, the redevelopment scheme for the housing stock in urban areas continued with the construction of quality housing units at Clifton Hill, Laventille and Malick, Barataria, while contracts were awarded for Mon Repos, San Fernando. Additionally, draft designs plans for the East Port of Spain area were completed and all properties in South Quay were acquired and demolished.

In keeping with the New Town concept of creating self-contained housing developments across the country, construction of 1,200 housing units continued at Wallerfield. Three more New Towns are earmarked for La Brea, Princes Town and Chaguanas. Altogether more than 1,500 units will be yielded. The Chaguanas project is almost completed, in particular the Edingburgh 500 site.

The Princes Town and La Brea projects are still in the initial stages. It is expected that upon completion the La Brea project will house a Fire Station, a Primary School and a Health Facility, all in keeping with the sustainable development model.

The provision of safe and affordable housing to citizens living in Tobago and improvements to the existing housing stock, is the responsibility of the Tobago House of Assembly’s, Division of Settlements. In fiscal 2009, the Division has been involved in the construction of houses in four areas: Roxborough, Blenheim, Castara and Adventure Estate in Plymouth. Thus far, 75 houses have been constructed at Roxborough; 59 at Blenheim; 34 at Castara and 72 at Adventure Estate Plymouth. Construction of five additional units at Plymouth is ongoing. The project is 95 per cent
complete. With regards to Roxborough, deeds of lease as well as mortgages are being prepared by the Division and by the Trinidad and Tobago Mortgage Finance Company (TTMF) respectively and 22 houses were distributed during the period September 2008-2009.

Rent-to-Own Programme
The Rent-to-Own Programme was introduced in 2004 to assist low income households who are unable to satisfy the requirements of a mortgage arrangement based on their current financial circumstances. The guiding philosophy of this programme is enabling the poor in society to obtain rental units in the interim, with a long term objective of purchasing their housing unit.

As at August 2009, 77 beneficiaries are participating in this programme at various housing developments including Almond Court, Edinburgh, Corinth Hills, Olera Heights, Pleasantville, Tarouba, and Malabar.

The Rent-to-Own Programme continues on the various Housing Development Corporation (HDC) sites. This facility is offered to eligible persons who meet the criteria as applied by the HDC.

New Home Subsidies
The New Home Subsidy provides subsidies to persons who have annual incomes of less than TT$65,000 and desirous of purchasing a new home costing less than TT$195,000. Beneficiaries are given up-front subsidies of either TT$35,000 or TT$50,000 depending on their income level. This subsidy serves to reduce the quantum of the mortgage loans to be accessed, thereby making the housing unit more affordable.

In Tobago, the New Housing Subsidy programme is aimed at assisting legal land owners who are desirous of constructing a new home but who do not have the funds needed to make a down payment in order to obtain a mortgage with the Trinidad and Tobago Mortgage Finance Company (TTMF).

Key Projects
- Accelerated High Density Housing Programme
- Second National Settlements Programme
- Rent-to-Own Programme
**Targets to 2010**

- 4,500 households have repaired and enhanced their homes using the Home Improvement Grants
- 1,900 households have benefitted from Home Improvement Subsidies
- Designated Squatting Communities Regularised and Upgraded

**Progress**

Another aspect of Government’s strategy to provide adequate housing for citizens is the improvement of the existing housing stock. This strategy is being operationalised through the provision of grants and subsidies to low-income home owners to effect repairs. Implementation of this initiative has continued. The Grant programme targets households experiencing financial difficulties in generating savings because of lower income. Additionally, the subsidy programme targets a higher income threshold while encouraging and rewarding savings.

Home Improvement Grants - up to a maximum of $15,000 - are granted to low income home owners to undertake repair or improvement works to their homes. Beneficiaries must be citizens of Trinidad and Tobago whose monthly household income does not exceed $5,000 and who can show that they have legal title to the property in need of repair works. In 2009, the number of Home Improvement Grants disbursed to eligible citizens in Trinidad amounted to 695.

The Home Improvement Subsidy Programme is administered under the Inter American Development Bank assisted National Settlements Programme. Under this programme subsidies are provided to beneficiaries to effect repairs to their homes. The Home Improvement subsidy is a matching subsidy that is provided to beneficiaries with a household income of less than $7,000 per month. Under the

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**Home Improvement Grants**

Qualifying income for grants increased to TT$60,000 annually. In fiscal 2009, 695 homeowners received home improvement grants.

**Home Improvement Subsidies**

Qualifying annual income for subsidies increased to TT$84,000.

In Fiscal 2009, 811 home owners benefitted from this programme. The beneficiaries were required to match this sum in a combination of funds, materials and labour. The concept of **Sweat Equity** was introduced to accommodate persons who are able to obtain labour at no financial cost to themselves.
Home Improvement Subsidy Programme, 811 families received subsidy disbursements in 2009.

In Tobago for the period September 2008 to June 2009, 629 Home Improvement Grants were approved. For that same period, 37 Home Improvement Subsidies were approved.

Integral to Government’s policy of ensuring that all citizens have access to adequate housing, is the upgrade of infrastructure and utilities of housing areas, particularly those which are designated squatter settlements. Inherent in this is the regularisation of squatting settlements with a view to protecting rights to property and improving living conditions.

The Land Settlement Agency (LSA) has been engaged in improving living conditions and the provision of security of tenure for families living in informal housing settlements on State Lands. These improvements have taken the form of providing basic services, upgrade of infrastructure such as roads, electricity, water, drainage and sewer facilities. In fiscal 2009, such infrastructural upgrade works were conducted and completed on the following sites:

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>SIZE OF AREA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice Mill, Arouca</td>
<td>20 lots</td>
</tr>
<tr>
<td>La Paille, Caroni</td>
<td>110 lots</td>
</tr>
<tr>
<td>Harmony Hall, Gasparillo</td>
<td>210 lots</td>
</tr>
<tr>
<td>Southern Gardens, Point Fortin (Squatter Upgrade)</td>
<td>65 lots</td>
</tr>
<tr>
<td>La Platta, Valencia</td>
<td>450 lots</td>
</tr>
<tr>
<td>Picton Road Extension, Sangre Grande</td>
<td>105 lots</td>
</tr>
<tr>
<td>Jacob Hill, Wallerfield</td>
<td>72 lots</td>
</tr>
<tr>
<td>Samaroo Village, Arima</td>
<td>30 lots</td>
</tr>
<tr>
<td>Ackbarali Trace, Arima</td>
<td>87 lots</td>
</tr>
<tr>
<td>John Boodhoo Road, Brazil Village</td>
<td>42 lots</td>
</tr>
<tr>
<td>Pine Settlement</td>
<td>≈369 lots</td>
</tr>
</tbody>
</table>

*Source: Ministry of Planning, Housing and the Environment*

* ≈ : Approximation
Upgrade works are ongoing at the following sites:

Table 2.4 Informal Housing Settlement Sites (Upgrade Works Ongoing) in Fiscal 2009

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>SIZE OF AREA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race Course Lands, Arima</td>
<td>≈700 lots</td>
</tr>
<tr>
<td>Bon Air North, Arouca</td>
<td>≈457 lots</td>
</tr>
<tr>
<td>Mahogany Road Improvement, River Estate, Diego Martin</td>
<td>Unknown</td>
</tr>
<tr>
<td>Milton Village, Couva</td>
<td>≈50 lots</td>
</tr>
</tbody>
</table>

Source: Ministry of Planning, Housing and the Environment
*≈: Approximation

Since 2002, the LSA has been engaged in the implementation of the Inter-American Development Bank (IDB) assisted Second National Settlements Programme. Pursuant to that programme, the Agency has embarked on a number of projects with the aim of regularising squatting particularly in the Port-of-Spain area. In fiscal 2009, works have been completed on a number of sites identified and characterised as squatter areas and to which regularisation plans are to be implemented. These areas include Factory Road and River Estate, Diego Martin, Bon Air North, Arouca and JP Lands.

The LSA is also engaged in issuing Certificates of Comfort to applicants, thereby furthering the aim of regularising squatter communities. As at May 31st 2009, 45 Certificates of Comfort were issued throughout the country to residents in squatter communities.

Key Projects
- Second National Settlements Programme
- Community Facilities on Housing Estates
- Housing Grants
- Information Technology Infrastructure Development
All citizens will be empowered to lead long, healthy lives and have adequate access to an efficient health care delivery system

Objectives

- Increase life expectancy rates for males from 68.4 (1990) to 68.6 years
- Increase life expectancy rates for females from 73.2 (1990) to 74.4 years
- Reduce infant mortality rate from 24.2 per 1,000 births (2002) to 15.1 per 1000 births
- Reduce the mortality rate from heart disease from 193 (2002) per 100,000 population to 145 per 100,000 population
- Reduce the mortality rate from diabetes from 99.6 per 100,000 population (2002) to 75 per 100,000 population
- Reduce the mortality rate from malignant neoplasm from 100.1 per 100,000 population (2002) to 75 per 100,000 population
- Increase the availability of nursing professionals from 18 per 10,000 population (2004) to 20 per 10,000 population
- Increase the availability of physicians from 10 per 10,000 population (2004) to 12 per 10,000 population

Key Performance Indicators

- Life Expectancy
- Infant Mortality Rate
- Mortality rates of Heart Disease, Malignant Neoplasm (Cancer) and Diabetes
- Number of beds per 10,000 persons
- Number of physicians per 10,000 persons
- Number of nursing professionals per 10,000 persons

Strategies

- Promote primary health care
- Improve the general health status of the population and promote healthy lifestyles
- Prevent and control communicable diseases
- Strengthen mental health care
- Improve the performance of the health care delivery system
- Create a client-centric health care environment
- Institutionalise quality
**Targets to 2010**

- Life Expectancy increases to 68.6 years for males and 74.4 years for females
- Infant mortality is reduced by 38 per cent

**Progress**

The Government has made significant investments and progress towards empowering the citizens of Trinidad and Tobago to lead long and healthy lives. Several initiatives were undertaken to prolong life and to reduce the infant mortality rate so that by 2010, we will have reached or surpassed our targets. The main strategies employed to achieve these targets included the promotion of preventive health care and the creation of a high quality client-centric health care environment.

Data from the last national census (2000) reveal a positive trend towards meeting the 2010 target for female life expectancy, that is, from 73.2 years in 1990 to 73.7 by 2000. However, for that same period, the data for male life expectancy showed a slight decline, from 68.4 years to 68.3 years. Infant mortality rates have shown a remarkable improvement from 2002 to 2005, declining by just over 36 per cent, from 24.2 per 1,000 live births to 15.4.

**TABLE 2.5: Life Expectancy and Infant Mortality Rates**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>BASELINE YEAR</th>
<th>BASELINE INDICATOR</th>
<th>2005 INDICATOR</th>
<th>TARGET 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Expectancy Rates(years) Female</td>
<td>2000</td>
<td>73.7</td>
<td></td>
<td>74.4</td>
</tr>
<tr>
<td>Life Expectancy Rates(years) Male</td>
<td>2000</td>
<td>68.3</td>
<td></td>
<td>68.6</td>
</tr>
<tr>
<td>Infant Mortality Rates (per 1,000 live births)</td>
<td>2002</td>
<td>24.2</td>
<td>15.4</td>
<td>15.1</td>
</tr>
</tbody>
</table>

*Source: Central Statistical Office*

**Preventative Health Care**

The Community Outreach Family Medicine Programme was successful in increasing access to basic primary health care services in remote areas throughout the country. These mobile clinics provided basic health care services including various testing of blood sugar, blood pressure, HIV, immunisation and cancer screening.
These clinics reduce the gaps in health service coverage in terms of affordability, availability and accessibility and allow for the early detection of conditions that could lead to chronic diseases. It is anticipated that vehicles procured in the future will be designed to accommodate additional services. To complement this initiative, the ambulance service was expanded with the acquisition of six ambulances for the Eastern region.

There are currently ten mobile clinics being managed by the various Regional Health Authorities that serve clients in rural communities including Toco, Matelot, Rio Claro, Icacos, Palo Seco, Moruga and Talparo.

The creation of wellness centres at various Health Centres is another form of preventative health care being promoted by the Government. It is the intention that these Centres will eventually be managed by Community Groups. A number of these Centres have been opened and operational, in areas such as Guayaguayare, Rio Claro and Oxford Street. In 2009, a new Mental Health and Wellness Centre was opened to the public at Pembroke Street, Port-of-Spain.

Following Trinidad and Tobago’s ratification of the World Health Organisation (WHO) Framework Convention on Tobacco Control in 2004, a National Tobacco Control Committee was appointed to develop a National Tobacco Control Plan for Trinidad and Tobago and to facilitate the implementation of the Convention. A revised Tobacco Control Bill is now before Parliament.

The “no-smoking” campaign continued as the Ministry outlined the interventions for tobacco control to be undertaken in the next few years, including:

- Introduction of price and tax measures to reduce the demand for tobacco and smuggling control
- Implementation of measures to protect the population from exposure to tobacco smoke
- Regulation of the packaging and labeling of tobacco products
- Banning tobacco advertising, promotion and sponsorship
- Monitoring and evaluation of the plans and programmes implemented to determine the impact they are having on the reduction of tobacco use
- Implementation of tobacco dependence reduction and cessation programmes
- Relaunch of Community Clubs and Health Walks for Preventive Care
- Seminars for Preventative Care
**High Quality Client-Centric Health Care Environment**

The Ministry of Health (MOH) continued its initiatives to provide high quality health care to citizens through programmes such as the Tissue/Organ Transplant Programme, the introduction of quality management systems and training of medical staff.

The establishment of the Tissue/Organ Transplant Programme in 2006 was a major milestone in the development of the quality health care sector. This programme seeks to ensure the safe and equitable transplantation of organs and tissue to patients living with organ failure in accordance with internationally acceptable standards. In 2009, 11 kidney transplants were completed. Since its inception, a total of 51 transplants have been undertaken. However, given the challenges in obtaining an Eye Bank, no corneal transplants have been undertaken. This Programme also involves the training of local doctors in tissue transplant by foreign doctors.

Efforts were also made to reduce the waiting lists at public facilities for procedures such as cataract, hernia and kidney stones. Under the Waiting List for Surgery Programme, 441 medical procedures were undertaken from September 2008 to June 2009.

The National Community Care Programme, which provides care for vulnerable groups, continued during 2009. 64 persons who were inappropriately housed at hospitals have been deinstitutionalised and are currently living in 12 Residential Homes in three of the RHAs. In addition, 17 individuals were given theoretical training and are currently in the practical phase of training for engagement in the National Home Care Programme, which will be piloted in the North West Regional Health Authority (NWRHA).

The implementation of quality management systems in the delivery of health care also continued during 2009. An Operational Procedures Manual and attendant training were successfully completed to treat with several systemic risks which were identified in the *Infection and Control Diagnostic Study of the Condition and Readiness of Major Health Facilities*. Also, the Ministry of Health prepared a White Paper for the establishment of a Health Services Accreditation Council for Trinidad and Tobago. Other initiatives include:

- Improvement in the management of in-patient beds at various institutions through relocating long stay patients to community facilities, introduction of Home Care Nursing Programme and filter clinics for non-emergency cases in some areas (e.g. Sangre Grande), and implementation of guidelines for improved patient flow management at hospitals
- Enhancement of security measures at the Port-of-Spain General Hospital (POSGH), Eric
Williams Medical Sciences Complex (EWMSC), San Fernando General Hospital and the Pt. Fortin Area Hospital

- Improvement in customer service through the conduct of training programmes
- Extension of laboratory and radiology services at the Arima District Health Facility
- Establishment of a new Customer Service Desk at EWMSC
- Extension of operating hours for support services at the Emergency Departments of the Couva and Princes Town District Health Facilities
- Introduction of a shuttle service between San Fernando General Hospital Accident and Emergency and Outpatient Clinic and nearby health facilities
- Introduction of systems to benchmark performance and monitor progress via customer satisfaction surveys at selected health care facilities
- Development of a Quality Strategic Plan
- Finalisation of the development of a renewed primary Health Care Strategy
- Formulation of a Health Needs Assessment for Health Services
- Development of a comprehensive training programme for dental nurses
- Development of an Oral Health Policy

Training of medical staff is a key component to building a Client-Centric Health Care Environment. The data shows that the Ministry of Health has achieved incredible success in reaching the 2010 target for medical professionals. Table 2.6 indicates that for 2008, the number of nursing professionals was 20.4 per 10,000 population and the number of physicians was 13.3 per 10,000 population, both surpassing the 2010 target.

The MOH continued to recruit medical professionals from abroad and increased the intake of students at medical and nursing institutions. In fiscal 2009, 450 nurses and 119 doctors from Cuba, Philippines, Panama, Costa Rica and St. Vincent and the Grenadines, were contracted for a period of three years.
Table 2.6 Medical Professionals (per 10,000 Population)

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>BASELINE 2004</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>TARGET 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources per 10,000 population</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing Professionals</td>
<td>18</td>
<td>20.9</td>
<td>22.6$^p$</td>
<td>20.4$^p$</td>
<td>20.0</td>
</tr>
<tr>
<td>Physicians</td>
<td>10.0</td>
<td>12.3</td>
<td>11.8$^p$</td>
<td>13.3$^p$</td>
<td></td>
</tr>
</tbody>
</table>

$^p$ – Provisional

Source: Ministry of Health

In 2008 enrolments for the Basic Nursing Education and Nursing Assistant Programmes were 630 and 150, respectively. In addition, 55 new students are pursuing the Bachelor of Science in Nursing and 109 Nurses are involved in post basic training in special areas such as Renal, Trauma and Phlebotomy Nursing. An additional 110 medical students are enrolled at the Faculty of Medical Sciences, University of the West Indies (UWI). 54 bursaries and seven scholarships were provided by the MOH to health-care professionals and medical students to pursue further education in specialty areas.

**Key Projects**

- Community Outreach Programme
- National Community Care Programme
- Tissue/Organ Transplant Programme
- Waiting List for Surgery
- Training and Hiring of Health Care Professionals
Target to 2010

The number of deaths by lifestyle diseases reduced by 25 per cent

Progress

For the period 2002-2005, the health sector has experienced relatively stable mortality rates for degenerative diseases, mostly due to the efficacy of Government’s initiatives towards treating with chronic diseases. As such the Government continues to expand these programmes which target diseases that are deemed to be lifestyle related particularly cancer, diabetes and heart disease. Such programmes include the Special Programme for Chronic Diseases, the Diabetes and Cardiovascular Services Initiative, the National Oncology Centre and the Catherisation Facility.

Special Programme for Chronic Diseases

In its efforts to treat with Chronic Non-Communicable Diseases, the Ministry of Health established the Special Programme for Chronic Diseases. A major element of this Programme is the Chronic Disease Assistance Programme (CDAP). One of the primary objectives of the programme is to reduce the burden on the pharmacies and patient waiting time at the public health institutions. Since its inception in 2003, the Programme has benefitted over 582,829 patients. It covers 12 chronic diseases, including diabetes and cardiac disease, and has over 250 participating pharmacies.

The “Smart Card” or “MY TT CARD”, which was launched in July 2007, facilitates easier patient verification, CDAP information retrieval, faster claims processing, and the use of real-time information to effectively manage inventory. An electronic tracking and payment system for claims processing at pharmacies was introduced.

In addition, CDAP was expanded to include the provision of Blood Glucose Meters and Testing Strips for the management of diabetes. A total of 8,207 patients are currently accessing CDAP.

Another component of the Special Programme for Chronic Diseases is the Adult Cardiac Programme. This programme, which subsidises the cost of cardiac surgeries at private institutions, is targeted at the financially needy, in a bid to increase the number of cardiac surgeries performed. To date, a total of 403 angiograms, 65 angioplasty and 227 cardiac surgeries were performed.
The Renal Dialysis Treatment Programme also falls under the ambit of the Special Programme for Chronic Diseases, the main goal being the subsidisation of haemodialysis procedures at private facilities. As at December 2008, 171 persons benefited from the Ministry’s sponsorship programme. The sponsorship programme has increased from 32 to 80 patients in 2009. These patients are receiving treatment from the John Hayes Memorial Kidney Foundation, Healthnet, SDA, Community Hospital and Kavanagh Dialysis Centre.

To improve accessibility to dialysis services, there was a steady increase in the stock of dialysis machines at public institutions from 21 in 2004 to 41 in 2009. Dialysis services are now provided at all major hospitals. The Sangre Grande Hospital began offering Dialysis services in March 2009 with the installation of five machines and is able to treat approximately 24 patients in three (3) sessions per week. In most hospitals, dialysis sessions have increased to three 3 per week and weekend sessions have been introduced to reduce the waiting list.

In addition, two dialysis centres are to be constructed at the Eric Williams Medical Sciences Complex and the San Fernando General Hospital. These centres are expected to treat 200 patients each.

Diabetes and Cardiovascular Services Initiatives

The Diabetes and Cardiovascular Services Initiatives are both being implemented and managed by the University of Trinidad and Tobago (UTT) in collaboration with the Johns Hopkins Medicine International under the Trinidad and Tobago Health Sciences Initiative\(^\text{14}\). These are complementary to the Special Programme for Chronic Diseases.

The drive to encourage proper management of diabetes among citizens is receiving special attention through the Diabetes Services Initiative. During 2009, the initiative involved increased public awareness of diabetes as well as expanded testing and treatment capability. Concerning the Cardiovascular Services Initiatives, there was the development of a National Cardiovascular Services Plan, as well as the provision of training in cardiovascular services.

National Oncology Centre

Construction of the National Oncology Centre (NOC), which commenced in April 2007 and is now approximately 20 per cent completed, was delayed due to the need to engage more effective

\(^{14}\text{The Trinidad and Tobago Health Sciences Initiative proposes to strengthen selected areas of health service delivery, identify needs for health facilities and provide management and oversight services to health care delivery operations.}\)
project management services. However, this has been reviewed and works will resume shortly.

When completed, the National Oncology Centre will provide state of the art facilities and services including Radiation Therapy using Linear Accelerator Technology and full Chemotherapy. Skilled personnel for staffing of the Centre will be made available through an in-depth training programme. A degree programme in Oncology Nursing commenced at the UWI with an enrolment of 30 students.

**Catherisation Laboratories**

In 2008, a significant advancement was made in the diagnosis and treatment of cardiovascular diseases with the launch of the new Catherisation Facility at the EWMSC. The Complex comprised two new state-of-the-art Catherisation Laboratories. The Facility offers diagnostic and therapeutic services to patients free of charge and include digital flat-panel detection technology with high image quality and low radiation emissions. Services also involve advanced treatment of heart attacks and other cardiovascular conditions.

This high-tech digital monitoring equipment performs heart and full-body imaging of blood vessels to detect conditions such as aneurisms at a relatively early stage. There are six beds in total, each with high-tech equipment. Therapeutic services include procedures such as coronary angiograms.

Since the launch of the Facility in October 2007, a number of patients benefitted from the following procedures:

- Diagnostic cardiac procedures (or coronary angiography) – 353 patients
- Insertion of pacemaker – 31 patients
- Insertion of cardiac defibrillator – 2 patients
- Peripheral angiograms – 34 patients
- Paediatric interventional cases – 10 patients
Key Projects

- Special Programme for Chronic Diseases
- National Oncology Programme
- Establishment of Catheterisation Facility
- Trinidad and Tobago Health Sciences Initiative
- Diabetes Services Initiative
- Cardiovascular Services Initiative

Targets to 2010

- New Health Centres constructed in San Juan, Barataria, Carenage, Ste. Madeleine, Debe and La Romaine, Morvant, Upper Laventille and Petit Valley; Scarborough, Charlotteville
- Construction of Enhanced Health Centres at Oxford Street, St. Joseph, and Sangre Grande
- District Health Facilities constructed at St. James, Diego Martin, Siparia, Roxborough and Chaguanas
- New Psychiatric Unit in operation at Port of Spain General Hospital
- New Wing opened at San Fernando General Hospital
- New hospitals built in Central, Point Fortin, Sangre Grande and Tobago

Progress

The development of the health infrastructure in Trinidad and Tobago remains a priority of the Ministry of Health. The upgrade and expansion of health facilities, including Health Centres, District Health Facilities and hospitals is a key element towards improving the performance of the health-care delivery system and the creation of a client-centric health-care environment. In 2009, there was considerable progress in this area. Some delays were also recorded, due mainly to difficulties in land acquisition and site location.

Health Centres, District Health Facilities and Enhanced Health Centres.

Construction and upgrade works were completed at the San Juan, Petit Valley, Barataria, La Romaine, Debe and St. Madeleine Health Centres. Construction works are in progress at the Morvant and Scarborough Health Centres and are at 70 and 90 per cent complete respectively. There is a new completion date of September 2009 for the Morvant Health Centre. However, delays with land acquisition and site locations still inhibit the commencement of construction of the Upper Laventille and Carenage Health Centres.

District Health Facilities (DHF)s offer 24 hour accident and emergency and general practice
services. Construction of the St.James Health Facility was completed, while construction works are in progress on the Siparia District Health Facility, with a projected completion date of October 2009.

The construction of the Diego Martin District Health Facility is to be undertaken in a phased construction approach, with Phase I as an Enhanced Health Care Centre. The Tobago House of Assembly has acquired a site for the Roxborough District Health Facility and work will commence in 2010.

Enhanced Health Centres offer services such as child healthcare, antenatal clinics, chronic non-communicable diseases management, dental, psychiatric, ophthalmic clinics and pharmacy services. The Oxford Street Enhanced Health Centre was completed and opened in 2008. St. Joseph Enhanced Health Care Centre is 74 per cent complete. Plans are being developed for an Enhanced Health Care Centre in Sangre Grande.

The reception area and the dispensary at the Oxford Street Enhanced Health Centre

The Oxford Street Enhanced Health Centre includes health disease preventative facilities such as exercise classes, health promotion and illness prevention lecture rooms. It is a next-generation Health Centre classed as a “Centre of Excellence” and has a “first-world” edge, with modern finishes.
**Hospitals**

The new wing at the San Fernando General Hospital has been completed and opened to the public this year. With regards to the Scarborough Hospital, construction and remedial works are in progress with construction being 60 per cent completed. Tenders are in progress for the 100-bed Point Fortin Hospital and construction of the Couva Hospital is under review. In terms of the Sangre Grande Hospital and the Sangre Grande Health Facility, tenders are in progress.

Other infrastructural works undertaken include:

- Installation and commissioning of an incinerator at the Port-of-Spain General Hospital was 90 per cent completed
- Replacement of boilers at the Eric Williams Medical Sciences Complex was 80 per cent completed
- Commencement on the Port-of-Spain General Hospital North Block Roof Project;
- Expansion of the Operating Theatre at the Sangre Grande Hospital is 98 per cent completed
- Renovation of the Accident and Emergency department of the Sangre Grande Hospital was completed

The outfitting of healthcare facilities with modern medical equipment continued in 2009. At the San Fernando General Hospital, infrastructural and improvement works included the purchase of a Standby Generator, a MRI/Diagnostic Imaging System, Pediatrics and Neonatal Equipment and Endoscopy Equipment. In addition, contracts were awarded for the provision of two custom designed ambulances for the San Fernando General Hospital.

Works undertaken at the Sangre Grande Hospital included the installation of an Access Control System and the training of staff on the use of this system. An Electronic Identification System for Pediatric and Maternity Ward was introduced and two standby generators were received. Equipment was installed and commissioned for three acute wards at the Arima Health Facility and two acute wards at the EWMSC.

In Tobago, Autoclave, Ophthalmology Equipment, Echocardiography and CAT machines were purchased for the existing Tobago Regional Hospital. A Haemodialysis machine and recliner chairs were purchased for use in the Dialysis Service Department at the new Scarborough Health Centre.
In dealing with mental health, there was an evaluation of tender submissions for the new 25-bed Acute Psychiatric Care Unit at the Port-of-Spain General Hospital in 2008. However, further progress on this project was impeded as a result of new plans to rebuild the POSGH under the Trinidad and Tobago Health Sciences Initiative.

**Key Projects**

- Health Sector Reform Programme
- Hospital Enhancement and Development Programme
The HIV/AIDS epidemic will be contained and care will be provided to those infected and affected

Objectives

- Reduce the rate of HIV infection
- Reduce the number of deaths from AIDS
- Reduce the number of infected infants born to HIV infected mothers
- Increase the number of HIV positive pregnant women receiving a complete course of anti-retroviral drugs to reduce the risk of mother to child infection
- Increase the number of school teachers who are trained in life-skills based HIV education
- Increase the number of Persons Living With HIV and AIDS (PLWHA) and affected persons receiving economic and social support
- Reduce discrimination against HIV infected persons and increase percentage of population with full, correct knowledge of HIV/AIDS

Key Performance Indicators

- Rate of HIV Infection
- Deaths due to AIDS

Strategies

- Prevent the spread of HIV/AIDS
- Enhance treatment, care and support
- Promote advocacy and human rights
- Improve surveillance and research
**Targets to 2010**

- The HIV/AIDS epidemic is contained as the rate of infection declines by 30 per cent
- There is significant decline in the number of HIV infected infants at birth

**Progress**

Preventing the spread of HIV/AIDS is crucial to the growth and development of our country. There has been a downward trend in new AIDS cases between 2002 and 2008, with the number of newly diagnosed cases of AIDS falling from 418 in 2002, to 137 in 2007 and then falling again to 61 in 2008. However, although the number of reported new cases of HIV fell between 2003 and 2007, there has been a slight increase in 2008, that is, from 1419 in 2006 to 1430 in 2008. There have also been tremendous achievements in reducing the number of HIV infected infants at birth. In 2008, only 7 out of the 98 exposed infants tested for HIV, tested positive. In 2006, this figure was 137.

Given that the rate of HIV infection (per 100,000 population) has increased slightly between 2007 and 2008 – from 105 to 111.7, the National AIDS Co-ordinating Committee (NACC) continues to strengthen its initiatives towards the prevention of the spread of HIV/AIDS. The principal tools used to achieve this goal are the various strategies and programmes executed through partnerships with the NACC, the State, the Private Sector and Civil Society. Public education campaigns continued to be successfully run through print and electronic media, especially during the Carnival season. Other major strategies placed emphasis on improving the availability and accessibility of condoms and HIV Testing/Voluntary Counselling and Testing (VCT).

**Education and Awareness Programmes**

The NACC has outlined a detailed Education and Awareness Programme for the prevention of the spread of HIV/AIDS. NACC heightened HIV/AIDS awareness through a Communication Programme using multiple channels to target different messages to different audiences. The implementation of such programmes continued during 2009, and includes the following:

- The 2009 Carnival Campaign; NACC benefitted from the involvement of calypsonians, band leaders and media houses that carried the “What’s your Position” (WYP) logo on their advertisements and banners.
- The NACC was able to assist NGO’s and Big Band leaders with distributing condoms,
Promotional Information Education and Communications (IEC) materials, such as pins and T-shirts bearing HIV/AIDS messages, and brochures highlighting the benefits of HIV/AIDS testing.

- Artwork for the placement of HIV/AIDS messages on Public Transport Service Corporation (PTSC) buses has been tested at focus groups and is in the process of being finalised.
- Civil Society Organisations (CSO’s) continued to receive support from the NACC for existing projects in ensuring the continuation of prevention activities using a community based approach. Additional proposals have been received from NGO’s for community based projects, which are being evaluated for possible funding.

**Improved Availability and Accessibility of Condoms**

This is another strategy of the NACC for prevention of the spread of HIV/AIDS. The Condom Social Marketing Campaign had been running for two years, during which time several training workshops on the proper use of condoms were conducted and well received. In addition, a total of 53 new non-traditional condom outlets were opened across Trinidad and Tobago- 32 in Trinidad and 21 in Tobago- to ensure that condoms are more accessible and available. There was also a mass media campaign developed, specifically targeting the high risk or vulnerable groups. The campaign was launched to commemorate World AIDS Day in December 2008 and continued during Carnival 2009.

**HIV Testing/Voluntary Counselling and Testing (VCT)**

The NACC continues to work with the Ministry of Health (MOH) and the Regional Health Authorities (RHAs) to increase the availability of testing sites and to strengthen VCT services. In addition, upgrades of several HIV Testing/Voluntary Counselling and Testing (VCT) sites have accelerated to facilitate the NACC/MOH “Know Your Status: Do the Test” Media Campaign. Achievements for 2009 include:

- The completion and approval of the HIV Testing Policy. The document was sent to the CEOs of all the RHAs for their information.
- Sites which were formally opened for same day testing services include the Petit Valley, Marabella, Valencia, Mayaro, Arima and Tacarigua Health Centres.
- Potential sites to be included in the expanded response to same day testing are Sangre Grande, Rio Claro, Toco, Chaguanas, St. Joseph and Blanchisseuse Health Centres.
- A number of VCT and Provider Initiated Testing and Counselling (PITC) training programmes were conducted.
- The National Day of Testing for Carnival and Valentine’s Day was February 13th 2009.
These were highlighted as special events and the latter specifically targeted couples testing together in support of safe and healthy lifestyle practices.

- The “Know Your HIV Status-Do the Test” Campaign continued with two information brochures developed and distributed to all health centres.

**Prevention of Mother-to-Child Transmission (PMTCT) Programme**
Over the period 2003-2007, there was a steady decline in the number of infants diagnosed with HIV from 95 to 20. Given the testing of all pregnant women for HIV and the education of HIV-positive mothers regarding mother to child transmission, this downward trend is expected to continue. The PMTCT Programme continues to work efficiently in ensuring that pregnant women get tested for HIV/AIDS. At present 97 per cent of pregnant women get tested at the Government pre-natal clinics. The PMTCT also includes a variety of other measures facilitated by all Health Centres.

These ongoing activities by the MOH have led to an increase in the percentages of HIV positive pregnant women receiving a complete course of the antiretroviral therapy. In 2008, 88 per cent received treatment while in 2009, this has improved to 90 per cent.

**Key Projects**
- Education and Awareness Campaign
- Improved Availability and Accessibility of Condoms
- Voluntary Counselling and Testing (VCT)Programmes
- Prevention of Mother-to-Child Transmission (PMTCT) Programme
Target to 2010

Life is prolonged for Persons living with HIV/AIDS as mortality due to AIDS is reduced by 30 per cent

Progress

During the period October 2008 to December 2008, 3,172 persons received Highly Active Anti-retroviral Treatment (HAART), up from the 2,740 patients recorded as at December 2007. The increasing availability of HAART, at no cost to the clients, is a significant factor in reducing the mortality due to AIDS, which has been declining since 2002. In 2007 and 2008, the number of deaths from HIV/AIDS was 86 and 62 respectively. There have been no new cases of infant deaths from HIV/AIDS reported since 2003.

The National System for the Clinical Management of HIV/AIDS

An important monitoring mechanism for the HIV clinical response was the development of the National System for the Clinical Management of HIV/AIDS. This system is a multi-faceted one; the main objectives being to improve access to treatment and care for people living with HIV/AIDS, to prolong the lives of HIV/AIDS victims and to reduce the HIV/AIDS mortality rate.

With regards to the construction of a National Public Health Laboratory (TPHL), approval was received for its design and construction. The NACC funded the services of an additional laboratory technician to provide the necessary laboratory support to the TPHL.

Another important aspect is the expansion of the National Blood Transfusion Unit (NBTU), for which a consultancy on the design of the National Blood Transfusion Services (NBTS) building is in progress.

In terms of Blood Bank Quality Control, technical assistance and training of hospital staff in blood testing and blood transfusion was conducted. The Trinidad and Tobago Health Training Centre (TTHTC) continued the implementation of the multidisciplinary HIV training of medical personnel. Other training included the support and mentoring received by clinical staff at the San Fernando General and Sangre Grande Hospitals through the Clinton Foundation, in areas of pediatric and adult HIV care.
The development of policy and guidelines for the National System is in various stages:

- The treatment, care and support guidelines for adults and children is being finalised;
- A draft Post Exposure Prophylaxis (PEP) Policy is being developed for submission to MOH;
- A draft Policy for Decentralisation of HIV services, together with a Plan for Action for decentralisation and integration is being developed;
- A draft of the HIV in the Workplace Policy to the Quality Council, is being developed for submission by MOH.

Also within this National System is the design and relocation of the new facility for the Queen’s Park Counseling Centre and Clinic (QPCC&C), to the Port-of-Spain General Hospital. In 2008, the relocation was stymied due to logistical and administrative challenges posed by inadequate space identified at the Hospital. At this time, the GORTT is planning to modernise the Port-of-Spain General Hospital and a new facility for a reduced sized QPCC&C is proposed.

**Research**

Clinical and behavioral research on HIV/AIDS allows for evidence-based decision making, which is necessary for effective policy, programme and clinical management of persons living with HIV. To this end, two research projects were identified:

- The Knowledge, Attitude, Practices and Beliefs (KAPB) survey of the in-school youth (10-19 years): The NACC is collaborating with the Ministry of Education (MOE) HIV Coordinator to lead in this exercise as part of their programming for youths in schools.
- The Behavioral Survey of Female Sex Workers (SW): This is currently being undertaken, and the findings are due in the fourth quarter of 2009.

In addition, during the 2008-2009 period, the MOH (HIV and AIDS Coordinating Unit (HACU) and the National Surveillance Unit (NSU), UNAIDS and PAHO commenced work on the collection of data with respect to HIV and AIDS estimates. Consideration was given to the requirement to report on Universal Access Indicators as part of the universal access commitment made by the G8 and UN member states in 2005.

**Surveillance Systems**

Surveillance systems are required to complement and support the evidence-based decision-making culture. The consultancy for the development of a STI/HIV/AIDS Information and Clinical
Management System has been completed. The Final Report was presented to stakeholders of the NACC and the MOH. Stakeholder meetings were held with seven pilot sites shown in the table, feedback was obtained and software was installed. A Governance Committee was established in order to ensure the highest level of supervision and monitoring of this project.

Training
In order to ensure that optimum use is made of these resources, training of staff is a key requirement. Basic training on the use of the HIV/AIDS Surveillance software was completed, as well as basic training in Information Technology.

Key Projects
- The National System for the Clinical Management of HIV/AIDS
- KAPB and other research projects
- Surveillance and IT Systems
- Training of multidisciplinary staff

Target to 2010
Widespread sensitisation is achieved as a result of the successful media and education campaign

Progress
The KAPB Studies, as well as other research programmes revealed that the containment of the HIV/AIDS epidemic in Trinidad and Tobago lies in bringing about a change in the behaviours and beliefs held about sexual activity. For example, preliminary findings from the National Household KAPB Study conducted in December 2006 revealed that only 59 per cent of the 15-49 age groups could correctly identify three HIV/AIDS prevention mechanisms. Also, initial results of the Information Education and Communication (IEC) Survey revealed that 48 per cent of respondents thought that they had no chance of contracting the virus.
These findings indicate that efforts to sensitise and educate the public about risky behaviours, and the truths and myths of HIV/AIDS, need to be intensified. The media campaigns thus far have been well received, in particular the “Do the Test” Campaign, the “Stigma and Discrimination” Campaign, and the “Champions of Change” Campaign.

**The PANCAP Vulnerable Groups Project**

The PANCAP Vulnerable Groups Project is a Peer Education Training Programme for sex workers, which was held in January of 2009. The Programme targeted two groups- Men who have Sex with Men (MSM-Transgender and gay men), and Sex Workers (SW).

The programme involved sessions on STIs, HIV and AIDS, the use of male and female condoms, human rights, stigma and discrimination, and peer education. Emphasis was placed on empowering participants to negotiate safer sex and enhance information and education of reproductive health issues.

Subsequently, the following support groups were formed:
- Friends for Life: A support group amongst MSM sex workers
- Red Initiatives: A support group for call girls or escorts
- Society for Family Health: Four support groups for Spanish speaking sex workers. These groups have already convened ten group sessions

**Involvement of Line Ministries**

The HIV/AIDS Units within the ministries have conducted awareness and sensitisation workshops, health fairs, counseling, condom distribution, surveys of HIV knowledge and attitudes towards HIV infected persons, focused discussions on sexual and reproductive health, partnerships with other ministries, mainstreaming advocacy efforts, and organised youth drop-in centres and adolescent friendly spaces.

**Key Project**

Education and Awareness Campaign
**Target to 2010**

Persons affected with HIV/AIDS are treated with dignity and receive economic and social support

**Progress**

Treatment, care and support goes hand in hand with advocacy and human rights issues in the battle against HIV/AIDS and in ensuring that all affected persons receive fair and equitable treatment. In seeking to provide economic and social support for Persons Living with HIV and AIDS (PLWHA) and their families, a Home-Based Care Model was developed. This intervention is being facilitated by the NACC and the HACU, Community Care Programme and a team of representatives from the NWRHA. It seeks to target persons infected with and affected by HIV/AIDS, as well as other chronic lifestyle diseases, since the number of PLWHAs requiring home-based care had fallen with the availability of Anti-Retroviral (ARV) Therapy.

A main goal of the NACC is to reduce stigma and discrimination against PLWHA, which involves strengthening the legal base for addressing such issues. Following the launch of the National Workplace Policy on HIV/AIDS in April 2008¹⁵, consideration is now being given for the preparation of draft legislation related to the issue of discrimination against people living with and affected by HIV and AIDS.

The Human Rights Desk is a critical conduit between PLWHA and the wider society in addressing matters related to stigmatisation and discrimination, and creating a supportive environment for PLWHA.

Another activity included the development of guidelines and recommendations for employers for the creation of HIV/AIDS in the workplace policies according to ILO Code of Practice. The Employers Consultative Association (ECA) through financial support for NACC, has commenced a project to create awareness among employers on the workplace issues/challenges facing PLWHAs. A second component of the project to be developed is that of dramatic and theatrical skits for television.

¹⁵ This sets standards for managing HIV and promoting structures and programmes to reduce discrimination in the workplace.
Key Projects

- Education and Awareness Campaign
- Home-Based Care and Support Model
- HIV/AIDS in the workplace policies
- The Human Rights Desk
- The Legislative Framework
All citizens will have access to and participate in a sporting or recreational activity in keeping with the ‘Sport for All’ philosophy

Objectives

- Increase the proportion of population involved in sporting or recreational activities
- Motivate more females to participate in sporting or recreational activities
- Facilitate the preparation of high performance athletes to compete in international sporting events
- Implement a Health and Physical Education Curriculum in schools at all levels
- Promote Trinidad and Tobago as the hub of the Caribbean sport activities and position the country as the preferred destination for international sporting events among Caribbean countries
- Establish and implement a structured programme for high performance sport

Strategies

- Promote ‘Sport for All’
- Increase sport involvement in educational institutions
- Foster greater diversity and improve the quality of community programmes
- Increase participation opportunities for under-represented groups
- Improve the available information on sport involvement
- Promote performance excellence
- Develop sport infrastructure
- Develop and attract human resources for the sport sector

Key Performance Indicators

- Per cent of population participating in sport
- Number of new high performance athletes
- Number of public sporting/recreational facilities
**Targets to 2010**

- More than half of the population participates in sporting and recreational activities
- More than half of the female population engages in sporting and recreational activities
- A health and physical education curriculum is implemented at all levels in all schools

**Progress**

During 2009, the Government continued its initiative to foster a sports culture in order to provide citizens with sporting and recreational opportunities.

**Sporting and Recreational Activities**

The Ministry of Sport and Youth Affairs continued its extensive programme to promote participation of citizens in sporting and recreational activities. As such, the measures taken include, upgrading/development of sporting infrastructure at the community level, increasing the range of sporting programmes and improving the quality of community programmes.

A number of initiatives to upgrade and develop the sporting infrastructure at the community level were undertaken. An extensive programme to develop the sporting and recreational grounds\(^{16}\) throughout the country was implemented and included the following projects which are 95 per cent complete:

- Carenage
- Marac
- Moruga Recreation Ground

In addition, 11 hard courts, which are at average 90 per cent complete, were upgraded at various locations including Chinapoo, Postman Drive, Springvale, Wharf Trace, St. John’s Road, L’Anse Mitan, River Estate, Ojoe Recreation Ground, Diego Martin Swimming Pool, Malabar and Bayshore.

\(^{16}\) The standard scope of works for upgrading of recreation grounds include: football/cricket fields; hardcourt; lighting; and pavilion.
Works continued in the development of regional and sub-regional grounds, which is to be done in two phases. Phase I comprises the development of ten sub-regional grounds with the standard scope of work to include the construction of a common football ground and cricket pitch, a jogging track and installation of lights at each ground.

Phase II works involve the development of a Northern Regional recreation ground, which includes the construction of a pavilion and the installation of lights.

The programme to construct Sport/Youth Multipurpose Facilities throughout the country continued. Phase I construction works (fencing and earthworks) of the Sport/Youth Multi-Purpose Facilities at Arima and Sangre Grande were completed, and Phase II (superstructure works) will be undertaken in 2009. Other upgrade and refurbishment works continued at the Indoor Sporting Arena at Tacarigua, Chaguanas, St Paul Street and Maloney, along with the upgrading of swimming pools at Couva, Diego Martin, La Horqueta, Sangre Grande and Siparia.

To increase the sporting infrastructure in Tobago, a number of construction projects and upgrade
of Sport and Youth facilities have been undertaken. Some of these include:

- Construction of Shaw Park Recreational Ground and Cultural Complex
- Construction of the Bacolet Recreational Ground Complex (ongoing)
- Construction work at the Roxborough Sport and Cultural Complex (ongoing)
- Design works at the Bacolet Aquatic Complex has commenced
- Construction of community swimming pools at Table piece and Moriah commenced
- Upgrade of hard courts and recreation grounds island-wide (ongoing)

Furthermore, the Ministry of Sport and Youth Affairs has expanded its initiatives to increase the range of sporting programmes and improve the quality of the community programmes. As such the Ministry continued its outreach to schools and surrounding communities. The “Learn to Swim” Programme encompassed 71 Schools (61 Primary Schools) nationwide. The programme also facilitated “Learn to Swim” classes to three special schools for mentally and physically challenged persons. The school and community coaching programme allowed 14 primary, 11 secondary schools and approximately 419 persons from the community to be exposed to basic motor skills in hockey, volleyball, tennis, cricket, athletics and netball.

In an attempt to curb the staff shortages of Physical Education and Sport Officers, the Ministry recruited 37 Sport Development Officers to provide supplementary service to the sporting needs of communities in the administrative districts of St. George East and West, Caroni, St. Andrew/St. David, Rio Claro/Mayar and in St. Patrick East.

**Increase the participation of the Female Population in Sport**

In keeping with the thrust to engage under-represented groups in sporting activities the Women and Girls in Sport Festival was held in March 2009. This festival, held in commemoration of International Women’s Day and in recognition of women’s contribution to the advancement of sport, drew approximately 840 women and girls to participate in various disciplines including netball, football, table tennis, cricket, athletics/5k, bocce, badminton and basketball.
Women and Girls Sport Festival at the Eastern Regional Indoor Sport Arena and Eddie Hart Grounds held in Tacarigua on March 7th, 2009.

Health and Physical Education Curriculum

To increase Trinidad and Tobago’s chances of success at International Games, a Task Force has been established by the Ministry of Sport and Youth Affairs and the Ministry of Education, to formulate a model to develop a pathway for sport from the primary to the elite level. The Task Force has engaged the services of a Consultant to assist in devising a framework within the context of sport talent development from primary participation to the elite. Consultations have been held with National Sporting Organisations (NSOs) and the Change Preliminary Inception Report has been submitted to the Task Force.

Tobago has embarked on a number of new projects to facilitate the development of Physical Education and Sport in Primary and Secondary Schools. This programme will provide for the staging of Primary and Secondary Schools’ Championship Sports and includes: Tobago Primary School Relay Festival, Tobago Primary School Tennis Championship, Tobago Primary School Mini Volley Ball Championship, Sport Aid Grant for Schools, Tobago Secondary School Relay Festival, Tobago Secondary School Tennis Championship and Sport Halls as Destinations of Education Programme

Key Projects

- Upgrade and Rehabilitation of former Caroni Sport Facilities
- Development of Regional and Sub-Regional Grounds
- Community Swimming Programme
- School and Community Coaching Programme
- Construction of Multi-purpose Sport/Youth Facilities
- Upgrading of Regional Corporation Grounds
- Construction and upgrading of Recreational Grounds and Sporting Complexes in Tobago
- Development of Recreational Grounds, Parks and Spaces
- Hosting of the Annual Women and Girls in Sport Festival

**Targets to 2010**

- A structured programme for high performance sport is implemented
- Trinidad and Tobago participates in all major international sporting events
- Trinidad and Tobago qualifies for the FIFA 2010 World Cup finals in South Africa

**Progress**

To attain excellence in sport and increase participation in major sporting events is dependent on the creation of high performance athletes. In 2009, a number of initiatives were directed to developing high performance athletes for participation in major international sporting events, including the FIFA 2010 World Cup finals in South Africa.

The Elite Athletes Assistance Programme (EAAP) afforded this country an increase in the success rate of its athletes at international competitions. In 2008, 22 athletes under the EAAP qualified for and competed at the 2008 Beijing Olympics in the Sporting areas of Athletics, Swimming, Rifle Shooting and Table Tennis. As such, the sum of TT$2.4 million in financial support was granted to ten Athletes to aid in facilitating their preparation for qualifying competitions.

Following the completion of the *Policy on Guidelines for the Grant of Financial Assistance to High Performance Athletes* in 2006, an ancillary policy for reward and recognition of outstanding sport performers (past and present) was drafted. Discussions on the draft policy were held with the Ministry of Finance and later endorsed with agreed amendments.

Furthermore, Tobago is in the process of establishing an Elite Athlete Development Institute. This facility will provide for specialised rehabilitative strength training for athletes so as to develop the quality of athletes representing our country regionally and internationally. Additionally, plans to establish an Artificial Turf Facility for the development of hockey and cycling on the island are being developed.
Over the years Government’s investment in sporting infrastructure has contributed significantly, allowing nationals to participate and compete at major international sporting competitions and events. In fiscal 2008, the Ministry disbursed TT$3.5 million to 21 National Sporting Organisations towards the participation of national athletes in regional and international competition. Additionally, the country was host to regional competitions in the sports of Taekwondo, Trap and Skeete, Amateur Boxing, Blind Cricket and Junior Golf.

A basic assumption of the focus on high performance sport is the existence of an effective programme allowing for broad-based participation in recreational sport through which the potential for elite athletic performance can be identified. As such, the Sport Training and Enhancement Programme was conducted at 40 venues in seven of the country’s nine administrative districts.

Participants in the 8-14 age groups were selected from the Ministry’s ongoing community programme to acquire proficiency in fundamental sport skills. In an effort to foster holistic personal development of the young participants another component of the programme, Social Education, was provided. Accordingly, issues such as sexuality, crime and building self-esteem were discussed.

An important aspect of developing high performance athletes is providing access to resources and expertise in the various fields. The Government’s bi-lateral agreement with the Escuela de Deportes in Cuba facilitated the recruitment of four coaches in the fields of track and field (throws, jumps) and baseball/softball to provide expert training to schools and community youth organisations. In addition, five Trinidad and Tobago nationals are expected to complete their training by 2010.

Trinidad and Tobago’s qualification for FIFA 2010 World Cup in South Africa requires a structured approach to the attainment of this objective. A Development Programme for Football (2008-2015) was submitted by the Trinidad and Tobago Football Federation to the Ministry of Sport and Youth Affairs and is being reviewed. This Programme charts the promotion of football from the primary and secondary levels to the national level, including women’s involvement in the sport.

**Key Projects**
- Provision of Assistance to High Performance Athletes: Elite Athletes Assistance Programme (EAAP)
- Sport Training and Enhancement Programme
- Assistance to Qualifying for the 2010 World Cup Finals in South Africa
Target to 2010

Trinidad and Tobago is the preferred destination for hosting international sport among Caribbean countries.

Progress

The installation of Trinidad and Tobago as the premier destination for hosting international sporting events will enable the country to reap economic benefits directly as well as indirectly promoting the country’s image as a global city. In an effort to achieve this objective the Ministry of Sport and Youth Affairs continues its programme to construct an elite sporting infrastructure to facilitate the hosting of regional and international competitions or training for competition.

Consequently, Government remained committed to the provision of an International World Class Multi-Purpose Sporting Facility at Tarouba for the pursuit of international success and global recognition for the nation. Works are in progress on the Brian Lara Cricket Academy at Tarouba, which is to be the region’s premier cricket facility. Completion of the Academy is expected by December 2009. Also, a Consultant is to be engaged to prepare a brief on the construction of the George Bovell III Swimming Pool which is expected to commence in 2009.

Trinidad and Tobago continues to promote itself as a preferred destination to host international sport competitions. To this end, the 3rd Pan American Female Boxing Championship was held in Trinidad and Tobago from September 30th to October 8th, 2008 as well as the Pan American Hockey Junior Men’s Championship from October 17th to 26th, 2008.

LEFT: 3rd Pan American Female Boxing Championship held in Trinidad and Tobago
RIGHT: American Hockey Junior Men’s Championship

17 Finals at the PAN AM Female Boxing Championship (Source: http://www.womenboxing.com)
18 American Hockey Junior Men’s Championship (Source: http://tthb.tstt.net.tt)
Trinidad and Tobago had been preparing to host the inaugural Caribbean Games from July 12 to 19, 2009. To facilitate the Caribbean Games, additional upgrade works were undertaken at six sporting venues; Hasely Crawford Stadium, Jean Pierre Complex, Woodbrook Youth Facility, Saith Park, Chaguanas, Shaw Park, Tobago and the Sport and Physical Education Centre (SPEC), University of the West Indies. However, in light of the global outbreak of the A H1N1 Virus, more commonly known as Swine Flu, the event had to be cancelled as a result of the potential threat to the health and safety of the country.

A programme to establish facilities for the hosting of and training for regional and international competitions was initiated in fiscal 2008. As such, Government approved the construction of the National Aquatic Centre at Mt. Hope, National Tennis Centre at Tacarigua and National Cycle Track at Mucurapo. Design briefs for all structures were prepared and construction is anticipated to commence in 2010.

Furthermore, in contributing to boosting the sporting profile of Trinidad and Tobago, the Ministry of Foreign Affairs, through its High Commission in Kampala, Uganda, facilitated the visit of His Excellency Brian Lara, Goodwill Ambassador for Sport to Uganda and Rwanda in June 2009. This diplomatic initiative, in the area of sport, not only created opportunities for image of Trinidad and Tobago in Africa, projecting it as a country that is committed to holistic development.

**Key Projects**

- Development of Multi-purpose Sporting Complex at Tarouba (Brain Lara Cricket Academy)
- Construction of the Swimming Facilities – George Bovell III
- Construction of the National Aquatic Centre
- Construction of the National Tennis Centre
- Construction of the National Cycle Track

**New Project**

**Upgrade and Rehabilitation of Former Caroni Sport Facilities**

The sport facilities which fell under the jurisdiction of the former Caroni (1975) Limited will be developed into a modern state of the art sporting complex to be used for training purposes. The respective grounds, play parks and multi-purpose courts will be refurbished at Ste. Madeline, Woodford Lodge, Sevilla, Gilbert Park and Du Bisson Park. The complex will accommodate the disciplines of Golf, Tennis and Swimming.
The Youth will be Empowered to Participate Fully in the Development of the Country

Objectives

- Promote positive values such as discipline, responsibility, patriotism, high self-esteem, life-long learning and self-development
- Enhance leadership, negotiating and problem solving skills among young people
- Create a supportive legal and governmental framework sensitive to the needs of youth
- Promote healthy life styles and improved youth friendly health care among young people
- Increase the level of youth employment and employability
- Enhance and maintain facilities for the cultural, sporting and recreational development of youth

Key Performance Indicators

- School enrolment and completion rates among the youth
- Academic achievement of five CXC passes or more by gender
- Unemployment rate of the youth group by gender
- Youth employment by occupational category
- Youth employment by industrial sector
- Labour force participation rate by gender
- Number of youth in pre-sentence detention per 100,000 population
- Per cent of youth with knowledge of how to prevent HIV/AIDS

Strategies

- Develop the school and community as a network for the promotion of positive values in children and youth
- Develop leadership, problem solving, negotiating, anger and conflict management skills
- Promote and encourage participation in sports, culture and other healthy and positive, recreational activities
- Review, revise, harmonise legislation and policies relating to children and youth
- Provide opportunities for youth to express their opinions on matters of national concern
- Provide the infrastructure to attract greater investment and enhanced opportunities for youth employment
- Sensitise and educate the public on the rights and responsibilities of children and youth
- Develop mechanisms to support the ‘at risk’ youth
- Enhance the rehabilitative capacity of institutions for young offenders

The Youth will be empowered to participate fully in the development of the country
targets to 2010

- Strengthen the Youth Division of the Ministry of Sport and Youth Affairs
- Implement the National Youth Policy
- Establish the National Youth Council of Trinidad and Tobago

progress

The holistic development of the nation’s youth continues to be of utmost importance for Government. Certain initiatives were undertaken to further implement pre-existing projects in promoting and encouraging the participation of the youth in the development of the country. Over the past year, under the stewardship of the Ministry of Sport and Youth Affairs, a strategic approach was taken with regard to realising the goal of creating empowered young people who are able to make informed choices so that they can lead meaningful, enjoyable lives and contribute to the sustainable development of Trinidad and Tobago.

The development of a Master Plan for Sport and Youth Facilities would facilitate the strengthening of the MSYA. The Master Plan is intended to address in part the complexities of the growing and changing needs of the youth as well as their development. Specific outputs of the Plan include standards and policies for the development of facilities, a Physical Development Plan 2008-2020, a Conditional Assessment of Facilities, an Asset Management Plan and a Business Plan for the Ministry. The development of a Master Plan received Cabinet approval in December 2008. Cabinet further agreed that the MSYA enter into a contract with the Sports Company of Trinidad and Tobago Limited (SPORTT) for the provision of project management and procurement services for the consultancy. A Request for proposals for Consultancy Services is to be done by SPORTT.

The implementation of the National Youth Policy (NYP) continued and significant progress made. The NYP provides a broad framework within which Government’s youth policy initiatives will be executed. The Project Implementation Unit has implemented several initiatives which are supportive of the NYP including:

- The ‘i STAND’ campaign, which is the brand through which all work regarding implementation of the policy is to occur. In the 2009 fiscal year, a National Communications Campaign was conducted to sensitise the public on the NYP using all forms of media. The Campaign was also extended to the school communities with an aim to inform and involve students in the implementation of Vision 2020 and engage their participation. However, at the end of fiscal 2009 this brand will be phased out by the MSYA and replaced by a new
• Another project championed by the NYP is ‘the Voice’. This has been the platform for young persons to voice their opinions on a range of social issues, mainly through the use of print and electronic media. Some of the initiatives utilised include: a Radio Drama Programme for schools and an associated Comic Book, Youth News (aired on television as well has printed in the newspaper), and a ‘Youth Voices’ Magazine.

The period of July 1st to August 12th was designated the National Youth Month, with the theme ‘Achieving the Dream… the dream continues’. Several activities were outlined for the Youth Month, some of which include: Bring a Youth to Work, Business Persons Forum, seven roundtable discussions, Youth News, Elect a Youth, Inventory Tour, National Youth Rally, Faith Days and Talented One (An Initiative with Disabled Youth). The National Youth Awards, which was held on August 12th 2009, recognised youths who have excelled at various vocations such as sport, music, arts and culture and education.

In order to further facilitate youth involvement in the country’s development, consultancy services was awarded to conduct a National Youth Survey to determine the motivations, interests, passion and needs of the young people. This Survey is of utmost importance, since it will serve to assess youth issues particularly with respect to ‘At Risk Youth’.

In the 2009 fiscal year, an initiative to coordinate existing programmes for the youth nationwide and to support Youth Serving Organisations was undertaken. The Ministry conducted a registration drive for the period from March 11th 2008 to April 11th 2009 to encourage youth organisations to be officially registered and recognised by the Ministry of Sport and Youth Affairs. This database will facilitate ease of access to youth services for organisational capacity building and institutional building. In March 2009, the second registration drive was conducted to encourage new Youth Organisations to register. To date, more than 800 organisations have been entered into the Ministry’s database. Through registration, the youth groups would be able to benefit from national resources as well as attain opportunities to network via the Ministry database.

Several steps were taken towards the establishment of the National Youth Council of Trinidad and Tobago (NYCTT). This is a key component of the new youth service delivery.
system. Such a system would ensure that youth development is:

- Continuously monitored and evaluated;
- Better organised;
- Regularly researched to remain relevant and;
- Able to employ youth mainstreaming across Government and private agencies.

The NYCTT is the body through which funding and other resources as well as youth activities at the district and national levels are to occur. It is the overarching body aimed at officially representing and addressing young people on issues affecting them. In the 2009 fiscal year, the Constitution of the NYCTT was drafted and finalised. The Ministry facilitated the re-establishment of the NYCTT (the first NYCTT having been set up in June 1949) on June 29th 2009. This was subsequent to the election of a Chairperson, Deputy Chairperson and seven Trustees. A formal launch of the NYCTT is expected before the end of fiscal year 2009.

**Key Projects:**
- Implementation of the National Youth Policy
- Establishment of the National Youth Council

**Targets to 2010**

- Reduce the level of youth unemployment from 56 per cent (2002 baseline) and increase employability
- Alleviate the incidence of ‘at risk’ youth

**Progress**

Developing the human resource capacity is critical to national development. Young people represent more than 40 per cent of the national populace and it is important that they are equipped with the right skills and work ethic in order to make a significant contribution to the sustainable development of Trinidad and Tobago.

Youth employability remains a priority, therefore a number of projects are actively functioning to equip youths with the requisite skills for varying types of jobs. These programmes focus on training young persons in varying skills thereby making them more marketable, and adding to the human resource capital of the nation.
Such programmes include the Youth Training and Employment Partnership Programme (YTEPP), the Multi Sector Skills Programme (MuST), the Helping Youth Prepare for Employment (HYPE) Programme and the Retraining Programme (MSTTE). In 2009, 3,397 persons were enrolled in the YTEPP programme; 2,984 in the MuST programme; 791 persons in the HYPE programme and 667 in the MSTTE programme. Furthermore, the On the Job Training programme serves to provide youths with hands on experience in the world of work. In the 2009 fiscal year 4,998 persons were enrolled in the OJT programme.

There are also facilities which provide opportunities for the self development of young people through vocational and technical training in a number of areas including carpentry, remedial Mathematics and English, Garment construction, Hair Dressing and Computer Studies. These facilities are known as Youth Development and Apprenticeship Centres. These centres help to empower youth to make informed decisions and make a positive contribution to the national development of the country. Residential facilities are located at El Dorado, Chatam and Persto Praesto and non-residential facilities located at Laventille, Basilon Street, California, Malick, Los Bajos and Woodbrook.

Emphasis is being placed on the delivery of the National Life Skills Curriculum for Personal Development and Employment Enhancement.

Trained Life Skills tutors deliver this curriculum in several programmes offered by various Ministries. This is an essential component for certification within many of the youth training and employment programmes. It focuses on the personal and social development of our nation’s youth and is designed to prepare them to function more effectively within professional and social settings, thereby enabling them to become more employable, productive citizens.

The Life Skills Curriculum covers six themes, namely, intrapersonal relationship skills, interpersonal relationship skills, communication, employability, financial skills and managing the environment. For
the period of October 2008 to May 2009, a total of 14,558 trainees from the varying youth training programmes, including YTEPP, MuST, HYPE, MSTTE and OJT as well as Youth Apprenticeship Centres, were exposed to Life Skills training.

Reducing the number of ‘at risk’ youth remained a priority in fiscal year 2009. ‘Save the Youth in Marginalised Communities’ is a programme aimed at doing just that. However the project is to be revised. In the interim the MSYA is conducting a project intervention known as “Positive Alternative Thinking Strategies” (PATHS). This project adopts a Social-Cognitive approach to addressing community violence. It targets youths aged 12-15 years and the project will be implemented on a two-phased basis, with Phase 1 having already been completed (July 1st and 2nd 2009). Phase 1 comprised of a workshop and sessions were conducted on Overcoming Disadvantages, Self Esteem and Self Worth, Anger Management, Identifying Situations with Potential Conflict, Expressing Feelings in Positive Ways and Labelling Observed Emotions. Phase 2 will focus on career mentorship as well as coach the participants’ care givers in the development of parental skills. The outcome of the National Youth Survey, which is currently being initiated, will determine the objectives of the programme.

The Youth Resources for Implementing Successful Enterprises (YouthRISE): Youth in Business Youth Entrepreneurship Programme is another programme which seeks to help ‘at risk’ youth with their personal and social development. This programme provides young people with a customised package of viable options to support business start up and support for self employment and self actualisation. It also creates positive channels for their talent, creativity and energy. Its implementation is in the preliminary stages and in fiscal 2009 a pilot project will be executed in the Maloney community during the period August/September 2009. This project will allow the MSYA, in collaboration with the National Entrepreneurship Development Company (NEDCO), to provide grants to young people who are willing to start and manage their own business. Selection for the programme will be based on the participant’s involvement in training sessions and other facilities provided through YouthRISE provides “at risk” youth with personal development skills, business management training as well as financial support and networking necessary to transform their business ideas into viable sustainable enterprises.
the programme including Business Advice Sessions, Business and Lifestyle Training Workshops, Counseling Sessions and Mentorship to Participants.

In fiscal 2009, the Youth Health Programme carried out sensitisation campaigns to educate young persons about positive healthy lifestyle behaviours. This year, there has been a variation to the programme and school students were included in the target audience of the project. With the use of the School ‘EduVans’, thousands of students across Trinidad and Tobago were able to obtain health related information. In fiscal 2009, the ‘EduVan’ visited 22 schools across the country. A visit was also made to the Youth Training Centre at Golden Grove, the National Homework Centres at Woodbrook and a Malick First Aid Workshop.

In addition there is a Youth Health Caravan which aims to provide health related information to young people enabling them to make more informed decisions. Special emphasis is placed on sexually transmitted diseases such as HIV/AIDS.

For the period October 2008 to May 2009 EduVans and Caravans were conducted at a number of communities, schools and centres. Additionally a ‘Megavan’ was conducted at the South West Regional Indoor Sporting Arena, Point Fortin on December 6th 2008. There were approximately 350 participants at the event. The ‘EduVans’, ‘Caravans’ and the ‘MegaVan’ all serve to address health issues that affect today’s youth, with particular reference to ‘at risk’ youth, substance abuse problems and teenage pregnancy.

The Ministry of National Security is also doing its part to alleviate the incidence of ‘at risk’ youth in the nation. The Specialised Youth Service Programmes (SYSP) is under the stewardship of the Trinidad and Tobago Defence Force and is responsible for the management of a number of youth programmes. The Civilian

<table>
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<th>Schools, Communities and Centres visited by the ‘EduVan’</th>
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<tbody>
<tr>
<td>• Barataria Senior Comprehensive School</td>
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<tr>
<td>• El Dorado Youth Development and Apprenticeship Centre</td>
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<td>• Valencia High School</td>
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<td>• Carlton Lane, San Fernando</td>
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<td>• Thick Village,Fyzabad</td>
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<td>• La Lune</td>
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<td>• Bon Air High School</td>
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<td>• Hillview College</td>
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<td>• ASJA Girls Secondary</td>
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<td>• Guayaguayare Recreation Ground</td>
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<td>• Couva West Secondary School</td>
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Source: Ministry of Sport and Youth Affairs
Conservation Corps (CCC) is one such programme. It seeks to provide an intervention mechanism for ‘at risk’, socially marginalised young people. The programme equips young adults between the ages of 15-25 with basic craft and environmental skills. It attracts youth who are not academically inclined and who are unemployed and unemployable. Through the training and exposure to discipline practices, the programme ensures that the participants become productive and patriotic citizens. There are two cycles per year, with each cycle lasting six months. In the fiscal 2009 Cycle (October 2008-March 2009) a total of 1,201 persons participated whilst the second Cycle (April 2009-September 2009) has a total of 1,264 persons enrolled.

Like the CCC Programme, the Military Led Youth Programme for Apprenticeship and Reorientation Training (MY PART) and the Military Led Academic Training Programme (MILAT), under the purview of the SYSP, both focus on providing a support base for ‘at risk’ youth. The MYPART programme seeks to encourage the development of craft and artisan skills for youth at risk, which would enhance their employability. The Programme focuses on young persons between the ages of 14-25 and they are given technical and vocational training and certification in a number of skill areas. The MILAT programme is an academic programme designed for young persons between the ages of 16 to 20 years, to attain Certificate Examinations Council (CXC) passes and bridge the gap for at risk young adults who may wish to pursue academic disciplines. This cycle lasts two years. Both the MILAT and MYPART programmes incorporate life skills into their curricula as they aim to socially transform the behaviour of the young persons enrolled in a highly structured and regulated environment. There are currently 202 persons enrolled in both MILAT and MYPART. There were 50 persons enrolled up to June 2009. The second group of 152 trainees commenced training in June 2009. It is important to note that the intake of trainees is a joint effort between the two programmes, and trainees are subsequently separated.

The Youth Apprenticeship Programme in Agriculture (YAPA) is under the purview of the Ministry of Agriculture, Land and Marine Resources. The programme encourages youths between the ages of 17-25 to realise their potential through
agriculture. It provides technical and professional support and demonstrates how this can positively impact the lives of the participants. They would also be sensitised to the prospect of agriculture as a career having developed skills in farm management, production of crops and livestock as well as gain insight into creating successful agricultural enterprises. Training is provided at various Agricultural centres of the Ministry of Agriculture, Land and Marine Resources at Carlsen Field, Centeno, St. Augustine Nursery Curepe, El Reposo, Rio Claro, Cagnosth, Penal and Point Fortin Demonstration Centres. The Project is administered in two phases and in fiscal 2009, 644 persons participated in Phase I and 74 in Phase II.

**Key Projects**

- Youth Health Programme/ Implementation of the National Strategic Plan for HIV/AIDS
- Assistance to National Youth Non-Governmental Organisations
- YouthRISE (Youth Resources for Implementing Successful Enterprises)

**Targets to 2010**

- Refurbish Youth Training Facilities, Youth Centres and Youth Development and Apprenticeship Centres in Malick, Chatham, Persto Praesto, California, Laventille, Basilion Street and St. James
- Construct Sport/ Youth Multi-Purpose Facilities at Mayaro, Arima and Sangre Grande

**Progress**

In 2009 a significant number of refurbishment and construction works were undertaken on youth, sporting and recreational activities.

**St. James Youth Centre**

In fiscal 2009 the reconstruction and outfitting of the St. James Youth Centre was 97 per cent completed. This is a state-of-the-art facility that will expose young persons in the community to a number of technical and vocational training opportunities in a youth-friendly environment.
At the Chatam Youth Development and Apprenticeship Centre (YDAC), the Assembly Hall, the welding trade shop, the sickbay and the toilet and change room facilities were completely refurbished. The construction of a turf wicket and refurbishment of the ‘goat pens’ are ongoing. The Persto Praesto YDAC is also undergoing refurbishment. To date, the restoration of the bleachers and the resurfacing of the hardcourt are complete.

The El Dorado Youth Development and Apprenticeship Centre is a youth development training facility which provides residential training for young females between the ages 15-18 years. The two year programme for fiscal 2008-2010 commenced with the facility’s re-opening in September 2007, after having been closed to facilitate much needed upgrading and refurbishment works. The facility provides training in a number of technical-vocational courses such as book-binding, computer studies, garment construction/design, hairdressing and food preparation. The facility boasts an upgraded technological capacity with a completely outfitted computer laboratory, thereby facilitating computer training and other related courses.

Refurbishment activities are also planned to modernise the Basilion Street, Malick, California and Laventille Youth Training facilities. These would include information centres, computer rooms, timber stages, improved security systems and roof repairs. Similar works are planned for the Woodbrook and Los Bajos Youth facilities. These offer opportunities for the development of youth through vocational and technical training. The Chatam and Persto Praesto facilities are residential and the Laventille, Basilion Street, California and Malick facilities are non residential.

With regard to the Sport/Youth Multi-Purpose Facilities at Mayaro, Arima and Sangre Grande, work is ongoing. At the Mayaro site, construction of the Sport Facility is completed and commenced operations on July 7th 2008. Designs are to be done for the Youth Facility in fiscal 2009. At Sangre Grande and Arima, Phase 1 of the Youth/Sport Facilities, which are located at Ojoe Road and Malabar respectively, were completed. This Phase comprised earthworks, fencing, car park and drainage. These facilities are being constructed on a Design-Build Approach and in fiscal 2009 project review exercises on the construction of these facilities were conducted.

In Tobago work is also being done to refurbish, upgrade and construct youth centres throughout the island. This is in fulfillment of the mission to “provide an environment that promotes and supports...”
holistic development and lifelong learning through relevant, innovative and well conceived educational, sporting and youth oriented programmes, thus enabling all persons to achieve their full potential as productive citizens.” Refurbishment of the Youth Empowerment Centre at Castara has commenced. Additionally, the establishment of a Youth Empowerment Centre at Betsy’s Hope and expansion of the Mardon Youth Development Centre has commenced. In the area of youth development, the Department of Education continues to encourage the holistic development of the young people of Tobago. The Department has proposed programmes to facilitate the promotion of positive youth within the island as it moves toward achieving the goals of implementing the Tobago Youth Policy. This will be done through the establishment of Youth Development Centres. Thus far, four Centres were developed. This decentralisation has improved the delivery of services to clients. Furthermore, Youth Auxiliary Officers are available to each community in Tobago. This ensures that the various youth organisations and individuals are better served and provided with the information needed to fully access the Department’s services.

**Key Projects**

- Refurbishment of Youth Training Facilities
- Reconstruction of Youth Centres
- Refurbishment of Youth Development and Apprenticeship Centres
- Construction of Multi-Purpose Sport/Youth Facilities
- Youth Health Programme
Enabling Competitive Business

Goal 1
Macroeconomic stability will be maintained

Goal 2
A business climate that attracts investors and encourages competitive businesses to start and grow will be created

Goal 3
Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities.

Champions

- Ministry of Finance
- Ministry of Tourism
- Ministry of Trade and Industry
- Ministry of Energy and Energy Industries
- Ministry of Agriculture, Land and Marine Resources
- Ministry of Labour and Small and Micro Enterprise Development
- Ministry of Planning, Housing and the Environment
- Ministry of Foreign Affairs
- Tobago House of Assembly
Overview of Implementation Progress

The world’s economy is experiencing the biggest economic upheaval it has seen in recent times and almost every nation is affected in one way or the other. In the case of Trinidad and Tobago, the pace of growth of the economy has slowed sharply. This is evidenced by negative GDP growth of 3.3 per cent as at 2nd quarter 2009 as compared to 3.5 per cent in 2008, with broad-based contraction across most sectors in the economy and the net loss in jobs increasing, thereby pushing the unemployment rate upwards from 3.9 per cent in 4th quarter 2008 to 5 per cent in 1st quarter 2009. However, Trinidad and Tobago has been successful in maintaining its macro-economic stability. While there has been a marked deceleration in headline inflation to 5.9 per cent, it is still too early to say whether inflation expectations have been fully reversed, nonetheless, there have been efforts in stimulating economic activity by the lowering of the repo rate to 7.25 per cent.

The Heritage and Stabilisation Fund continues to grow, in the first three quarters of fiscal 2009 there was modest growth from TT$18.2 billion (US$2.888 billion) to TT$18.4 billion (US$2.912 billion). This balance exceeds the 2010 target of US$2 billion.

Various initiatives towards creating an attractive and competitive business climate continued. Work has advanced on the establishment of the Tamana InTech Park (TIP). This Industrial Park, which is an enabling structure, directly supports the national development objective via the provision of world class environmentally sound industrial space. It will also provide opportunities for diversification as well as for enabling a clustering methodology for business development. That is, it allows for a number of businesses to be developed and grow from this one site.

The establishment of the Trinidad and Tobago Financial Centre (TTIFC) remained a priority. This Financial Centre will act as a catalyst for economic growth and diversification, which are critical elements for the realisation of a stable economic future for our nation.

There have been significant developments in the Tourism Industry, with the Tourism Development Company (TDC) embarking on strategic programmes that seek to put Trinidad and Tobago on the international tourism map, and to make it an attractive tourist destination. These include the start and on-going works on the Maracas Re-design and Restoration Project, Turtle Village Awareness Programme, Overseas Marketing Programme as well as the implementation of the Tourism Action Programme.

With respect to food security, numerous strategic and goal specific initiatives continue to be
pursued. The Commercial Large Farms Programme got underway, with the sites at Orange Grove and Caroni completed. This initiative is aimed specifically at increasing the self-sufficiency in staple foods. The Government has also embarked on the Tucker Valley Mega Farm, with Cuban technical assistance in Chaguaramas. The Tucker Valley Mega Farm will focus on the utilisation of innovative cropping techniques and will incorporate at the same time technology that will be in harmony with the goal of protecting the environment.
Macroeconomic stability will be maintained

Objectives

- Increase GNP per capita by at least nine per cent per annum
- Maintain price stability
- Achieve full employment
- Maintain balance budget or surpluses
- Reduce the non-energy fiscal deficit
- Maintain a healthy current account surplus

Key Performance Indicators

- Size and Rate of Growth of GDP
- Size and Rate of GNP Per Capita
- Rate of inflation
- Real Effective Exchange Rate Index
- Non-energy fiscal deficit as a per cent of GDP
- Net domestic budget deficit as a per cent of GDP
- External debt (TT$ million) as a per cent of GDP
- External debt service as a per cent of GDP
- Net foreign reserves (US$ million)
- Gross National Savings
- Public Sector Borrowing
- Balance of Payments
- Central Government Savings
  - The Heritage and Stabilisation Fund
  - State enterprises savings net of debt
- Financial Savings:
  - Time and savings deposits
  - Mutual Funds

Strategies

- Ensure sound prudent management of the economy
- Contain inflation
- Reduce the non-energy fiscal deficit
- Avert the effects of the ‘Dutch Disease’
- Increase savings and investment
- Improve labour productivity
- Increase trade and generate export led growth

Macroeconomic stability will be maintained
**Target to 2010**

**The economy remains stable**

**Progress**

With the global economic downturn and the financial turmoil, Trinidad and Tobago’s economy has been experiencing an economic slowdown in real output, across most sectors. The impact on the local economy of the global recession was reflected through lower imports, reduced investor and business confidence as well as some capital flight. Consequently, Trinidad and Tobago’s economy contracted with real GDP recorded at -3.3 per cent in the first quarter of 2009. This is the first annual decline in real GDP since 1993.

**Recession**

A significant decline in economic activity, spread across the economy, lasting more than a few months, normally visible in production, employment, real income and other indicators

<table>
<thead>
<tr>
<th>Table 3.1: Growth in Real GDP (%)</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Q1-2009(p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real GDP</td>
<td>14.4</td>
<td>7.9</td>
<td>5.4</td>
<td>13.3</td>
<td>5.5</td>
<td>3.5</td>
<td>-3.3</td>
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<tr>
<td>Energy</td>
<td>31.4</td>
<td>8.2</td>
<td>8.3</td>
<td>21.8</td>
<td>1.7</td>
<td>0.4</td>
<td>-2.0</td>
</tr>
<tr>
<td>Non-Energy</td>
<td>6.7</td>
<td>7.0</td>
<td>3.8</td>
<td>7.0</td>
<td>7.7</td>
<td>4.8</td>
<td>-5.4</td>
</tr>
<tr>
<td>Construction</td>
<td>23.4</td>
<td>8.1</td>
<td>16.1</td>
<td>6.2</td>
<td>6.6</td>
<td>3.8</td>
<td>-2.7</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>12.0</td>
<td>8.4</td>
<td>13.5</td>
<td>12.4</td>
<td>14.9</td>
<td>4.2</td>
<td>-11.7</td>
</tr>
<tr>
<td>Agriculture</td>
<td>-15.3</td>
<td>-34.2</td>
<td>-5.4</td>
<td>-10.1</td>
<td>2.6</td>
<td>8.6</td>
<td>27.5</td>
</tr>
<tr>
<td>Hotels and Guest Houses</td>
<td>-3.3</td>
<td>8.0</td>
<td>24.8</td>
<td>-23.5</td>
<td>10.8</td>
<td>22.7</td>
<td></td>
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<tr>
<td>Finance, Insurance and Real Estate</td>
<td>7.3</td>
<td>21.7</td>
<td>-2.4</td>
<td>1.6</td>
<td>10.9</td>
<td>8.8</td>
<td></td>
</tr>
<tr>
<td>Transport, Storage and Communication</td>
<td>5.4</td>
<td>-0.8</td>
<td>-2.4</td>
<td>9.5</td>
<td>11.1</td>
<td>8.2</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Central Statistical Office*

Within the energy sector, there were declines in the production of oil, urea, ammonia and methanol, while decreasing contribution from manufacturing (11.7 per cent) and construction (2.7 per cent) contributed to the sharper contraction in non-energy output. In contrast, activity in the agriculture sector...
sector showed significant growth with a healthy rate of 27.5 per cent. The sector was buoyed by increased production of food crops. Government programmes currently being implemented, which include the establishment of large farms, are expected to have a greater positive impact on this sector.

Significantly, the unemployment rate continued on its downward path falling from 5.5 per cent in 2007 to 5.3 per cent in 2008 then to 3.9 per cent in the 4th quarter 2008. However, the net loss of jobs in 1st quarter 2009 has pushed the unemployment rate to 5.0 per cent.

Other indications of Trinidad and Tobago’s economic performance were reflected in the fiscal and external accounts. Available figures for the first half of the fiscal year 2008/2009 (October 2008 to March 2009) indicate that the fiscal accounts have been significantly affected by the effects of the global economic slowdown. In that period, October 2008-March 2009, Government recorded a deficit of $2,919 million compared to a surplus of $1,998 million for the comparable period in fiscal year 2007/2008. In the face of an overall slowdown in domestic demand, total revenues were 11.6 per cent lower with petroleum receipts down substantially and Value Added Tax receipts lower by 24.9 per cent. Receipts from non-oil companies also fell by $145.5 million to $2,689.3 million.

Also, the public sector debt continued to fall from 30.5 per cent of GDP in fiscal year 2006 to 28.3 per cent in fiscal 2007.

Despite the decline in energy prices in the fourth quarter, buoyant prices in the first three quarters ensured a favourable outturn on the external accounts in 2008. Preliminary data indicate that for 2008, Trinidad and Tobago recorded a balance of payments surplus of US$2.7 billion, with the current account registering an estimated surplus of US$8.8 billion or 36.1 per cent of GDP. By contrast, the capital account recorded a deficit as private sector outflows, including those of the commercial banks and regional bond issues, reached just over $4.7 billion.

Also, the country’s Gross Official Reserves as at December 2008 stood at US$9,380.3 million, representing 11.5 months of prospective imports of goods and services.

Also, the country’s Gross Official Reserves as at December stood at US$9,380.3 million, representing 11.5 months of prospective imports of goods and services. However, with the subsequent reduction in the importation of cars, and smaller reductions in food items, capital goods and raw material imports, the level of import cover has now been extended to 13.6 months.
Target to 2010

Annual per capita GNP growth of at least 9 per cent is achieved

Progress

Gross National Product (GNP), which measures the value of goods and services produced within a country plus net income received by residents from non-resident sources, provides an indication of the wealth of a nation. Sustained economic growth with high levels of per capita GNP, coupled with measures to translate such economic wealth into a higher standard of living, is integral to achieving the goals of Vision 2020. GNP has seen double digit rates over the last four years with an average growth rate of per capita GNP of 16.4 per cent (Table 3.2). Given this momentum, achieving the target of US$ 37,000 annual per capita GNP by the year 2020 seems plausible since it requires an average growth rate of 9 per cent per annum to that year. It should be noted that, according to the World Bank Country Classification, Trinidad and Tobago is considered to be in the high income category along with other developed countries.

Table 3.2: Growth in GNP per capita, 2003 – 2008

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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<tr>
<td>Per Capita GNP US$</td>
<td>8,334</td>
<td>10,030</td>
<td>11,801</td>
<td>14,260</td>
<td>15,999</td>
<td>17,783</td>
</tr>
</tbody>
</table>

Source: Central Statistical Office
p-provisional

19 Trinidad and Tobago will need to grow GNP per capita at 9.0 per cent per annum over the period 2004 – 2020 to reach within 15 per cent of the average of the high income non-OECD countries in the Year 2020. The report of the Vision 2020 Macroeconomy and Finance Sub-committee refers.

20 According to the World Bank Country Classification, a high income country is one whose per capita Gross National Income is above US$11,456.
**Target to 2010**

**Single digit inflation is maintained**

**Progress**

Recent data from the Central Bank of Trinidad and Tobago (CBTT) indicate that headline inflation fell sharply to 5.9 per cent in August 2009, compared to the 13.5 per cent rate recorded in August 2008. It was noted that June 2009 was the first time that a single digit number was recorded in the past year and that this was the lowest inflation level since January 2005. The deceleration was mostly as a result of food price inflation falling from 16.5 per cent in June to 10.1 per cent in August on a year-on-year basis. Core inflation, which excludes the impact of food prices, also fell significantly from 4.5 per cent to 3.8 per cent for the same period.

This drop is attributed to the reduction in domestic demand as a result of a pronounced slowdown in the economy, the delayed pass-through effects of some imported commodity prices, as well as increases in agriculture supplies.

Based on the current economic outlook, aggregate demand is expected to remain soft throughout the rest of the year, in which case inflation should continue to be subdued. However it must be noted that the recent widespread flooding could have some impact on food prices and affect the trend in headline inflation. Nevertheless, the overall prospect is for inflation to remain contained for the rest of 2009.

Also, having recognised the widespread socio-economic consequences of high food prices, Government continues to take a number of policy initiatives to mitigate the impacts. These include direct importation of food, establishment of farmers’ markets, the development of large commercial farms, and the appointment of a Prices Council and a Consumer Advisory Board, aimed at helping the public to cope with an inflated cost of living.

**INFLATION DEFINITIONS**

- **Headline Inflation** is a measure of the total inflation within an economy and is affected by areas of the market which may experience sudden inflationary spikes such as food or energy.
- **Core Inflation** filters out the effects or strips away the volatility of food prices.
Target to 2010

Full employment is achieved

Progress

The unemployment rate continued its downward trend falling from 5.3 per cent in 2008 to 5.0 per cent for 2009. It is notable that during the last quarter of 2008, the unemployment rate fell to an historic low of 3.9 per cent compared with 4.5 per cent in 2007. This declining trend however, is expected to be short-term as there are projections of increases in unemployment rates of between 6 and 7 per cent for the year, as a result of the economic downturn.

It must be noted however, that Government’s key labour market initiatives such as linking education and training\(^\text{21}\) to the requirements of industries, in particular the manufacturing and construction sectors, as well as other targeted interventions, have continued to have a positive impact on employment levels.

With the present economic outlook, fluctuating energy prices, and limited growth anticipated in the energy sector GDP in 2009, marked improvements in the fiscal position is not expected in the short term. However, maintaining full employment remains a priority of the Government, and with this focus, has started a dialogue between labour, government and the private sector to ensure that all parties work together to the achievement of this goal.

Key Projects

- Civilian Conservation Corps (CCC)
- Helping Youth Prepare for Employment (HYPE)
- Multi-sector Skills Training Programme (MuST)
- On the Job Training (OJT)
- Retraining Programme

\[^{21}\text{Further details on these initiatives are included under the chapter ‘Developing Innovative People’ of this Report.}\]

- National Energy Skills Centre (NESC)
- Unemployment Relief Programme (URP)
- Youth Apprenticeship Programme in Agriculture (YAPA)
- Community Based Environment Protection and Enhancement Programme (CEPEP)
- Metal Industries Company Limited (MIC)

**Target to 2010**

The non-energy fiscal deficit is less than 10 per cent of GDP

**Progress**

In energy-based economies such as ours, the non-energy fiscal deficit or net domestic expenditure has implications for the stability of the economy. Containing the non-energy fiscal deficit under 10 per cent of GDP has been a challenge. The non-energy fiscal deficit, a major source of liquidity injection in the economy, amounted to 14.9 per cent of GDP, around the same level as the previous year. One of the factors contributing to this gap is the increased public expenditures on sectors aimed at improving the quality of life for citizens including education, health, housing, national security and infrastructure. However, Government remains committed to reducing this deficit by 2010 and will continue to explore avenues for the adoption of a medium-term fiscal framework to further improve and manage public resources.

<table>
<thead>
<tr>
<th>Period</th>
<th>Oil</th>
<th>Natural Gas</th>
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</thead>
<tbody>
<tr>
<td>Jul-08</td>
<td>131.22</td>
<td>11.067</td>
</tr>
<tr>
<td>Aug-08</td>
<td>112.41</td>
<td>8.301</td>
</tr>
<tr>
<td>Sep-08</td>
<td>96.85</td>
<td>7.485</td>
</tr>
<tr>
<td>Oct-08</td>
<td>69.16</td>
<td>6.727</td>
</tr>
<tr>
<td>Nov-08</td>
<td>49.76</td>
<td>6.7</td>
</tr>
<tr>
<td>Dec-08</td>
<td>38.6</td>
<td>5.794</td>
</tr>
<tr>
<td>Jan-09</td>
<td>41.54</td>
<td>5.07</td>
</tr>
<tr>
<td>Feb-09</td>
<td>41.41</td>
<td>4.382</td>
</tr>
<tr>
<td>Mar-09</td>
<td>45.78</td>
<td>4.002</td>
</tr>
<tr>
<td>Apr-09</td>
<td>50.2</td>
<td>3.561</td>
</tr>
<tr>
<td>May-09</td>
<td>56.98</td>
<td>3.934</td>
</tr>
<tr>
<td>Jun-09</td>
<td>68.36</td>
<td>3.935</td>
</tr>
<tr>
<td>Jul-09</td>
<td>64.59</td>
<td>3.551</td>
</tr>
<tr>
<td>Aug-09</td>
<td>71.35</td>
<td>11.067</td>
</tr>
</tbody>
</table>

Source: EIA and OPEC websites

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22 The non-energy fiscal deficit is equal to non-energy sector taxes minus domestic expenditure. It is an important indicator of fiscal sustainability for economies that are dependent on energy revenues, by gauging whether non-energy revenue can support government expenditure in the event of shocks to the external sector. Generally, the lower the non-energy fiscal deficit or the lower the level of fiscal injections, the smaller the national budget’s contribution to inflationary pressures.
**Target to 2010**

**The Heritage and Stabilisation Fund has at least US$2 billion**

**Progress**

The Heritage and Stabilisation Fund (HSF) was established by the Heritage and Stabilisation Fund Act of the Parliament of Trinidad and Tobago on the 15th March 2007.

The Act provides that the purpose of the Fund (to be denominated in US$) is to save and invest surplus petroleum revenues derived from production business in order to:

a. cushion the impact on or sustain public expenditure capacity during periods of revenue downturn whether caused by a fall in prices of crude oil or natural gas;

b. generate an alternate stream of income so as to support public expenditure capacity as a result of revenue downturn caused by the depletion of non-renewable petroleum resources; and

c. provide a heritage for future generations, of citizens of Trinidad and Tobago, from savings and investment income derived from the excess petroleum revenues.

Like most sovereign wealth funds, the Trinidad and Tobago Heritage and Stabilisation Fund experienced two difficult fiscal years 2008-2009. The global turmoil, which started in the U.S. housing market, has had its fallout in the financial services sector with the failure of several large financial institutions and a total disruption in international financial markets. Increased volatility in financial markets and underlying bearish sentiment of investors made the conditions for investing quite challenging.

The Board of the HSF, has managed to avoid the losses that many of its counterpart Funds suffered, as a result of the unstable financial markets, by postponing the implementation of its strategic asset allocation.

The HSF began with a balance of US$ 1.402 billion in March 2007. In Fiscal 2008, the value of the Fund grew from US$1,766 million to US$2,888 million. This increase was due to Government deposits of US$1,054.2 million and the return on the investments of US$67.9 million.

In the first three quarters of fiscal 2009 the Fund experienced modest growth- from US$2.88 billion
to US$2.912 billion. No Government contributions were made during this period. International volatility led to declining returns on investment for the first three quarters of fiscal 2009.

All assets held in the HSF portfolio are invested in U.S. dollars, the reporting or base currency. As a consequence, the portfolio is protected from fluctuations in value due to adverse foreign currency rate movements against the U.S. dollar.

The people of Trinidad and Tobago now have TT$18.4 billion in the Heritage and Stabilisation Fund. As international markets improve, there will also be improved returns on investment and renewed Government deposits from surplus petroleum revenues which will further increase the value of the Fund.

**Target to 2010**

**New export markets penetrated**

**Progress**

Trinidad and Tobago is poised as the manufacturing centre and the commercial, trans-shipment and financial hub of the Caribbean and the Americas and gateway to Latin America. A 2008 World Trade Report states that despite deceleration in growth in world output and trade in 2007, economic expansion rates showed no signs of deceleration for developing countries as a group. Despite the economic downturn, Trinidad and Tobago has done quite well in export performance, in both energy and non-energy exports.

The CSO has reported that in 2008 total exports was TT$113.5 billion with the energy sector accounting for most of that figure. Of this amount, TT$102.4 billion was from the energy sector and $11.1 billion came from the non-energy sector. Additionally, total exports increased from TT$84.4 billion in 2007 to TT$117.7 billion in 2008.

In 2008, approximately 30 per cent of the GDP at current prices came from trade. At the national level, the increased foreign exchange earnings derived from trading with foreign nations will impact positively on Trinidad and Tobago’s Balance of Payments records, contributing to the maintenance of macroeconomic stability, a key priority in the National Development Plan.
The country’s trade policy is based on diversifying the economy by facilitating the expansion of the non-oil manufacturing sectors through the provision of enabling policy legislation and the negotiation of trade agreements with third countries. Trinidad and Tobago’s Trade Policy is cognisant of a pronounced trend towards the elimination of trade preferences in favor of reciprocal trading agreements. Several initiatives have been identified that are representative of the renewed focus:

**CARIFORUM-EPA**

Trinidad and Tobago as a member-state of CARIFORUM signed the EPA Agreement in October 2008 and provisional application commenced in December of that same year.

In the third quarter of the fiscal year 2008, the Government of T&T, launched a Public Awareness and Education Campaign on the EPA. The purpose of this campaign was to sensitise the public as to the many benefits that can be derived from this new trading arrangement. To date, several informative sessions with internal and external stakeholders on the coverage and benefits of the EPA were conducted. This is an ongoing initiative with further sessions carded for September 2009.

The Ministry Of Trade and Industry (MTI) is the coordinating body for implementation of the EPA agreement and in this regard, designed an implementation plan for the EPA. This Plan, outlines T&T’s obligations under the Agreement, and identifies the Ministries’ and Agencies’ implementation responsibilities.

Currently, T&T is at an advanced stage of drafting legislation to bring the EPA into national law. It has been remitted to other authorities for their consideration. The EPA is expected to be implemented in fiscal 2010.

**Trade and Development Agreement - CARICOM and Canada**

In July 2008, the visit of Canadian Prime Minister Stephen Harper to the Region, sent a strong signal of intent towards the formal launching of the Trade and Development Agreement - CARICOM and Canada, scheduled to take place in September 2009. Subsequently, Trinidad and Tobago along with neighbouring Caribbean Community members, which is CARICOM, have signaled its readiness to commence negotiations for a Trade Development Agreement with Canada in the fourth quarter of the fiscal year 2009. Under this Agreement, CARICOM’s Draft Negotiation Brief has been considered by the region and the region’s positions have been refined.
Currently, the CARIBCAN Agreement only covers trade in goods, and certain items are exempt from duty free access while trade in services is not covered in the agreement. In addition, Haiti and Suriname are exempted from this agreement.

CARICOM reaffirmed the Community’s commitment to securing a Trade and Development Agreement with Canada but noted that it should not be limited to market liberalisation. It was emphasised that the Agreement must also provide for specific, actionable and time-bound measures that effectively address constraints, facilitate the region’s structural transformation and assist in the building of export capacity and contribute to the enhancement of its international competitiveness. Once finalised, this will replace the existing CARIBCAN Agreement, which is expected to expire in 2011.

**Trade Facilitation Office Cuba**

In fiscal 2009, the Trade Facilitation Office (TFO) Cuba conducted several introductory/exploratory meetings with major Cuban corporations. This strategic action serves as a prelude, opening the doors for bilateral trade with Trinidad and Tobago. Via the assistance of the Ministry of Foreign Trade, Cuba (MINCEX), the TFO has met with approximately 36 Cuban entities, inclusive of Ministries and Import/Export corporations, to discuss a range of commercial interests including agriculture, consumer and industrial products, major distribution chains, maritime transport, tourism and investments.

The TFO signed an Agreement of Cooperation with the Cuban Chamber of Commerce formalising the commitment of both entities to work closely together to develop trade relations.

The TFO has also facilitated approximately 40 Trinidadian companies/individuals seeking market information and assistance in establishing linkages with Cuban firms. Consequently, the TFO is now on the Cuban circulation list for purchasing requests from Cuban importers. This is a positive step as suppliers from Trinidad and Tobago, are being given an opportunity to be considered for trade propositions. The requests once received by the TFO are circulated to the relevant Trinidad and Tobago business enterprises with the assistance of the MTI and the Trinidad and Tobago Manufacturing Association (TTMA).

The TFO participated in the EXPOCARIBE Trade Fair in Santiago de Cuba, the second largest province of Cuba. Prior to this fair, all efforts of the TFO were concentrated in the capital Havana. At the ExpoCaribe Trade Fair, the TFO promoted T&T and its business sectors. Furthermore at the Fair, the TFO made a presentation at which 33 Cuban companies representing the construction,
mining, food and beverage, agriculture, transportation, electronic products, metal industry, pharmaceuticals, chemical and services sectors were in attendance.

**Bilateral Investment Treaties**

Efforts with these initiatives under the investment agenda are ongoing. A review of the draft Bilateral Investment Treaties (BITs) with Italy and Switzerland are in progress and it is expected that negotiations with these countries will commence shortly.

**Trade and Investment Mission – Asia**

Arising out of the Far East Mission, Trinidad and Tobago received Trade and Investment missions from India, Bangladesh and Singapore in June 2008 and June 2009. The MTI was also able to collaborate with International Enterprise Singapore to host a Seminar on the ‘Singapore Economic Model: Lessons for Trinidad and Tobago in August 2008.

Additionally, the Ministry of Foreign Affairs (MFA) through the High Commission in New Delhi, India coordinated its second Trade and Investment Mission to Trinidad and Tobago in June 2009. This project was marketed in India, Bangladesh, Indonesia, Sri Lanka and Singapore and was executed in connection with eTeck, the Tobago House of Assembly (THA) and the Trinidad and Tobago Chamber of Commerce.

The objectives of the project included promoting the establishment of joint-venture businesses between businessmen from Trinidad and Tobago and Asia as well as cooperation agreements between business organisations/chambers in the two (2) territories. It was also expected to encourage investment in Trinidad and Tobago as well as assist local businessmen in securing supplies from their Asian counterparts.

**Improved trading relations with Latin America**

In response to the air transportation initiative that arose from separate visits to Mexico and Panama, discussions are ongoing with executives of the other Latin American airlines, on improving Trinidad & Tobago’s connectivity with Latin America. Additionally, the Government in collaboration with the Trinidad and Tobago Chamber of Commerce, mounted an investment mission to Central America.

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23 The Bilateral Investment Treaties guarantee protection for investment in each signatory country as well as support for investments from these countries.
**Opening of new Embassies in foreign countries**

In 2007, Embassies were opened in Kampala Uganda and Havana Cuba. Similarly, an Embassy was established in Costa Rica, in the last quarter of 2008. The establishment of a mission in Malaysia has had no significant progress to date.

**Hosting of International Conferences and Forums**

Since 1994, there have been four regular Summits of the Americas and two Special Summits in six different countries. In 2009, Trinidad and Tobago made history by becoming the first Caribbean nation to host the Summit of the Americas. This was the Fifth Summit, which was held at Port-of-Spain, Trinidad and Tobago, from the 17th to the 19th of April 2009.

The theme of this Summit—"Securing Our Citizens’ Future by Promoting Human Prosperity, Energy Security and Environmental Sustainability"—was developed in consultation with many hemispheric stakeholders including member countries and partner institutions of the Summit process.

The Government of Trinidad and Tobago, was mindful of the need to make this Summit more people-centered and inclusive, in order to deliver tangible and measurable outcomes that will make a real, positive difference to the lives of people in the region. The focus of the Fifth Summit was human prosperity, energy security, climate change and sustainable development.

![Official Photo of the Fifth Summit of the Americas](image)

Prior to the Summit, there were a number of smaller conferences and forums held in Trinidad and Tobago. These include:
• **Caribbean Sub-regional Civil Society Forum**: On October 30-31, 2008, 140 civil society representatives from 12 countries of the Caribbean convened in Port of Spain, Trinidad and Tobago. During two days of deliberation, five open dialogues were held that addressed all of the themes presented in the Draft Declaration of Commitment of Port of Spain, including promoting human prosperity, environmental sustainability and energy security, and strengthening democratic governance, public security, and the Summits of the Americas Process.

• **A Forum of the Workers of the Americas**: Trade unionists of the Americas, representing over fifty million workers across the entire continent, met in Port of Spain, Trinidad and Tobago on April 15th and 16th, 2009.

• **Youth Forum of the Americas**: Young entrepreneurs and leaders from the Americas gathered in Port of Spain, Trinidad and Tobago on April 15th and 16th. The Forum dialogues were centered on topics concerning youth entrepreneurship, the promotion of technologies for connecting the Americas, corporate social responsibility, business best practices, youth migration, ethics in business, opportunities for young people in energy, environment and new sources of energy development.

• **Hemispheric Private Sector Forum**: “PROMOTING PRIVATE SECTOR-LED PROSPERITY” was the theme of the Hemispheric Private Sector Forum held April 15-16, 2009 in Port of Spain, Trinidad and Tobago.

The National Secretariat for the Fifth Summit of the Americas and the Commonwealth Heads of Government Conference, is now in its planning stage to host the upcoming meeting of Commonwealth leaders. As a pre-event to the Commonwealth Heads of Government meeting, Trinidad and Tobago would be hosting the Commonwealth Business Forum in Port-of-Spain from 23-26 November 2009. The theme for the forum is “Partnering for a More Equitable and Sustainable Future: the Commonwealth and the Americas”.

![Youth Forum of the Americas](image1)

![Workers’ Forum](image2)
The Forum will highlight new global economic partnership arrangements to promote trade and investment in key sectors across the Commonwealth and beyond, particularly in the Americas. It will focus on building the new economic and financial architecture in the global economy and ensuring that it is inclusive and beneficial to all. This forum will present a useful platform for fostering partnerships and new relationships.

There was also the Trinidad and Tobago Petroleum Conference (TTPC) held between the 2nd and the 3rd of February 2009. This conference has grown over the years to become a major event on the local energy sector calendar as it provides an important opportunity for the exchange of ideas and information between the Government, industry and the wider national community.

This year’s theme “Energy for Competitiveness” took the issue of competitiveness and the energy sector as its core theme for 2009. The Conference considered policy issues about how the sector is managed and whether the correct economic and social policies can ensure that competitiveness is enhanced in an era of declining commodity prices.

In addition to exploring trends within the oil, gas and petrochemical industry and providing delegates with a wide range of analysis and industry intelligence about the Trinidad & Tobago and wider Caribbean energy sector, the Conference also explored the issue of competitiveness and the energy sector, in local, regional and global settings.

In keeping with the tradition of the TTPC, these themes were robustly debated and fully analysed in seeking to chart a future course for Trinidad & Tobago and the wider region.

The Ministry of Trade and Industry partnered once again with the private sector for the hosting of the Trade and Investment Convention 2009. The Ministry co-sponsored the event along with the Trinidad and Tobago Manufacturers’ Association (TTMA), the Telecommunication Services of Trinidad and Tobago (TSTT) and RBTT Bank Ltd.

**Key Projects**

- CARICOM-EPA Agreement
- Trade and Development Agreement- CARICOM and Canada
- Trade Facilitation Office-Cuba
- The Fifth Summit of the Americas
A BUSINESS CLIMATE THAT ATTRACTS INVESTORS AND ENCOURAGES COMPETITIVE BUSINESSES TO START AND GROW WILL BE CREATED

Objectives

- Improve Trinidad and Tobago’s business competitiveness
- Facilitate research and development investment in business enterprises
- Increase the number of new businesses
- Increase productivity per worker
- Increase the number of new business clusters
- Streamline the regulatory procedures for establishing businesses

Strategies

- Create a culture of innovation to drive productivity
- Promote business process innovation
- Create a culture for entrepreneurship to flourish
- Improve the environment for business start-ups
- Increase the availability of financing for entrepreneurs
- Provide support for networks and clusters
- Provide infrastructural support for business development
- Remove rigidities in the labour market
- Institutionalise Occupational Safety and Health
- Enhance overall workforce skills
- Address the brain drain
- Implement investment promotion strategy

Key Performance Indicators

- Global Competitiveness Index
- International Development Bank Business Climate Index
- Real Effective Exchange Rate Index
- Number of new businesses
- Labour Productivity
- Unit Labour Cost Index
- Indices of Average Weekly Earnings
- Foreign Direct Investment

A business climate that attracts investors and encourages competitive businesses to start and grow will be created.
Targets to 2010

- Five new industrial clusters formed
- 5,000 new businesses formed

Progress

In recognising the significant contribution that Small and Micro Enterprises (SMEs) make to employment creation and poverty eradication, Government continues to support the development of SMEs by creating the necessary environment to facilitate their development. The Government’s thrusts for SMEs have been multi-focused giving support through financial and technical assistance, provision of physical and ICT infrastructure, creating opportunities for greater participation in the construction sector and niche markets for downstream industries from oil and gas.

In 2008, companies registered in the formal sector totalled 4,345 companies, falling just short of achieving the target of 5000 new businesses per year. Comparatively, for the period January – July 2009, new company registrations have already reached 1926, a promising picture given the current economic climate (Table 3.4). Initiatives such as NEDCO, the Small and Micro Enterprise Development Fund and the Small Enterprising Businesses Association, continue to provide the necessary assistance to boost entrepreneurship nationally.

Table 3.4
Number of Companies/Business Names, Incorporated or Registered
For the period January 2003 – July 2009

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Companies</td>
<td>3152</td>
<td>3382</td>
<td>3899</td>
<td>4238</td>
<td>4451</td>
<td>4345</td>
<td>1926</td>
</tr>
<tr>
<td>Business Names</td>
<td>3236</td>
<td>4149</td>
<td>4838</td>
<td>6180</td>
<td>7424</td>
<td>7330</td>
<td>3374</td>
</tr>
</tbody>
</table>

Source: Registrar General’s Department, Ministry of Legal Affairs

Industrial Parks

Development works on the industrial estates, increased the lease-able light industrial space by 1,020.46 acres to allow for a larger tenant base in the non-energy sector. Over the last fiscal
year, priority was given to ongoing works and designs at the respective parks. The Beetham Light Industrial Estate Extension was completed. Infrastructural works\textsuperscript{25} of the Point Fortin (Park Extension) on both North East and North West of the Park are approximately 99 per cent completed. Park upgrade construction services were carried out at the Point Lisas, Diamond Vale, Plaisance and O’Meara Industrial Park where rehabilitation works to factory shells were completed. At the Macoya and Morvant Industrial Parks, resheeting works to factory roofs were completed. Additionally, Plaisance Park reinforced concrete retaining wall was completed while the Harmony Hall Industrial Park completed the re-paving of its road reserves. With the current crime situation, security has become a great concern. As a result, a security master plan for all parks has been prepared and detailed designs are 75 per cent completed.

\textbf{Tamana InTech Park}

The Tamana InTech Park (TIP) is intended to establish a platform for a knowledge driven economy that will create sustainable industries and provide enlightened job opportunities for hundreds of highly skilled citizens of Trinidad and Tobago. To date, the construction of infrastructure over the entire TIP is 30 per cent complete. The street lighting infrastructure (including the installation of poles, luminaries, the associated cable and the provision of a temporary overhead power supply) has been installed along the five roads: Antigua Road, St. Kitts Road, Cayman Road, Alutech Road and West Taxiway that formed the Recovery Plan Works. There are currently 10 prospective tenants for the Park. The Electrical Sub-station is 98 per cent complete and the e Teck Flagship Complex building is expected to be completed by the fourth quarter 2009.

\textbf{Small and Micro Enterprises (SME) Development}

The National Entrepreneurial Development Company Limited (NEDCO) continues to promote its objective of stimulating and encouraging the entrepreneurial potential of the citizens of Trinidad and Tobago.

For fiscal 2008-2009, NEDCO, under the Youth Entrepreneurship Success (YES) initiative conducted specialised training programmes for small businesses, namely Money Management, Marketing and Business Administration Programmes. A total of 85 businesses participated in these programmes.

To facilitate continuity, growth and expansion of existing small businesses of the NEDCO

\textsuperscript{25} Infrastructural works on the NE side refer to sewer works and water works; fire access road works; waste water treatment plant pre-works (concrete and electrical), street lighting. On the NW side it includes retention pond; drainage works; electrical works including street lighting, underground utility works (sewer, water, electrical, telecom).
Community, NEDCO has initiated the development of a client web portal (EnterpriseNETT) and the establishment of Business Clubs. These strategies provide the platforms for the sharing of information, experiences, and market opportunities for businesses. EnterpriseNETT is a collaborative effort between NEDCO and the Ministry of Public Administration (MPA). The establishment of Business Clubs is in its formative stages.

NEDCO continues to forge partnerships between established business communities (109 business partners) and its clients (456) through the issuance of NEDCO Client Privilege Cards. The card affords participants the benefit of savings and discounts at selected nationwide merchants, opportunities to increase sales, serves as a medium for advertising, and offers assistance in times when making loan payments becomes a challenge.

Other programmes which promoted business opportunities include the coordination of four Business Campuses at St. Augustine, Chaguanas, San Fernando and Scarborough, Tobago. At these campuses 135 participants from secondary schools were exposed to the processes required for setting up an SME. During fiscal 2008-2009, 18 entrepreneurs for the fashion industry were trained under the Fashion Entrepreneurs of Trinidad and Tobago (FETT) Programme. The Small Enterprise Business Association (SEBA) hosted seminars entitled “The A-Z in Running a Small Business” which was conducted at 6 locations (using ETTIC and RED Centres) for 80 participants. Additionally, Business Training Workshops for 240 female entrepreneurs were hosted.

Entrepreneurial Training Institute Incubation Centre (ETIIC) has trained approximately 1100 persons in Business Management and Administration and Wealth Creation. The NEDCO Laventille Initiative of fiscal 2007/2008 resulted in twelve (12) persons from Laventille accessing NEDCO loan services. In April 2009, a Facebook page was piloted, with a fan base of 115 clients to date. Additionally, for the period January to June 2009, NEDCO has distributed approximately 319 loans at a value of TTD $9.4 million to Small and Micro Enterprises. In 2008, 1,299 loans were distributed at a value of TTD $44.6 million. Of this number, 1,024 were loans to new businesses.

Implementation of a Fair Share Programme

The Fair Share Programme fosters the development of small and micro enterprises (SMEs) and assists in their growth into larger businesses by allowing them accessibility to Government

26 The Programme not only provides for under the “Enabling Competitive Business” Pillar but also creates another avenue for promoting work as the best route out of poverty and the creation of a culture for entrepreneurship (strategies under the “Nurturing a Caring Society” Pillar of the Vision 2020 Operational Plan).
contracts. The programme seeks to encourage the participation of small enterprises in productive activity, thus stimulating growth and expansion. To enable its implementation, the programme aims to develop a network of Entrepreneurial Centres across Trinidad and Tobago. As an added incentive, it offers training and other support mechanisms, for eligible small and micro enterprises, so as to boost the production capacities and improve efficiency and effectiveness of the delivery of goods and services.

In the 2008-2009 fiscal year, the Ministry undertook foundational ground work with respect to the implementation of the Fair Share Programme. These included liaising with stakeholders, sourcing of software requirements and procurement of additional staff to facilitate the programme. Numerous seminars and regional expositions were hosted throughout Trinidad and Tobago, offering interested persons valuable information on setting up a small business. Work is continuing on the establishment of a Small Business Register, which will facilitate the easy identification of possible contractors. Additionally, preliminary works have started into the launching of a Fair Share website in 2009/2010.

**Key Projects**

- Construction of Tamana InTech Park
- Development of Industrial Estates and Business Parks

**Target to 2010**

**Business sector investment in Research and Development (R&D) increased**

**Progress**

The Research and Development Facility (RDF) continues to provide financial support to the private sector for cutting edge, innovative, research and development projects. To date, grants totaling $1,153,000 have been approved for local companies to pursue their research and development plans. RDF grants were offered in the areas of software development, merchant marine, music, education, manufacturing, and energy-servicing.

The BDC continues to support the Innovation Agenda and has hosted two workshops in July 2009, on inspiring innovation. Seven companies were challenged to review and develop an innovative business model as the first step in developing an innovative product or service. This programme is
ongoing and should be concluded within 12 to 18 months where it is expected that the participating companies would have been successful in moving their companies to a truly innovative level. The programme is operating in a mentorship environment.

Once this programme proves successful, the BDC will expand the initiative as it seeks to engender a culture of innovation among local businesses.

Key Project
Establishment of a Research and Development Facility

Target to 2010

Productivity growth is improved

Progress

Continuous improvements in productivity are critical to the creation of a conducive environment for businesses to start, grow and become internationally competitive. According to the Global Competitiveness Report 2008/2009, Trinidad and Tobago’s ranking among countries dropped to 92nd from 84th in 2007-2008. However, it should be noted that the scores, pertaining to the determinants of competitiveness, have remained fairly stable moving from 3.88 to 3.85 over the last year.

Another measure of our productivity is the Productivity Index as determined by the Central Bank of Trinidad and Tobago. This ratio comprises the Index of Domestic production and the Index of hours worked and is used by the Government to measure the productivity of the country’s workers.

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27 The Global Competitive Index measures competitiveness as the set of institutions, policies, and factors that determine the level of productivity of a country.

28 The determinants of competitiveness, according to the Global Competitiveness Index, are institutions, infrastructure; macroeconomy; health and primary education; higher education and training; goods market efficiency; labour market efficiency; financial market sophistication; technological readiness; market size, business sophistication and innovation
This Index has been trending upwards indicating an improvement in productivity. (Table 3.5)

**Table 3.5: Index of Productivity 2003 - 2008**

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calendar Year</td>
<td>213.6</td>
<td>233.4</td>
<td>251.2</td>
<td>278.7</td>
<td>298.7</td>
</tr>
<tr>
<td>As at 1st Quarter</td>
<td>206.7</td>
<td>222.6</td>
<td>256.3</td>
<td>264.2</td>
<td>292.2</td>
</tr>
</tbody>
</table>

*Source: Central Statistical Office*

Improving the environment for business involves among other things, reforming the labour market including labour productivity, improving the quality of labour and the availability of labour market information. In this regard there are several initiatives currently being undertaken that are aimed at improving the quality of labour and the labour market.

**National Productivity Centre**

In June 2009, a National Productivity Centre was established. The first step towards this achievement was the appointment of a National Productivity Council, for which members of the committee received their Instruments of Appointment in August 2009. This Tripartite Council is charged with developing and implementing a public awareness programme so as to create higher levels of productivity in Trinidad and Tobago. Preparatory activities for a consultancy to undertake a base line survey and develop a model for managing productivity are being undertaken. Additionally, preparatory works are underway in the establishment of the National Productivity Centre which will, among other things, facilitate educational programmes on the improvement of national productivity.

**Labour market information and services**

The National Human Resource Management Information System (NHRMIS), a data entry storage and retrieval system for labour market information (LMI), currently provides for demand-side data. NHRMIS is an evolving database, which will eventually incorporate both the demand and supply side of labour market data. Further, the data provided by NHRMIS will serve the decision making processes of the Government, the employers, potential investors, researchers, students and other stakeholders. A consultant has been procured to conduct a baseline survey of existing labour market conditions in Tobago. Staff has been trained in the operational capabilities of NHRMIS.
**Legislative Agenda**

Over the last year, there were continued discussions with the Central Bank on the finalisation of the policy proposal for transfer of financial supervision, as it relates to the Credit Union Act Central Bank. Areas for amendment and new approaches to deal with the growing and dynamic sector were identified under the Cooperative Societies Act. Recommendations are being prepared for an increase in the national minimum wage, as it relates to the Minimum Wage Order. Additionally, work has commenced to enact subsidiary legislation under the Occupational Safety and Health Amendment Act.

**Reform of labour legislation**

In the upcoming fiscal year, the Ministry of Labour, Small and Micro Enterprise Development (MLSMED) intends to review 11 existing items of labour legislation. Given the extensive exercise, five priority pieces of legislation have been identified; The Employee Compensation Bill, Retrenchment and Severance Benefits Act, The Co-Operative Societies Act, Cipriani College of Labour and Co-Operative Studies Act and The Industrial Relations Act. Efforts are underway to contract consultants for the five priority acts.

**Key Projects**

- Development of the National Human Resource Management Information System (NHRMIS)
- Establishment of a National Productivity Centre

**Target to 2010**

**Trinidad and Tobago is a preferred destination to do business**

**Progress**

Despite the current world economic situation, Trinidad and Tobago has one of the highest growth rates and per capita incomes in Latin America, thus facilitating our goal of becoming a preferred destination to do business. The country continues to enjoy a high investment grade rating from major international credit rating agencies like Standards and Poor’s as well as Moody’s Investor Services. Trinidad and Tobago’s international credit rating for 2009, according to Standard and
Poor’s, now stands at an ‘A-’. This rating reflects the country’s strong fiscal and external accounts and improving debt profile. It is indicative of a competitive business environment which will in turn serve to attract added foreign investment due to a reduction in external vulnerabilities.

Additionally, the Government strives to maintain relations with nations that are of strategic trade and investment importance to Trinidad and Tobago. These Government linkages lead to the development of the legislative framework to facilitate business and investment activity. To this end the Government hosted a number of visits from various countries considered strategic partners.

**e-Business Development**

Efforts are ongoing in the development of the smeXchange.com. The upgrade of the smeXchange continued, becoming a fully functional e-business site which can also facilitate online training. To date, a total of 885 businesses are listed on the smeXchange, comprising companies from countries such as Bahamas, Barbados, China, Dominica, Martinique, St. Lucia as well as Trinidad and Tobago. Business being transacted on the site and parties are subscribing to the training programmes.

**Key Projects**

- Establishment of the Trinidad and Tobago International Financial Centre
- Implementation of the National ICT Plan
- Reform of Government Procurement Process
- Review of the Current Bankruptcy Legislation
- Development of a New Investment Policy
- Improvement of the Country’s Tax Administration
- Revision of the Industrial Relations Act
- Development of Physical Infrastructure

For the period August 2008 to July 2009, 218 companies have registered on the smeXchange.
Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities

Objectives

- Increase the contribution of the non-energy sector to GDP
- Reverse the decline in Agriculture
- Ensure stability of fisheries resources
- Develop new business clusters in the non-energy sector
- Maximise incomes from the energy sector and sustain its competitiveness

Strategies

- Maximise incomes from the energy sector
- Diversify into new energy products
- Strengthen upstream industries in the energy cluster
- Further develop the Plastics, Packaging and Printing (PPP) Cluster
- Support the development of global players in the Food and Beverage Industry
- Support development in the Metal Processing Industry
- Improve the competitiveness of the Services Sector
- Develop and promote a differential high value Tourism product
- Unleash the potential of the Leisure Marine Sector
- Develop Maritime Services
- Expand the Financial Services Sector to become a Pan Caribbean Financial Centre
- Accelerate the development of the Digital Economy
- Develop Creative Industries
- Explore Learning Industries
- Increase profitability of the Agricultural Sector and improve Food Security
- Promote sustainable management and optimal utilisation of living marine resources
- Strengthen the inter-regional market in agriculture and food products

Key Performance Indicators

- Sectoral Contribution to GDP/
  Sectoral Growth Rates
- Number of new business starts-ups net of closure
- Number of new knowledge and technology intensive employment or businesses
- Employment by Sector and Occupation
- Unemployment rate
- Exports - Volume of exports and the number of export businesses
- Terms of Trade Index
- Tourism Price Index
- Human Tourism Index
**Targets to 2010**

- The non-energy sector contribution to GDP expands by at least 10 per cent
- New exports of high value added goods and services emerge

**Progress**

Diversification of the economy continues to be a priority. During the last year a number of initiatives have been undertaken in an attempt to expand this country’s growth opportunities, with particular focus and priority support given to the seven key sub-sectors\(^{29}\) (Box 3.2). In 2008, national statistics show that the top five non-energy exported products were, Iron and steel, Metal Ore and Scrap, Beverages, Paper Manufactures and, Cereal and Cereal Preparations.

**The Entertainment Industry**

The Trinidad and Tobago Entertainment Company (T&T Ent) is focused on building a sustainable, globally competitive entertainment industry, that facilitates a synergistic approach to marketing Trinidad and Tobago internationally, while encompassing all aspects of entertainment.

Under the Revolving Investment Arrangement (RIA), T&T Ent partnered with over thirty (30) artists and entertainment stakeholders.

T&T Ent is currently undertaking its first joint venture international concert, which will be co-hosted with its partner, Carnival Village in London in late August 2009 and will showcase soca and calypso artistes.

The Company invested heavily in developing its website www.ttentonline.com which will become the premier source for

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\(^{29}\) These sectors are: Entertainment, Film, Fish and Fish Processing, Food and Beverage, Maritime, Printing and Packaging, and Yachting.
international persons or entities desirous of obtaining entertainment from Trinidad and Tobago, or interested in investing in the entertainment sector of Trinidad and Tobago. An important component of the site will be the download and streaming capacity, which is being finalised. The Artist E-Registry is also a main highlight on the website. Work is in currently underway to populate the site with artist profiles. The marketing of the E-Registry will be a critical activity in 2009-2010. T&T Ent will also be exploring the possibility of providing booking agent services for artists on its entertainment E-Registry.

Ongoing Domestic marketing continues and new initiatives are being put in place to fully utilise all marketing media including on-line resources. T&T Ent launched a pilot programme on Gayelle The Channel entitled, “ENT TT” which successfully aired live on Gayelle for 13 weeks.

The Company has been quite successful with its workshops. In November 2008, T&T Ent worked in conjunction with Captured Live Productions to organise an Apple Logic Pro music software workshop and training course for sound engineers. This workshop was facilitated by certified Apple trainer, Josh Hinden and internationally renowned music producer, Vincent Di Pasquale. The success of the workshop and overwhelming public interest highlighted a need for more of these types of development projects, for both our entertainers and professionals who operate within the entertainment framework and infrastructure. Some examples of proposed workshops include an Artist Development Programme, Final Cut Pro training workshop and a Bollywood Choreography workshop.

The Film Industry

Government continues to develop and promote the film and television industry as one of the country’s key creative industries as well as position Trinidad and Tobago as a prime location for film production. The Trinidad and Tobago Film Company (TTFC) successfully marketed and promoted the country through several strategic initiatives including: updating the Company’s website to extend online permitting to incoming international crews; placing all relevant grant and equity film programme data and application forms online; revising the Filmscape Guide promotional material; creating the first T&T Production Directory - a comprehensive listing of all suppliers of equipment and services to the national film industry and facilitating the filming on location by regional and international crews.

TTFC recently released the economic impact data for the national film industry as extracted from regional and international productions filming in T&T. International crews filming in T&T spent TT$32Mn during the period 1999-2009 on accommodation, transportation, catering, equipment
and personnel hire and other services. These revenue returns validate GORTT’s decision to develop this industry so as to extend the economic benefits of the film industry’s multiplier effect to the other sectors of the economy.

TTFC has established a very competitive production expenditure rebate programme of up to 30 per cent cash back for both local and international film-makers. This incentive has encouraged more interest in on-location filming in T&T. Two features “Contract Killers” and “Happy Sad” have received their rebate for filming in T&T in 2008, while the Norwegian feature titled “Limbo” has indicated their interest in the rebate and confirmed the start of principal photography in Trinidad from October 2009.

National film-makers have continued to excel through the Production Assistance and Script Development (PASD) grant programmes, with some 97 projects awarded. From 2004 to date, 195 applications were received by TTFC with 97 projects selected. TTFC notes that with each successive Call for Entries there has been an increase in applications, indicating the level of interest by nationals in creating local content. The notable PASD projects are “JAB”, a documentary on the Blue Devils of Paramin by Alix de Verteuil, “Sista God”, a feature film by Yao Ramesar, “YES” a childrens’ series by Lorraine O’Connor, “The Reef” by Danielle Dieffenthaller, and “Real Talk” by Sheridan Edwards amongst others. T&T’s films have won critical acclaim at international Festivals and have been screened at the Toronto Film Festival, the Pan African Film Festival, and Festivals in India and Africa. The two national Festivals, the Trinidad and Tobago Film Festival and the Animaes Caribe Animation and New Media Festival, continue to provide a necessary platform for the screening of local films to national audiences and enjoy ongoing support from the TTFC.

The national film industry is ever evolving and providing real employment and opportunity for nationals of Trinidad and Tobago.

**Fish and Fish Processing**

Initiatives undertaken to promote the fish and fish processing industry during the last fiscal year focused mainly on the development of the existing infrastructure to support business activities and, ensuring sustainable growth, viability and international competitiveness of the seafood industry. In terms of the development of the existing infrastructure, work started on the design of a landing site for deep sea fishing vessels, at Sea Lots. This landing site is being established using a phased approach with Phase I being the establishment of an ice-making facility. There has been an increase
in the number of long line fishing vessels from 13 in 2005 to 20 in 2009. This represents a 54 per cent increase in the number of long line vessels targeting high value pelagic species, most of which is exported. This ice making facility helps modernise the sector allowing for the sale of better quality fish for retail, thereby supporting the further development of the industrial fleet.

The Seafood Industry Development Company (SIDC) has supported commercial business ventures at the community level as exampled by the establishment of the Women in Fishing Processing Facility in Guayaguayare. Approval was obtained for the leasing and modification of a building to accommodate a processing facility, for use by Women in Fishing Association (WIFA). This Facility should be completed early in the next fiscal period and a similar enterprise is being developed involving the Claxton Bay Fishing Association.

Regarding the development of commercial opportunities within the sector, the SIDC has entered into a partnership arrangement with the Institute of Marine Affairs (IMA) to develop a commercial aquaculture pilot project. This large scale intensive project utilises a tank for commercial Tilapia production. Tanks have been installed, fingerlings have been produced and the first production cycle is expected to be complete in mid-2010. This system has the potential to produce 40 tons of fish per annum. The designs for two small scale commercial green water production models for Tilapia have also been developed. These will be field tested with the assistance of other Government agencies by the end of this fiscal period.

In terms of ensuring viability and international competitiveness, a number of capacity building training opportunities were made available, both locally and regionally, to fisher folk and fishing communities. Locally, representatives were availed of training programs in boat engine maintenance, Basic Seaman Class IV certification and HSE. While at the regional level, two fishermen attended fishers exchange in Grenada. Additionally, the SIDC launched its “ICE IT” campaign in an attempt to change the way fish is retailed. A video was produced and aired on national television. Work into the design of a model retail facility is in progress.

In keeping with the SIDC’s mandate to promote the development of a modern, profitable, sustainable and environmentally responsible seafood industry, a quarterly newsletter was designed and three issues printed. Additionally, a website was launched in June 2009.

Further, in pursuit of the goal of developing the fisheries sector of the economy, the Ministry of Foreign Affairs, through its Treaties, International Agreements and Legal Division, pursued the
conclusion of new fishing agreements with Barbados and Venezuela over the fiscal year 2008-2009.

Consequently, regional cooperation in fisheries is critical to the achievement of sustainable management, conservation and utilisation of fisheries resources and the promotion of the transfer of appropriate technologies and development of national capabilities in this sector.

Similarly, Government continued to pursue the delimitation of the maritime boundaries between Trinidad and Tobago and Grenada. This is necessary to determine definitively the extent to which either State can exercise exclusive jurisdiction in respect of the exploration and exploitation of both the living (fisheries) and non-living (oil and natural gas) resources in the ocean space off their respective coasts.

The Food and Beverage Industry
The Food and Beverage Industry Development Committee (FBIDC) commenced the implementation of several projects related to food safety and new trade opportunities for the sector. In the area of food safety, efforts were made into the development of a culture of food safety at the national school level and this was done through a public speaking Essay and Chant out competition. Also, the Organizational and Business Plan for National Agriculture Health and Food Safety Agency (NAHFSA) was completed. In the area of new trade opportunities, the FBIDC facilitated the participation of some of our local food and beverage manufacturers at two of the largest international Food and Beverage Exhibitions, namely, the 11th Americas Food Beverage Show and 55th Summer Fancy Food and Confection Show. At these shows the local manufacturers gained valuable market, technology and regulatory information to improve their international competitiveness and access to new markets. In order to increase linkages with Tobago, there was the formation of a sub-committee in Tobago consisting of members of THA, Public Health and the Business Community. A Strategic Plan designed to increase Research, Development and Innovation in the Food and Beverage Industry of Trinidad and Tobago was successfully completed.

The Maritime (Merchant Marine) Industry
During the last fiscal year the Maritime industry worked on putting the institutional, regulatory and commercial frameworks in place for the development of this sub-sector. In accordance with the various strategic plans completed in fiscal 2008, four key maritime sub-sectors were identified with some initial focus areas identified.
Legislative reform
The Merchant Marine Industry Strategic Plan has identified a number of critical legislations related to the maritime industry which are outdated. As such the Ministry of Works and Transport is in the process of upgrading a number of maritime related legislation to ensure relevance to the current state of the maritime industry. In June 2009 the Shipping Bill and Policy as well as the Marine Pollution Bill and Policy were approved and referred to the Legislative Review Committee for consideration.

Institutional Reform
The Merchant Marine Industry Strategic Plan identified the need for institutional reform in the industry to improve administrative efficiency. The Ministry of Works and Transport has engaged a consultant, to develop a plan for the establishment of a Maritime Authority in T&T. A draft Business Plan was completed in June 2009 and submitted to the MoWT and stakeholders for comments.

Human Resource Development
The Merchant Marine Industry Strategic Plan has identified the need to improve the quality and quantity of workers in the maritime industry, to this end:

- A Consultant completed the preparation of the Human Resource Needs Analysis for the Maritime Industry. The Report identified the human resource quality and quantity gap in the industry and strategies to close the competency and quantity gap in the industry. This will drive future training, seminars, scholarships and workshop programmes to be undertaken by the MIDC.

- The MIDC and the BDC successfully implemented the Maritime Mentorship Programme 2008 during the period July-August 2008. The programme was aimed at building awareness of the maritime industry and career opportunities therein to youths between the ages of 13-17. 24 mentees were taken on approximately 12 field trips to various operations including, ports, ship yards, coast guard, pilots association and ferry service among others, in 2008. The 2009 Maritime Mentorship Program is currently in progress accommodating 44 mentees in the programme and which ties in with the goal of increasing the cadre of workers available to the maritime industry.

Building Awareness and Promoting the Local Maritime Industry
The MIDC sponsored and exhibited at the Caribbean Shipping Association (CSA) 38th Annual General Meeting (AGM), Conference and Exhibition which took place in Port-of-Spain, Trinidad in
October 2008. The meeting was hosted by the CSA in collaboration with the Shipping Association of Trinidad and Tobago (SATT). This was the single largest gathering of the region’s shipping fraternity in the CSA’s history. It therefore provided the MIDC with the opportunity to exhibit and update the regional and international audience of the work of the MIDC and on recent developments in the local maritime industry.

**Printing and Packaging**

The Printing and Packaging Industry focused on the development of alliances for cooperation through updating of its website; implementation of the competitiveness programme by developing training; and re-introduction of printing and packaging basics into the CXC curriculum through the workforce development study component.

The Printing and Packaging Industry (PPI) Council hosted workshops and seminars aimed at encouraging entrepreneurs and training the human resources within the various clusters in the printing and packaging sector. At a breakfast seminar hosted by PPIC, they highlighted the need for more creative and innovative packaging to supply the food and beverage market. A joint seminar between the two industries is on the drawing board.

Additionally, PPIC hosted a 2-day workshop on the fundamentals of printing where employees who were newly exposed to the processes and those more experienced, were able to hone in to standardised techniques and terminology. Further training in the manufacture of plastics and simulator training in printing and machinery maintenance is planned for the next fiscal year. Strategies for the introduction of quality, health and safety and environment systems into the sector are also being developed.

The development of the competitiveness programme continues with collaboration from the National Training Agency (NTA) and the Ministry of Education to introduce printing and packaging into the schools CSEC curriculum. Some national and regional Occupational Standards for the industry have been developed by NTA and endorsed by the industry, and others are in the process of being endorsed. Collaboration with UTT, COSTATT and YTEPP, to develop and present additional courses aimed at filling some of the gaps identified within the industry, are to be expanded.
The PPIC participated in the 26th International Trade Fair in Havana in November 2008 and at TIC 2009 with the aim of placing the T&T printing and packaging industry at the forefront of international trade and growing the industry to compete on the regional and international stage.

The website is being updated and populated with industry news and articles on technical advancements in the industry.

Personal visits to members in the sector, to get buy-in to the planned programmes, is a major thrust of the PPIC within the first quarter of the next fiscal.

**The Yachting Industry**

The Yachting Steering Committee of Trinidad and Tobago (YSC) commissioned a study to assess the skills training needs of existing and prospective employees in the Yachting Services Industry Cluster. Additionally, a “Single Harmonized Form” which is to be used by Immigration and Customs and Excise Officials for the arrival and departure of yachts, has been submitted for approval. Proposals are currently being solicited for the development of a new Yachting Policy, since the 2006 National Yachting Policy was not accepted. Repair to navigational aids are also ongoing.

**Tourism**

Enhancement of the Trinidad and Tobago tourism product continues to be one of the major goals of the Tourism industry to ensure that Trinidad and Tobago has the supporting infrastructure necessary for sustainable growth in market share and by extension improved contribution to GDP.

The Tourism Development Company Limited (TDC) continued its facelift and upgrade programme with improved maintenance and operational initiatives for the five core TDC-managed tourism sites, namely Manzanilla Beach.
Maracas Beach Facility, Las Cuevas Beach Facility, Manzanilla Beach Facility, Vessigny Beach Facility and La Brea Pitch Lake Visitor Facility. These facility upgrades are geared towards enhancing visitor experience at all sites through the provision of functional infrastructure that improves site accessibility especially for the differently-abled and makes each site more aesthetically pleasing, modern, safe and clean.

With continued focus on the physical enhancement of each facility to improve the visitors’ experience, this fiscal, refurbishment works were completed on the Life Guard and Maintenance staff Buildings at Manzanilla and Vessigny beach sites, as well as the Public Washrooms at all five sites. The roadways at Vessigny Beach were also paved to provide easier access to vehicular traffic. The renovations were accompanied by the training of staff in critical aspects of customer service and Health and Safety protocols. The introduction of the new Museum Exhibit as well as improved landscaping at the La Brea Pitch Lake Visitor Facility created a historically relevant launch pad for the commencement of tours of the Lake and added visual impact for the visitor.

With respect to its infrastructure development projects, in 2009 TDC awarded the contract for the Maracas Redesign and Restoration Project. Following the completion of the project scope, visitors will benefit from increased beach space, improved drainage to eliminate flooding issues on the site and in surrounding areas, expanded beach facility including car park and events areas and an overall improved aesthetic at the beach. A major priority for the TDC in the fiscal year 2009, was the Enhancement and Development of the Emperor Valley Zoo. This project was launched in April 2009 with an official sod-turning ceremony and fully mobilized in May 2009 with the commencement...
of construction works at the site. The execution of this project would provide visitors with an enhanced visitor facility and animal exhibits for recreation and education on the indigenous flora, fauna and wildlife of Trinidad and Tobago.

Two Tourism Business Forums were hosted by the TDC in 2009. These meetings were well attended by tourism stakeholders and were designed to inform, educate and promote discussion among tourism stakeholders and help build the credibility of the tourism industry, with key decision makers in both the public and private sectors. The TDC continued its partnership with the Ministry of Tourism on the youth awareness programmes through its participation in Career Fairs distributing collateral material and promotional items with a school outreach programme was executed during the months of March to May 2009. These activities resulted in heightened interest and knowledge of tourism and in the careers available in the industry.

Marketing the T&T tourism product abroad continues with events such as the Annual Caribbean Road Show which was held in Barbados this year. In addition, the destination has been represented in a number of international tradeshows including World Travel Market and ITB Berlin. TDC in conjunction with overseas representatives entered into marketing partnerships with visitor suppliers in key overseas markets for promotion of local events. The objective of these partnership programmes is to support events that have the most potential to attract regional and international travelers throughout the year. As at April 2009, online marketing efforts resulted in over 400,000 unique visitors to the www.gotrinidadandtobago.com. The TDC also in 2009, commenced one of its new initiatives the Trinidad and Tobago Convention Bureau which is geared at the promotion of Trinidad and Tobago to regional and international planners for events, conferences and meetings. One major success was the partnership between TDC and the Florida-Caribbean Cruise Association (FCCA) Conference in Trinidad in October 2008.

**International Financial Centre**

The Trinidad and Tobago International Financial Centre (TTIFC) remains a most prominent feature of Vision 2020. The TTIFC is intended to serve as a gateway to financial services opportunities in the Caribbean and Latin America and support the diversification of Trinidad and Tobago’s economy.

Investment in the TTIFC is necessary to stimulate our economy and to protect our future prosperity. The TTIFC will promote the delivery of financial services in Trinidad and Tobago by domestic and global firms, in a manner that is mutually beneficial to the participant firms and the country as
a whole. Furthermore, the TTIFC will create a broad set of financial services-related employment opportunities, offer attractive career growth with long-term potential to the citizens of Trinidad and Tobago and serve as a training ground to develop our local human capital through the transfer of knowledge and ideas from recognised global financial institutions.

To make this vision a reality, the Government has maintained its deep commitment to the TTIFC and work on the project has continued at a steady pace over the last year in the areas of Financial Sector Reform, Special Purpose Economic Zone, Latin American Linkages and the TTIFC Management Company Limited.

Financial Sector Reform
A most important element in an international financial centre is the proper legislative and regulatory framework. It must provide the flexibility and incentives desired by the business community and maintain strong legal and regulatory oversight with the requisite enforcement capabilities. To market Trinidad and Tobago as a premier business destination, the Government has embarked upon a dynamic programme of Financial Sector Reform.

The amended Financial Institutions Act and the Securities Industry Act have been passed by Parliament. These Acts are cornerstones in the upgrade of the regulatory, tax and legal framework for the financial sector.

Special Purpose Economic Zone (SPEZ)
The Government has already begun work to establish a Special Purpose Economic Zone for TTIFC participants. This zone will create an attractive, internationally competitive business environment for participant firms, while protecting the interests of local firms.

Latin American Linkages
For the TTIFC to serve as the gateway to Latin America we must strengthen linkages with our Latin neighbours. To this end, in April 2009, the Government increased its investment in the Andean Development Fund (CAF). The CAF is a major multi-lateral financial institution which supports
sustainable development in Latin America, the Caribbean and Europe. This CAF Agreement will serve to deepen ties with Latin American financial institutions, thus promoting the objectives of the TTIFC.

The TTIFC Management Company Limited
The Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL) was established in November 2008. The Board of Directors was appointed in July 2009 and is charged with the development, promotion and management of the TTIFC. Construction of the Centre is complete with both towers furnished.

Key Projects
- Maracas Beach Redesign
- Enhancement and Development of the Emperor Valley Zone
- Trinidad Hilton and Conference Centre – Refurbishment Works
- Restoration of Heritage Sites (Mille Fleur and Stollmeyer’s Castle)
- Trinidad and Tobago International Financial Centre

Target to 2010

The food import bill is reduced by 10 per cent

Progress

Ensuring food and nutrition security and creating a competitive agricultural sector are top priorities for the Government. By the year 2020, the agricultural sector must be competitive and possess the capacity to sustain competitiveness by becoming resilient, adaptive, technology-focused and market-driven. Recognising the strategic objective, efforts are ongoing to meet at least 25 per cent of the national demand for the six food groups from national/regional production. Additionally, work is being done on a programme to develop at least 10 new major internationally competitive value-added agri-products for local and international markets by 2012. In 2009, the following programmes continued to record progress.

Creation of Large Commercial Farms
The 200 acre State-owned Tucker Valley Farm at Chaguaramas, and the 75-acre Private Sector-
owned PCS Nitrogen Model Farm and Agricultural Resource Centre at Exchange Couva commenced production and training activities in 2009. These farms are expected to play a pivotal role in support of Government’s efforts to accelerate the transfer of modern farming technologies and best business and farming management practices to small farmers. To date some 29 farmers have already benefited from training at the PCS Nitrogen Model Farm and Agricultural Resource Centre in farmer management, farm economics and soil fertility. When fully operational, these training/demonstration farms would extend their outreach to farmers throughout the country and would provide training in a range of disciplines including such areas as: fertilizer management; greenhouse production methods; direct marketing; computer literacy; agro-environmental technology; storage, handling and marketing strategies; agricultural economics; agricultural finance; business planning for farmers; crop diversification; basic equipment maintenance; soil management; soil sampling testing and irrigation technology.

A fully State-owned Company, Tucker Valley Agricultural Enterprises Limited, has been established to operate and manage the Tucker Valley Farm. The Company is currently being operationalised. The two proposed farms at Edinburgh II and III are no longer being developed as the sites have been allocated for housing development. Infrastructural works to farm gate (drainage, roads, water and electricity) development for the remaining 11 commercial farms have been substantially completed. All outstanding works are scheduled to be completed by September, 2009.

Investors have already been selected for the four (4) farms to be established at: Caroni (100 acres), Edinburgh I (115 acres), Orange Grove (100 acres) and Picton I (241 acres). Provisional licences have been issued to these investors, pending the issuance of leases, to facilitate their preparation of applications for statutory approvals from the Environmental Management Authority and the Town and Country Planning Division.

Requests for proposals were invited for the remaining seven farms at: Jerningham Junction (108 acres), La Gloria I (162 acres), La Gloria II (202 acres), Picton II (224 acres), Picton III (261 acres), Picton IV (266 acres) and Picton V (209 acres). The closing date for the receipt of proposals was August 18th, 2009. The evaluation of tenders is expected to be completed by October, 2009. All farmers are expected to be operational in 2010. The output of these farms will mainly target the food and agro-processing industries.

**Agricultural Access Roads**
As at August 2009, the Agricultural Access Programme rehabilitated 8.42km of roads. At Leekham
Road, off Mamoral Road approximately 1.75km of road works were completed which involved clearing and grubbing, and the preparation of sub-base and drainage structures. A contract was awarded for rehabilitative works of 2.47 km of access road at Dennis Trace, Moruga. This is in addition to the road network at La Reunion Estate, amounting to approximately 4.2km, for the Cocoa Conference which took place in May 2009. A contract was also awarded for corrective works on two landslips at Sookoo Trace, Cumuto. Furthermore, a Roads Rehabilitation Maintenance Programme which identifies the rehabilitative maintenance of approximately 7.5km of roads and one (1) bridge in Trinidad, has been planned for the upcoming fiscal year 2010.

**NAMDEVCO Development Activities**

The National Agricultural Marketing and Development Corporation (NAMDEVCO) continues to fulfil its mandate in the creation and facilitation of a conducive environment for the marketing and facilitation of agricultural produce in Trinidad and Tobago.

To date the Corporation has established seven strategically located Farmers’ Markets throughout Trinidad. These retail markets create a more direct link between farmers and consumers and eliminate the middleman. The establishment of these markets result in cheaper prices for the consumers and the farmers are encouraged to produce more since they have a ready market for their produce. Plans for opening a market in Tobago are under review.

NAMDEVCO is also conducting market research in seeking new markets both regionally and internationally. In respect to market information the Corporation continues to produce a monthly bulletin that provides information on the agriculture sector. Information on prices of selected commodities is also published in the newspaper and is displayed on the organisation’s electronic display board at Macoya.

The National Agricultural Market Information System (NAMISTT) as well as their website, www.namistt.com, also provide a wide range of information with respect to agricultural prices and produce.

**Agricultural Land Information System and Inventory of State Lands**

Improvements to the State Agricultural Land Information System (SALIS) database is currently 74 per cent complete. Based on the information collected, approximately 1452 new agricultural leases for 4686 acres of land were allocated to persons occupying and actively cultivating State lands, for the period 2004 to July 2009 (Table 3.6). In May 2008, all agricultural lands were
transferred to the Estate Management Business Development Company Limited (EMBD). This transition has accounted for 385 leases being executed and registered so far for the current year.

<table>
<thead>
<tr>
<th>Year</th>
<th>Leases</th>
<th>Acres (hectares)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>199</td>
<td>877 (366)</td>
</tr>
<tr>
<td>2005</td>
<td>280</td>
<td>803 (325)</td>
</tr>
<tr>
<td>2006</td>
<td>133</td>
<td>1,404 (128)</td>
</tr>
<tr>
<td>2007</td>
<td>20</td>
<td>122 (49)</td>
</tr>
<tr>
<td>2008</td>
<td>435</td>
<td>941 (376)</td>
</tr>
<tr>
<td>2009 to date</td>
<td>385</td>
<td>539 (217)</td>
</tr>
<tr>
<td>Total</td>
<td>1452</td>
<td>4686 (1461)</td>
</tr>
</tbody>
</table>

Source: Ministry of Agriculture, Land and Marine Resources

**Youth Apprenticeship Programme in Agriculture (YAPA)**

YAPA continues to be a promising programme for young persons wishing to be involved in and contribute to the development of agriculture in this country. Special emphasis is placed on ensuring its continuity by the Ministry since it is the only social welfare programme that targets youth in agriculture. This programme was available in the North region only but owing to its success has now expanded to the South region.

<table>
<thead>
<tr>
<th>Year</th>
<th>Phase I</th>
<th>Phase II</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>2,097</td>
<td>24</td>
</tr>
<tr>
<td>2004</td>
<td>910</td>
<td>75</td>
</tr>
<tr>
<td>2005</td>
<td>1,718</td>
<td>80</td>
</tr>
<tr>
<td>2006</td>
<td>853</td>
<td>80</td>
</tr>
<tr>
<td>2007</td>
<td>408</td>
<td>75</td>
</tr>
<tr>
<td>2008</td>
<td>597</td>
<td>76</td>
</tr>
<tr>
<td>2009 to date</td>
<td>644</td>
<td>74</td>
</tr>
<tr>
<td>Total</td>
<td>7,227</td>
<td>484</td>
</tr>
</tbody>
</table>

Source: Ministry of Agriculture, Land and Marine Resources

It is available in two geographic jurisdictions in Trinidad, that is, Regional Administration North.
which covers the counties of Caroni, St. Andrew/St. David, St. George East and West, and, Regional Administration South which covers the counties of St. Patrick East and West, Nariva/Mayaro, and Victoria.

In the North region, participants were selected in January 2009 for training in crop production, poultry rearing and aquaculture. There are 40 YAPA II trainees in this year’s programme. In the South region, there are 34 participants being trained in different aspects of crop and livestock production.

In terms of YAPA I, a total of 644 youths have participated in the programme for 2009. Additionally, the construction of the YAPA Training Centres in St. Patrick East is 95 per cent completed, while infrastructural works including the installation of a drip irrigation system at Rio Claro is in progress. In St. Patrick West the conversion of the rabbitry into a poultry pen was completed.

**Grow Box Development**
This programme is an intensive form of cultivation geared to households with limited yard space. It is environmentally sustainable and would assist in the nation’s drive to food and nutrition security. For the current fiscal year, the Grow Box Project attracted 1794 applications up to August 2009. Additionally, 890 recipients in the counties of St George East and West as well as St. Andrews, have received 15ft x 15ft grow boxes for the same period. 500 Planter Boxes have been ordered from Rotoplastics Trinidad Limited and a similar quantity from Century Eslon Limited. Delivery is expected by October 2009.

**Establishment of Agriculture Settlements in Trinidad**
This project seeks to provide services in agricultural communities such as desilting and construction of access roads. The initiative will impact on reducing the loss of crops that are directly attributed to flooding in such areas. In Regional Area North (RAN), approximately 68 km of drains and irrigation channels were desilted while repair work was done on distribution network systems and two wells at Carsen Field. Conversely at Regional Area South (RAS), there was desilting of approximately 15.45km. An invert and cascading drain was constructed at Sand Pit Road, Siparia.

**Key Projects**
- Creation of Large Farms
- Agricultural Access Roads
Agricultural Lands Information System and Inventory of State Lands
Youth Apprenticeship Programme in Agriculture (YAPA)
Grow Box Development
NAMDEVCO’s Development Activities
Establishment of the National Agricultural Health and Food Safety Agency
Establishment of Agriculture Settlements in Trinidad

**Target to 2010**

Trinidad and Tobago continues to be a major producer of petrochemicals and LNG

**Progress**

In fiscal 2009, the Government continued to engage in projects that will enable Trinidad and Tobago to optimise the country’s gas based resources through the establishment of downstream industries such as ethylene and polypropylene. These industries will further diversify the energy sector creating and improving the macroeconomic business environment.

**Construction of a Natural Gas Pipeline to Tobago**

This infrastructure development project will enable the GORTT to achieve a competitive business environment that will improve the macroeconomic business environment and assist in the achievement of GNP growth, by development of the gas sector for the long term benefit of the citizens of the country. It will also maximise incomes from the Energy Sector while facilitating downstream development in new energy clusters. It represents GORTT’s thrust to widen and deepen the gas based sector to obtain greater value added, expand the small and medium manufacturing sectors and provide employment opportunities for more highly skilled nationals.

The National Gas Company of Trinidad and Tobago (NGC) has embarked upon the construction of a twelve-inch (12”) diameter, 54 km (33 mile) long subsea natural gas pipeline from the Central Processing Platform of the Angostura Field in Block 2C to Cove Industrial Estate, Tobago. The pipeline has a maximum capacity of 40mmcf/d and will terminate at a gas receiving station, inclusive of custody transfer metering, at the battery limits of the industrial estate.

Work on the project commenced in October 2007 and is ahead of schedule at present. To date the project is 47 per cent actual completion compared to a projected 39 per cent completion. Engineering works and construction have already been embarked upon and will continue into fiscal 2010 with a completion date of January 2011.
Construction of a Multi-fuel Liquid Pipeline

In 2006, The National Gas Company of Trinidad and Tobago was charged with the responsibility of constructing and managing a multifuel liquid 10” pipeline from the Petrotrin Refinery at Pointe a Pierre to the Blue River Interchange at Caroni. At this termination point, there will be facilities for liquid petroleum storage, a top loading gantry and an 8” pipeline for jet fuel to Piarco. These pipelines will improve security of supply to the two (2) locations (Caroni and Piarco) and will, as well, minimise the congestion on the roads caused by Road Tanker Wagons.

The project commenced in December 2007 and is 60 per cent completed. The projected completion is set to be 86.0 per cent by the end of fiscal 2009. Engineering works and construction will continue into fiscal 2010 with a set completion date of September 2010. Construction of the pipeline is now expected to accelerate as the Certificate of Environmental Clearance has been granted by the EMA.

This infrastructure development project will assist in the modernisation and development of the retail sector and also represents GORTT’s thrust to facilitate greater efficiency through an improvement in the energy infrastructure.

World GTL Trinidad Ltd. Gas to Liquids (GTL) Plant

World GTL Trinidad Limited (WGTL-TL) is a joint venture between World GTL Inc. and Petroleum Company of Trinidad and Tobago Limited (Petrotrin) which hold 51 per cent and 49 per cent equity stakes respectively.

The GTL plant will be the first commercial one in the Western Hemisphere. It will diversify the use of natural gas in Trinidad and Tobago and add value to the natural gas. The GTL diesel will be of high quality with 0 ppm sulphur, approximately 0 ppm aromatics and a cetane number greater than 76. Petrotrin will use the GTL diesel as a blendstock component for its diesel output. In addition, the plant will produce hydrogen as a by-product, which would be available for purchase by Petrotrin.

The project commenced in February 2006. Construction at the Pointe-a-Pierre site commenced in November 2006. As at May 2009, construction progress was at 92 per cent and the revised mechanical completion date is end October 2009. First diesel output is estimated for end March 2010.
**Petrotrin Gasoline Optimisation Program (GOP)**

Petrotrin’s Gasoline Optimisation Program (GOP) is the first phase of the refinery upgrade. The Gasoline Optimisation Programme currently underway at Petrotrin will enable the refinery to become a premier supplier in the regional and international market of high quality environmentally friendly gasoline. The project’s benefits includes: increased gasoline yield, improvement of the quality of the gasoline pool through increases in the Motor Octane Number (MON) ratings and reduction in aromatics and sulphur contents. The project’s completion will also result in significant improvements in the refinery’s energy efficiency and its level of environmental compliance will be achieved.

The GOP commenced in September 2005. The GOP cumulative progress at end of May 2009 was 82.9 per cent and overall mechanical completion is projected for April 2010. Mechanical completion of the Isomerisation Unit was achieved in December 2008. Start-up and commissioning of the Isomerisation complex is in progress.

**MHTL AUM Complex - Ammonia/Urea/Melamine Project**

The MHTL AUM project is an example of second stage processing of natural gas. Urea Ammonium Nitrate-32 solution is a fertiliser used in large-scale farming. Melamine is used in the production of laminates, wood adhesives, fire retardant materials, surface coatings and moulding compounds. The Ammonia Plant commenced operations on April 14th, 2009. The entire Complex is expected to be completed in 4th quarter 2009. The Project was 93 per cent complete as at April 2009.

The MHTL A-U-M Complex, Pt. Lisas under construction
**Alutrint Aluminium Smelter Complex**

A memorandum of understanding was signed on March 23, 2005 by the Government of Trinidad and Tobago, Sural Barbados Limited and China National Machinery Export Company (CMEC) for the proposed 125,000 metric ton per year (125ktpa) Aluminum Smelter Complex at Union Estate. The Government of Trinidad and Tobago has ownership of 60 per cent of the shares of Alutrint. However, due to a court ruling on June 16th, 2009 the Certificate of Environmental Clearance was revoked and as a consequence the construction was halted.

**Essar Steel Iron and Steel Integrated Complex**

This project involves the establishment of an integrated steel complex. The Complex will comprise of two 1.5 million TPY Hot Briquette Iron (HBI) plants, a 2.7 million TPY Hot Rolled Coils (HRC) plant and a 4.5 million TPY Pellet plant. The Complex will require a feed of 198 mmscfd of natural gas. The complex will also include a pellet plant and flat steel manufacturing plant for downstream sectors such as automotives, pipes and tubing, shipping and logistics. Discussions are ongoing.

**Westlake Polyethylene Complex**

The Complex will comprise an ethylene cracker plant and a polyethylene plant. Ethylene is used as a raw material in the manufacture of polymers for the fabrication of plastic and fibres for the packaging, transportation and construction industries. The MOU with Westlake was extended for one year effective February 2009. Discussions are currently ongoing between the GORTT and Westlake to determine the way forward for the project.

**Gas to Polypropylene Complex (GTPP)**

The negotiation and signing of the gas contract, the finalising of the site layout and the obtaining of statutory body clearances started in 2009 and are ongoing. The project is tentatively scheduled to commence in mid 2010 with an estimated completion set for the fourth quarter 2013.

**Maleic Anhydride Processing Facility**

The Maleic Anhydride Processing facility will comprise five major plants manufacturing chemicals for the food and beverage industries. These are a maleic anhydride plant, a malic acid plant, a fumaric acid plant, a tartaric acid plant and a food acid plant. Given the global financial situation and the additional cost, the project is under review.
**LNG Train X**

The Government has already signalled its intention to consider the expansion of the LNG sector by the development of another LNG train. The new “Train X” model for expansion will involve the inclusion of new stakeholders and increased participation by the State along the entire natural gas value chain. In this regard, GORTT and BGTT signed a Memorandum of Understanding (MOU) in March 2007 to facilitate the conduct of a joint study to determine the feasibility of an integrated export project. Work on the study was completed early in 3rd quarter 2008.

Preliminary analysis indicates that despite the significant increases in capital costs, Train X is still a viable project which can add value to stakeholders participating in any element of the value chain. LNG expansion will of course continue to be considered in the context of resource availability and government’s strategic policy in respect of gas allocation, industrial diversification and value generating capacity. Interest in this project remains high and discussions with potential stakeholders in various key elements of the value chain such as liquefaction, shipping, regasification and marketing are continuing.

**Eastern Caribbean Gas Pipeline**

Discussions with all interested parties are ongoing.

**Treaties**

Additionally, in fiscal 2009, the Ministry of Foreign Affairs collaborated with several other governmental bodies to compile and prepare the final submission to the Commission on the Limits of the Continental Shelf (CLCS). The objective of this submission, forwarded in May 2009, was to receive international legal approval for the extension of Trinidad and Tobago’s continental shelf jurisdiction beyond 200 nautical miles from the baselines, from which the breadth of the territorial sea is measured.

A positive recommendation by the CLCS on the submission would allow this country, after delimiting the maritime areas that overlap with other coastal States in the area, to exploit the natural resources of the seabed and subsoil beyond 200 nautical miles from the territorial sea baselines for the continued development of Trinidad and Tobago.

Further, the Ministry also continued work on the negotiation and conclusion of the Agreement between the GORTT and the Government of the Bolivarian Republic of Venezuela relating to the Unitisation of the Loran/Manatee Field. This agreement provides the legal structure for the
exploitation as a unit of cross-border hydrocarbon reservoirs in the Loran/Manatee Field, with the Manatee field being located on the Trinidad and Tobago side of the maritime boundary. Facilitating the unitisation process will ensure that energy companies operating in Trinidad and Tobago are able to exploit, in a timely manner and in furtherance of the developmental goals of this country, mineral resources belonging to Trinidad and Tobago that are located in fields that cross the maritime boundary between Trinidad and Tobago and Venezuela.

These negotiations will be concluded in 2009.

**Key Projects**
- MHTL AUM Complex - Ammonia/Urea/Melamine Project
- Alutrint Aluminium Smelter Complex
- Essar Steel Iron and Steel Integrated Complex
- CariSal Calcium Chloride
- Westlake Polyethylene Complex
- Gas to Polypropylene Complex (GTPP)
- Malaeic Anhydride Processing Facility
- ANSA McAL UAN Complex
- LNG Train X
- Alcoa Aluminium and Downstream (NEW)
- Oropouche Reclamation Project (NEW)
- Power Generation Expansion
- Eastern Caribbean Gas Pipeline
Investing in Sound Infrastructure and the Environment

**Goal 1**
Our development efforts will be supported by modern physical infrastructure that embodies the highest standards of quality, aesthetics and functionality

**Goal 2**
Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communication systems driving innovation, growth and social progress

**Goal 3**
The utility sector (water, sewerage and electricity) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens

**Goal 4**
The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community

**Champions**
- Ministry of Works and Transport
- Ministry of Planning, Housing and the Environment
- Ministry of Public Administration
- Ministry of Public Utilities
- Ministry of Local Government
- Tobago House of Assembly
- Ministry of Agriculture, Land and Marine Resources
Overview of Implementation Progress

Modernisation of our physical infrastructure in keeping with the highest standards of development continued through the Ministry of Works and Transport. Activities geared towards expanding our road network and providing alternative access routes were undertaken. As a result, designs for the construction of new highways from San Fernando to Pt. Fortin, Princes Town to San Fernando, Princes Town to Mayaro were completed and tender documents prepared. Construction of additional lanes from Macoya to Golden Grove and Barataria to El Socorro along the Churchill Roosevelt Highway were also undertaken. In Tobago, given the economic importance of the International Jazz Festival, the main roads in Plymouth were widened and upgraded. The latter, provides an ideal example of how infrastructural works can impact positively on business development.

Additionally, construction of segments of the interchange at the intersection of the Churchill Roosevelt and Uriah Butler Highways was completed. This entails the West to South ramp that is 600-metres in length spanning from the Churchill Roosevelt Highway to the Uriah Butler Highways. Currently, Package C of the project is being finalised.

The Ministry of Works and Transport envisages the continuance of improving the management structure and systems relating to our transport infrastructure along with the modernisation of the Transport Division. As such, significant technological upgrades were undertaken. With respect to enhancements to port facilities, shortly a National Port Council will be established and will be responsible for economic, developmental, regulatory and environmental issues concerning port activities in the country.

The upgrade of the public transportation system also progressed satisfactorily over the last few years evidenced in part by the acquisition of 310 buses to date. Moreover, a contract to Design-Build, Operate and Maintain (DBOM) was awarded to Trinitrain Consortium for the Trinidad Rapid Rail Transit System (TRRTS). This TRRTS system has progressed well beyond the Procurement and Project set-up and is well into Phase I, the planning and preliminary engineering phase. In addition, the water taxi service is operating efficiently since December 2008.

The Ministry of Public Administration has indicated that in terms of adoption of Information Communication Technology (ICT) the use of the Internet has been steadily increasing due to the increased competition in the market and the widened geographical coverage of Internet services. In addition, 100 per cent of all libraries in Trinidad and Tobago continue to be equipped with computers.
and free Internet access, which is available through the Library Net Programme from the National Library and Information System (NALIS) Authority. The Ministry of Public Utilities continued with its improvements to mail coverage and increased coverage in mail delivery to approximately 95.7 per cent of households and businesses. These record achievements also exceeded the targets set for 2010, specified in the Vision 2020 Operational Plan 2007-2010.

In relation to the utility sector, for 2008, approximately 95 per cent of the population has access to a potable supply of water with 24 per cent having access to a 24/7 water supply. With respect to the generation of electricity, it is now estimated that more than 97 per cent of the population has access to an electricity supply. As such, this achievement attains the 2010 target. In addition, quality standards for both Water and Sewerage Authority (WASA) and Trinidad and Tobago Electricity Commission (T&TEC) were developed.

With regards to the environment, key initiatives undertaken by the Ministry of Planning, Housing and the Environment, the Forestry Division of the Ministry of Agriculture, Land and Marine Resources along with the Environmental Management Authority and the Ministry of Local Government included:

- Drafting of Waste Management Rules and the Beverage Container Bill
- Completion of designs for programmes to address biomedical waste, waste compostable and tyres
- Completion of a Draft Wetlands Policy
- Drafting of the Noise Pollution Rules
- Standards for Vehicle Emissions
- Drafting of a ‘Carbon Reduction Strategy for Trinidad and Tobago, in an attempt to address climate change
- Protection of our forests through reforestation, education and awareness and institutional strengthening of relevant Ministries/departments.
Our development efforts will be supported by modern physical infrastructure that embodies the highest standards of quality, aesthetics and functionality

Objectives

• Develop a modern, integrated transportation network that provides for the safe, convenient and efficient movement of people and goods within, into and out of the country
• Provide high quality economic infrastructure that supports high levels of economic growth and the development of competitive businesses
• Improve the visual appeal and functionality of all public facilities and buildings
• Develop drainage systems that meet ecological requirements and mitigate flooding and health hazards
• Instill an attitude of care and respect for public infrastructure among all citizens

Key Performance Indicators

• Per cent of pedestrian friendly streets
• Kilometres of roads maintained
• Road Coverage
• National expenditure on public transportation
• Vehicle operating cost
• Ship turn around time
• Moves per crane hour
• Truck turn-around time
• Quality of air transport service
• Number of new airline routes connecting through Trinidad and Tobago
• National expenditure on maintenance of public buildings per year
• Quality of on-board facilities and service of inter-island sea transport
• Number of persons using the fast ferry service
• Quality of public transportation throughout the country
• Number of communities affected by flooding

Strategies

• Strengthen the institutional capacity for infrastructure development
• Develop and maintain a safe and efficient road network
• Strengthen the traffic management systems and reduce congestion throughout the road network
• Expand and improve the public transport system
• Improve the pedestrian environment
• Improve inter-island sea transport
• Modernise and expand sea port facilities
• Build a first class air transport sector with modern and secure airport facilities
• Build institutional capacity to manage and operate transport infrastructure
• Provide adequate drainage and irrigation infrastructure
• Facilitate the development of new industries
• Strengthen the planning and development framework

Our development efforts will be supported by modern physical infrastructure that embodies the highest standards of quality, aesthetics and functionality.
**Targets to 2010**

- Construction of four new highways - San Fernando to Pt. Fortin, San Fernando to Princes Town, Princes Town to Mayaro and extension of the Churchill Roosevelt Highway from Wallerfield to Manzanilla
- Completion of the dualling of the Western Main Road to Tucker Valley Road
- Extension of the Claude Noel Highway to Roxborough
- Construction of an Interchange at the intersection of the Churchill Roosevelt and Uriah Butler Highways
- Development of alternative access routes linking key population centres

**Progress**

Within recent times the demands placed on the transportation infrastructure continued to be met as evidenced from the advancements made in expanding the road network and providing alternative transportation means and routes. The continued move towards upgrading and modernising the transportation sector is evidenced by the pursuance of initiatives, intended to reduce travel time between rural and urban areas and increase efficiency in the movement of people, goods and services.

**New Highways**

In an effort to upgrade our road infrastructure the construction of new highways is a key element. The designs for the construction of the new highways from San Fernando to Princes Town, Princes Town to Mayaro and San Fernando to Point Fortin were completed and final tender documents prepared. Additionally, draft drawings of one segment of the Churchill Roosevelt Highway to Manzanilla was completed.

Along with the construction of new highways there is an attempt to refurbish and extend existing highways. Extension of the Diego Martin Highway from Sierra Leone Road to Wendy Fitzwilliam Boulevard and the Solomon Hochoy Highway from Tarouba to Golconda were completed. The construction of additional lanes from Macoya to Golden Grove is ongoing while the segment from Barataria to El Soccorro along the Churchill Roosevelt Highway was completed. Designs were completed for the widening of the highway from Aranguez to the interchange, and the widening
and upgrading of the Uriah Butler Highway from Jerningham Junction to the Chaguanas Overpass were also completed. The upgrading of the highway from Demarra Road to Antigua Road in Wallerfield is ongoing.

In Tobago, the completion of the widening of the main roads of Plymouth, which contributed to increased revenue generated from the hosting of the last International Jazz Festival, was completed. Furthermore, a feasibility study is scheduled to be conducted in the latter part of 2009 for the extension of the Claude Noel Highway to Roxborough. The construction of the Claude Noel Highway began in 1976 and extends from Lowlands to Bacolet. The first phase includes the design of a roadway from Bacolet to Delaford, including bridges, retaining walls and other structured elements which will be undertaken.

**Dualling of the Western Main Road**
Increased residential, commercial and agricultural activities have led to the need for the development of the north/western peninsula. The specific requirement is for increased road capacity to cater for projected traffic needs resulting from the activities in the area. Draft designs for dualling of the Western Main Road were completed in 2007; however, further work was stymied as a result of the exorbitant cost of acquiring the private lands required for expansion of the Road. As such, consideration is being given to the construction of a causeway instead.

**Interchange at the Intersection of the Churchill Roosevelt Highway and the Uriah Butler**
On May 1st 2009, the interchange at the intersection of the Churchill Roosevelt Highway and the Uriah Butler highway was opened to vehicular traffic with the completion of the West to South ramp. In order to accommodate the flow of traffic over the ramp, the highway over the Caroni River Bridge was widened. Residents of the Bamboo Settlements were also able to access their communities through the construction of the Bamboo Bridge.
With the commissioning of the West to South ramp the congestion experienced by travelers on the North to South route during peak hours has been reduced substantially. Additionally, the East Service Road has made it possible for those persons who wish to access the Grand Bazaar Shopping Centre to do so without being caught in the North to South Traffic.

The contract is expected to be awarded for the final phase of this project (‘Package C’) by the end of September 2009. This stage involves the construction of a bridge over the Churchill Roosevelt Highway, from the Uriah Butler Highway North to the Uriah Butler Highway South. This also entails the construction of an Eastern Service road over the Churchill Roosevelt Highway from Grand Bazaar to Nestle.

Plans are being developed for overpasses to be built at Aranguez and El Socorro over the Churchill Roosevelt Highway. Designs are on-going and construction will commence at the end of September 2009. A Design-Build Contract (DBC) was awarded for the construction of these flyovers.

**Alternative Access Routes**

In an effort to ease traffic congestion and reduce the traffic flow from town centres, construction, rehabilitation and reconstruction of roadways that provide an alternative access route are being developed. Preliminary activities were initiated for the construction of the under mentioned roadways as follows:

- Laventille Old Road from Santa Cruz to Lady Young Road
- Hololo Mountain Road
- Savannah Private Road from Savannah Villas to Uriah Butler Highway

In order to ensure an efficient road network and reduce commuting time improvement to the Maraval Access Road (Saddle Road from Rapsey Street to Vallerton Avenue) was undertaken. The project entails all works and improvements including but not limited to, improvements to Saddle Road/Long Circular and Saddle Road/Rapsey Street intersections and a Long Circular
Road traffic reticulation scheme. Works have been partially completed; however, the acquisition of lands have to be addressed.

Since the construction of the Claude Noel Highway in Tobago, Milford Road has become under utilised. It originally connected Scarborough to the West end of the island and the reconstruction of this route will provide an alternative access route to the villages of Lowlands and Lambeau. To reduce the traffic congestion around the Crown Point Airport, the Store Bay local extension will be constructed. This route allows persons to by pass this high traffic area due to the high levels of commercial activity in that area.

**Key Projects**
- National Highways Programme (NHP) - Trunk Road Expansion Project
- Port of Spain East/West Corridor Transportation Project
- Alternative Access Routes Linking Key Population Centres
- Development, Management and Maintenance of Municipal Roads and Bridges
- Rehabilitation of the Claude Noel Highway
- Improvement to Maraval Access (Saddle Road from Rapsey Street to Vallerton Avenue)

**Targets to 2010**
- Modernisation of the Transport Division
- Establishment of the Roads Authority
- Establishment of a National Port Council (NPC)

**Progress**
Transport management is a key factor to the efficient operations of our roads, ports and air, sea and land transport. Progress was made in modernising of the Transport Division of the Ministry of Works and Transport. With the establishment of a Roads Authority and a National Port Council, it is expected that economic, developmental, regulatory and environmental issues related to transport management would be addressed.

**Modernisation of the Transport Division**
The Transport Division is currently involved in modernising and upgrading its processes and the delivery of its services with the aim of creating a more customer friendly environment, reducing
the time taken to conduct business, improving productivity of staff, and increasing Government’s revenue from this sector. This modernising exercise includes two main projects namely the implementation of a Computerised System of Motor Vehicle Inspection and the transformation of the Licensing Division into a statutory body along with the Driver’s Permit and Vehicle Licensing Authority. With respect to the former, the following activities were completed over the past few years:

- installation of a Local Area Network (LAN) within the Transport Division’s Administration Building, Port of Spain
- installation of Wide Area Network (WAN) equipment at the offices involved in the pilot phase - Port of Spain, Arima and San Fernando offices
- deployment of computer systems to the San Fernando office to digitally generate data cards, and to capture driver’s permit information for applicants
- completion of Phase II of the Computer Literacy Training for staff

With respect to the latter project, the transformation will be undertaken via a Government to Government agreement with the Government of Nova Scotia, Canada.

**Roads Authority**
A Multi-sectoral committee, chaired by the Ministry of Public Administration, was established to oversee the establishment of the Roads Authority. The mandate of this Authority will be to improve the management and maintenance of the entire road network. Deliberations of the committee are on-going.

**National Port Council**
On the completion of the relevant draft legislation, which is currently before the Legislative Review Committee, the National Port Council will be established and will replace the Board to the Port Authority of Trinidad and Tobago. When established, the Council will be responsible for economic, developmental, regulatory and environmental issues concerning port activities in the country.

**Key Projects**
- Modernisation of the Transport Division
- Establishment of a Roads Authority
- Establishment of a National Port Council
**Targets to 2010**

- Expansion of the Public Transport Service Corporation (PTSC) fleet by 200 buses
- Implementation of the first phase of the light rail transit system
- Introduction of the North-South Water-Taxi Service

**Progress**

An efficient and effective public transportation system is vital for a country’s development and is fundamental to alleviating traffic congestion. A move towards alternative transportation is the new thrust priority of the Ministry of Works and Transport (MOWT), and great strides were made in providing alternative routes.

**Public Transport Service Corporation**

The role of the transportation service is vital in that it is essential in the movement of people between destinations. To this end, the Public Transportation Service Corporation (PTSC) continues to implement measures to improve the reliability, accessibility, safety, affordability and comfort of the transport services that it offers to the public. An important initiative of the PTSC is the expansion and renewal of its fleet of buses.

Following the acquisition of 100 buses in 2006-2007, another 70 were procured in 2008. Of the 70 buses, 50 served rural and suburban areas and 20 operated in Tobago. Also, late last year additional buses were acquired to support the Water Taxi Service.

The fleet of buses has increased to approximately 310 buses to date. In April 2009, thirty Higer 57-Seater Deluxe Coaches were received by
PTSC and are currently in service.

These acquisitions have allowed PTSC to expand its service delivery to rural areas and to groups of the population that were not served before, such as the physically handicapped. 19 buses will be designated to the physically challenged and have been outfitted accordingly.

In fiscal 2010, in order to facilitate the continued improvement in its delivery of alternative transportation, PTSC plans to continue to expand its fleet through the acquisition of 85 additional buses.

**Trinidad Rapid Rail Transit System (TRRTS)**

In an effort to alleviate the traffic congestion that commuters face on a daily basis, there is a move to develop a Rapid Rail Transit System which will provide alternative transport choices to the travelling public along the East-West and North-South corridors.

The System involves the construction of two express lanes with a total length of 105 km in which, one lane will link Port of Spain to San Fernando, while the other will run from Sangre Grande to West Moorings. The TRRTS will be available along the following routes: Port of Spain; Diego Martin – West Mall; Chaguanas; San Juan; Curepe; Arima; Sangre Grande; and San Fernando.

The number of routes that PTSC buses service in Trinidad and Tobago is:

- Express Commuter Service-34
- Rural -55
- City-13
- Special Services 14
- Transit-25
- Chartered-18
- Sub Urban-19
The TRRTS has progressed well beyond the Procurement and Project set-up and is into Phase I, the planning and preliminary engineering phase. Four major workshops for the project were completed, the last was intended to review the conceptual design process prior to finalisation. Clear recommendations were also identified for the placement of the East-West route of the rail.

As at February 28th 2009, the Design-Build Operate and Maintain (DBOM) contractor has completed significant work on the conceptual design of the TRRTS. These submissions have been reviewed. Phase 1 of the project is scheduled to be completed in March 2010.

Figure 4.3 - Trinidad Rapid Rail Transit System - Full Build Conceptual Plan
Coastal Water Taxi Service

On December 30th 2008, the Ferry service between Port of Spain and San Fernando was officially launched. This service offers a five day schedule with eight round trip sailings. Four vessels were procured with three vessels commissioned into operation: the H.C. Melancia, H.C. Katia and H.C. Olivia. The vessel “Su” is currently undergoing repairs. The commuting time between the two cities takes approximately one hour at a cost of $15 per person. The ‘Water-Taxi’ as it is also called currently benefits approximately 2,400 passengers daily.

Figure 4.4 Coastal Water Taxi docked at Port of Spain

To facilitate commuters using this mode of transportation terminal and parking facilities were constructed in San Fernando accommodate a 200 capacity car park, ticket booth and pedestrian walkway were also constructed. The Port of Spain terminal is located at the Breakfast Shed at Wrightson road. The Water Taxi Service also offers a complementary PTSC bus shuttle service within the city.

The Government plans to expand this service to include stops along the Western Coast of Trinidad at Chaguanas (Waterloo/Orange Valley), Point Fortin (Clifton Hill), Point Cumana and Invaders Bay. Work is in progress on selection and development of facilities at Point Fortin and Cocorite.

Key Projects

- Fleet Renewal Programme (PTSC)
- Trinidad Rapid Rail Transit Project
- Establishment of a North–South Water-Taxi Service
- Comprehensive National Transport Study
**Target to 2010**

**Improved inter-island air and sea transport**

**Progress**

The government has embarked on measures to ensure that there is improvement in the infrastructure, safety, efficiency and dependability of the inter-island air and sea transport system.

In 2007, the Government Shipping Service terminal building was relocated resulting in ferry passengers enjoying an improved service. This Facility is equipped with an improved ticketing system, a modern passenger waiting area and an elevated passenger ramp to enable easy access on and off the vessels at deck level. The new terminal provides accommodation for approximately 500 passengers as opposed to the old building which had a limited capacity of 200 passengers. With the increased demand for the ferry service, designs to refurbish the building and create a larger holding area for passengers have been completed. In Tobago, tenders have been reviewed and are being evaluated for the Project to Upgrade the Passenger Facility at Scarborough. An award is expected to be made in September 2009 with projected completion of the works by August 2010.

The two ‘fast ferries’, the T&T Spirit and the T&T Express commissioned in 2007 continue to contribute to an increase in the number of persons traveling on the domestic sea bridge. The inter island travel has increased by 60 per cent whilst, vehicle transport increased by 40 per cent (see table 4.1). The Port Authority of Trinidad and Tobago (PATT) is in the process of inviting tenders for a cargo ferry to replace the MF Panorama.

<table>
<thead>
<tr>
<th>TABLE 4.1 INTER ISLAND FERRY TRAVEL</th>
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<tbody>
<tr>
<td>Passengers</td>
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<tr>
<td>2005</td>
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<tr>
<td>2008</td>
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</table>
To increase this form of inter island travel even further, a marketing plan to encourage persons to utilise the ferry service is being proposed. Frequent traveler promotions as well as adjustments to the sailing schedule to allow for ‘day trip’ excursions are planned. Another incentive that has been implemented is the enhancement of the Ferry Ticketing System. External Agents are now allowed to sell tickets via an internet connection. The project commenced in July 2009 and is still in the testing phase. An evaluation will be undertaken in September 2009 but to date, it has been a success in that tickets are now widely available throughout the country.

In an effort to improve the safety and efficiency of vessel traffic at ports and protect the marine environment the Ministry of Works and Transport has implemented a Vessel Traffic Management System (VTS) in the Gulf of Paria.

At the Piarco and Crown Point International Airports, development works continue to be undertaken. Repairs on the taxiways, Alpha 2 and Alpha 3, at the Piarco International Airport and the Rehabilitation of Apron and Ramp Paving to accommodate more cargo traffic were completed. The additional Ramp capacity which was also completed increases the capacity from 17 gate positions to 28 gate positions. At the Crown Point International Airport the upgrade of the Airfield Lighting System is scheduled to begin in 2010.

The food and beverage court at the Piarco International Airport was relocated to the first floor, in part, to expand the variety of foods made available to travelers. Currently an Airport Landslide Transit Mall is being constructed and it involves the creation of a local food court and taxi facility at the terminal building. This project is targeted to be completed in September 2009 and is 92 per cent ready. Rehabilitation of the South Terminal is 98 per cent complete and the Airport Authority of Trinidad and Tobago (AATT) Headquarters will be relocated to this Terminal. The refurbishment of this facility will also accommodate traffic cargo. At this Terminal an Executive Jet facility is under construction and is expected to be completed by the end of August 2009.

Since the commencement of Caribbean Airlines Ltd in 2007, it continued to excel with a domestic average on time performance\(^{30}\) of 93 per cent. This is an increase from last year’s 90 per cent for the same period. (See table 4.2). The Piarco International Airport was ranked 91 out of 127 in the world and 9 out of 13 in Latin America and the Caribbean.

\(^{30}\) On time performance (OTP) is defined as departing within 15 minutes of scheduled departure time.
Table 4.2 Domestic On Time Performance Average for Caribbean Airlines Ltd.

<table>
<thead>
<tr>
<th>Month 2009</th>
<th>Average On-Time Performance (%)</th>
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<tbody>
<tr>
<td>February</td>
<td>89</td>
</tr>
<tr>
<td>March</td>
<td>95</td>
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<td>April</td>
<td>91</td>
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<td>June</td>
<td>94</td>
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<tr>
<td>Jul</td>
<td>84</td>
</tr>
</tbody>
</table>

**Key Projects**
- Upgrade of the facilities at Government Shipping Services Facilities
- Purchase of a Fast Ferry
- Air Transport Infrastructure Development

**Targets to 2010**

- Modernisation and expansion of Sea Port Facilities through the development of new ports at Galeota, Cap-de-Ville, Brighton and Chatham
- Relocation of the Port of Port of Spain

**Progress**

In support of the new industrial estates in the South West, as well as petroleum exploration activities on the South East coast, ports are being expanded and constructed in Point Lisas South and East, Brighton and Galeota. These projects will not only optimise gas based resources through the establishment of downstream industries but will also provide an opportunity for the development of locally owned small and medium manufacturing enterprises that require highly skilled employees.

**Development of new Ports**

The Brighton Port is well underway with an expected completion date of 2010. A Certificate of Environmental Clearance (CEC) from the Environmental Management Authority (EMA) was obtained in June 2008 for the Brighton Port, which is to be completed in time for the planned start-up of the Alutrint facility.
The Galeota Port is to be equipped with six berths and will serve the fishing facility in Mayaro as well as the petroleum exploration companies. Designs for these are 90 per cent complete and the project is expected to be completed in 2012. The Environmental Impact Assessment (EIA) for the Point Lisas project is before the EMA, while the EIA for Galeota commenced in January 2008.

The construction of the Port at Cap-de-Ville on the South-West peninsula is intended to provide support to the Cap-de-Ville industrial estate. The development of the site at Cap-de-Ville is awaiting the receipt of a CEC from the EMA.

**Targets to 2010**

- Construction of the Mamoral Dam and Reservoir
- Completion of infrastructural rehabilitation, flood mitigation and erosion control at Manzanilla, Mayaro, Mosquito Creek and Alley’s Creek
- Clearing of the Marabella, Vistabella, Caroni and South Oropouche Rivers

**Progress**

The reduction in flooding continues to be top priority for the Ministry of Works and Transport. This can be seen through the drainage infrastructural works which also focuses on erosion control. The upgrade of existing reservoir facilities and the development of new ones remain high on the agenda, given our efforts to ensure an adequate, regular water supply to citizens.

**Mamoral Dam and Reservoir**

With the emphasis being placed on the alleviation of frequent flooding within Central Trinidad the construction of the Mamoral Dam and Reservoir has become a priority project. Through the construction of this dam, spillway and embankments, the residents in these areas are expected to experience relief from perennial flooding. The acquisition of land and the relocation of residents remains a major issue for this project. Currently, topographical and cadastral surveys for the acquisitions of lands are being carried out by Consultants and the construction of the dam is expected to commence in fiscal 2010.

**Infrastructure Rehabilitation, Flood Mitigation and Erosion Control**

In an attempt to alleviate perennial flooding throughout the country, studies are also being undertaken on all major river catchments. The Mayaro Coastal Study will determine the appropriate coastal
protection measures to be undertaken in this area and tenders have been invited for this project. In the interim coastal protection works at Manzanilla were completed in December 2007.

Improvement works on Alley’s Creek, in south Trinidad, include the construction of 500 linear meters of walling and paving on both sides of the creek is 47 per cent completed. Also included under the Drainage Improvement works of the Ministry of Works and Transport are walling and paving works at various main watercourses throughout the country. Works are on-going at the Blue Basin River in West Trinidad and the St. Joseph River in East Trinidad.

In other areas, erosion and flooding works commenced in the Soledad River, Cipero and South Oropouche Rivers while revised tender documents are being finalised for erosion prevention works at Mosquito Creek. Similarly, in Tobago, construction of sea defence walls at Kendal, Grange, Argyle, Betsy’s Hope and Speyside commenced. Drainage and irrigation works at Bacolet Point and Bamboo Gully, in Tobago, have also been completed.

**Major River Clearing**

The second phase of the Caroni Improvement Work is underway and the original scope of works is completed. The intended purpose of this project is the construction of an embankment to alleviate flooding in low lying areas and provide water to farmers. As at April 2009, the clearing and de-silting of the Caroni River was 98 per cent complete, while the South Oropouche River project has been completed. Additionally, Phase I of the Marabella River Improvement Works Project was completed. Designs of Phase II have been completed and are expected to commence in November 2009 for a duration of 18 months. At Cipero River, Vistabella River, Richplain Ravine and Honda River works are ongoing. River clearing works at Blackman, Tunapuna and Tacarigua Rivers are also in progress.

**Key Projects**

- Comprehensive Drainage Development Programme
- Major Drainage Improvements Works, Trinidad
- Drainage and Irrigation Programme, Tobago
- Comprehensive National Drainage Study
• National Programme for the Upgrade of Drainage Channels
• Flood Mitigation and Erosion Control Programme
• Major River Clearing Programme

**Targets to 2010**

- Completion of five new industrial parks at Dow Village, Tarouba, Preysal, Chaguanas and Reform Village
- The expansion of existing Industrial Estates
- Completion of Tamana InTech Park

**Progress**

The development of new industrial parks and the expansion of existing parks will serve to provide the necessary modern infrastructure to support the development of new businesses in the non-energy sector across the country. In particular, the Tamana InTech Park will serve as a prominent example of a world class park outfitted with state of the art telecom and security systems housing a wide array of business clients inclusive of software developers, biometric researchers, UTT and others. The presence of academia and enterprise will create opportunities for research and development, as well as, promote active public-private partnerships. The development of the Tamana InTech Park will advance the diversification thrust away from oil and gas and develop new industries in the non-energy sector.

**New Industrial Parks and Estates**

There are six new industrial parks being developed along the South-Central corridor. These parks are being situated at Debe, Reform, Dow Village, Factory Road, Endeavour and Preysal. The six Industrial Parks are at varying stages of development. Civil infrastructural works for Debe Industrial Park have been completed since March 2009. The remaining five parks are in design/approval stage. Construction start dates of the five parks are scheduled to start in fiscal 2009/2010.

These new Industrial parks are expected to accommodate businesses involved in the manufacture of foam and paper products, wooden furniture; fabrication of glass furniture, doors and steel windows; assembly and repair of automotive parts, as well as and also engineering work.
**Expansion of existing Industrial Parks**

There are four Parks being expanded by eTeck; the Beetham Industrial Park, Frederick Settlement Industrial Park, Point Fortin North East, and Point Fortin North West. With the exception of Frederick Settlement, civil infrastructural works have been completed. The design of Frederick Settlement is nearing completion.

![Site of existing and proposed Industrial Parks and Estates throughout Trinidad](image)

**Tamana InTech Park**

Construction works are ongoing on the first Leadership in Energy and Environmental Design (LEED) certified building in Trinidad and Tobago. The 1100 acre Tamana Intech Park will house a wide array of businesses which are technology based, research based and knowledge-driven.

- A UTT Campus and Knowledge-Based Zone
- A computer-related zone which will be involved in the development of data processing software, business processing and development programming.
- A high-value manufacturing zone for manufacturing that is technology based and highly specialized
- An agro-industrial zone which will be responsible for developing organic farming, agro industrial activities and forestry activities
- A mixed-use zone which will provide technical support for services such as health care

Additionally, the Park will also include a community service centre, recreational children’s...
facilities as well as nature and historical centres. Research and Development (R&D) will also be emphasised with the establishment of a new campus for the University of Trinidad and Tobago (UTT).

To date infrastructural works at the park is 30 per cent completed. The Electrical Substation is 98 per cent and the street lighting infrastructure has been installed along five major roads; Antigua Road, St. Kitts Road, Cayman Road, Alutech Road and West Taxiway. The e-Teck Flagship Complex building is to be completed at the end of 2009 and the Tamana InTech Park is to be completed in 2011.

**Key Projects**

- Flagship Building
- Waste Water Treatment Plant Phase 1 (a)
- Waste Water Treatment Plant Phase 1 (b)
- Alutech Facility
- Utilities Building
- Tamana Transit Hub
- Linear Park Phase 1
- Butterfly Emporium
- Corporate Tenant Building
- Infrastructure section 2
- Infrastructure Section 3
Trinidad and Tobago will be an interconnected, technologically advanced society with modern information and communication systems driving innovation, growth and social progress

**Objectives**

- Develop a modern and competitive Information and Communication Technology (ICT) Sector
- Ensure that all citizens have access to efficient and affordable telecommunications and postal services
- Promote ICT acculturation among all citizens
- Expand the use of ICTs to modernize the operations of the public sector
- Encourage greater use of ICT in business operations and market transactions
- Expand high speed Internet connectivity to all schools and libraries

**Key Performance Indicators**

- Per cent of households with computers and internet access
- Per cent of population using the internet on a regular basis
- Per cent of primary schools with access to computers
- Per cent of secondary schools with access to computers
- Per cent of primary schools with connectivity to the internet
- Per cent of secondary schools with connectivity to the internet
- Per cent of libraries with connectivity to the internet
- Availability and affordability of broadband services to the entire population
- Per cent of companies utilizing the Internet as a business tool

**Strategies**

- Develop a robust, resilient telecommunications infrastructure
- Accelerate e-Government
- Promote national connectivity
- Create an electronic marketplace
- Expand ICT education and skills development
- Improve governance in the ICT Sector
- Develop information networks
- Improve postal service and upgrade postal service infrastructure
- Strengthen the policy and legal framework for the postal sector
**Targets to 2010**

- At least 50 per cent of households have computers and Internet access
- The Internet is used regularly by at least 50 per cent of the population
- All schools and libraries connected via high speed Internet
- Operation of Community Access Centres (CACs) throughout the country
- The Internet is used as a business tool by at least 50 per cent of the businesses in the country

**Progress**

Emphasis on promoting the use of Information Communications Technology (ICT) among citizens and businesses continued to be given priority in accordance with our thrust towards economic expansion and social improvement. As a result, various activities were undertaken to upgrade our ICT infrastructure, including increased access by citizens, especially in remote areas as well as towards increasing the number of service providers of ICT services. In Tobago, the establishment of an ICT Unit provides for effective communication and dissemination of information comparable to the progressing level of technology.

**Households with Computers and Internet Access and Use of the Internet by the population**

The Ministry of Public Administration (MPA) has been working with Telecommunications providers and key market players to generate attractively-priced and more flexible packages offering computers and internet access, all geared to increase the household penetration. Furthermore, the Ministry is also pursuing a Computer Refurbishment programme to provide affordable pre-owned computers to communities and households.

**Access by schools and libraries**

The Library Net Programme facilitated by the National Library and Information System Authority (NALIS) has as one of its features to outfit all libraries in the country with computers and internet access. As at June 2009, 100 per cent of libraries in Trinidad and Tobago continue to be equipped with computers and free internet access through this programme. Simultaneously, the Knowledge, Innovation and Development (KID) Programme, which is being implemented by the Ministry of Education, is aimed at equipping all schools with computers and internet access to facilitate uniformity of education, improving overall educational standards and allowing students and educators to work collaboratively. In 2008-2009, 339 primary schools and 11 special schools
were provided with networked computer laboratories and approximately 600 primary school teachers were oriented in the use of computers and ICT in education. In order to ensure the goal of widespread connectivity in the primary and secondary education systems 190 primary schools and 125 secondary schools were connected to the internet. Additionally to assist the students in the utilisation of the technology, 778 primary and 532 secondary school teachers were trained in basic network administration in 2008.

In Tobago, an ICT Unit has been established within the Department of Education which will develop the level of information available to students within the Primary and Secondary education system.

**Telecommunications Liberalisation**

Liberalisation of the Telecommunications Sector continues to be pursued actively with an increase in concessions and licences being issued to new internet service providers. Through the Telecommunications Authority of Trinidad and Tobago (TATT) we can see significant progress being achieved in this industry. To date the TATT has granted 74 concessions in areas like fixed telecommunications, free to air radio and television among others. As of December 2008, the number of licences that awarded increased to 733. The Telecommunications Act is presently being reviewed.

**Key Projects**

- LibraryNet Programme
- Knowledge, Innovation and Development (KID) Programme
- Community Connection Programme
- Computers 4 Communities/Computer Refurbishment Programme
- Liberalization and Modernisation of the Telecommunications Sector
**Target to 2010**

**Broadband Services available to at least 80 per cent of the population at the lowest unit cost in the Caribbean Region**

**Progress**

A critical aspect to the development of a knowledge-based society is improved access to information. The use of broadband technology allows for high speed internet access, making this goal achievable. In 2009, initiatives aimed at widening access to broadband services spearheaded the drive to infuse the use of ICT among individual citizens as well as businesses. These initiatives occurred under the umbrella of the National Broadband Action Plan. It is expected that more businesses will adopt ICT, to produce better quality products.

Internet services have evolved over the last few years and subscribers now have access to both fixed and mobile service features. In 2008, an estimated total of 224,000 persons subscribed for internet service, a 28 per cent increase from 2007. As a result, it can be said that 10 out of every 100 persons in Trinidad and Tobago is an Internet subscriber. As at December 2008, there are an estimated 114,100 fixed internet subscribers, which is an increase of 38 per cent from the previous year. Of the total subscribers, 85,400 (75 per cent) were broadband subscribers while 28,600 (25 per cent) accounted for narrowband subscribers. The increased competition in the market, through the introduction of valued broadband services, has resulted in the upsurge of broadband subscribers. Further to this, 73,500 of the subscribers were residential while 6,200 were businesses.

Additionally, two new international submarine fibre optic cables landed in Trinidad, thereby effectively tripling the offshore bandwidth capacity. This caused a reduction in retail and leased line broadband prices for citizens as well as increased their access to broadband services. Major challenges in providing broadband services still remain. These include the high cost of maintaining the copper lines and in some instances copper theft.

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31 Annual Market Report 2008:Telecommunications and Broadcasting Sectors (TATT)
32 Broadband can be defined as speeds > 256 kbits/s
33 Narrowband can be defined as speeds ≤ 256 kbits/s
Table 4.3 Fixed Line and Mobile Domestic Internet Statistics

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile Internet Subscribers (‘000s)</td>
<td>-</td>
<td>-</td>
<td>92.8</td>
<td>109.8</td>
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<tr>
<td>Fixed Internet Subscribers (‘000s)</td>
<td>72.4</td>
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<td>114.1</td>
</tr>
<tr>
<td>Fixed Broadband Internet Subscribers (‘000s)</td>
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<td>21.1</td>
<td>35.5</td>
<td>85.4</td>
</tr>
<tr>
<td>Fixed Internet users (‘000s)</td>
<td>184.5</td>
<td>198.4</td>
<td>212.8</td>
<td>212.8</td>
</tr>
</tbody>
</table>

Source: Telecommunications Authority of Trinidad and Tobago - Annual Market Report: Telecommunications and Broadcasting Sectors – 2008

There are 13 Internet Service Providers\(^{34}\) available to the population. The International Telecommunications Union reported in 2008 that 16 out of every 100 persons in Trinidad and Tobago use the Internet. In a market survey conducted by TSTT in June 2009 (see chart 4.1), internet usage is predominantly used for research which is either related to work or geared towards personal advancement namely, education. Of equal significance is the use of the internet to

**Chart 4.1 Profile of Internet Usage based on a survey conducted by TSTT**

Source: TSTT Market Survey (June ‘09), Primary Use of Internet (n=500) \(^{35}\)

\(^{34}\) Annual Market Report 2007: Telecommunications and Broadcasting Sectors (TATT)

\(^{35}\) Sample taken from users of various networks
facilitate receiving and sending e-mails, which may also range from business to education and social activities. Other activities are related to the behaviours associated with a fast growing group of users concerned with watching videos, listening to music, chatting and using online communities.

*Key Project*
Implementation of the National Broadband Action Plan

*Targets to 2010*

- All Government Ministries connected to the Government Communication Backbone
- All appropriate Government information and services available online

*Progress*

The use of ICT in delivering Government services to the public continues to be pursued. The effective and efficient delivery of Government services will serve to facilitate our economic development by ensuring access to timely, accurate information and reducing bureaucracy in accessing services. Significant progress has been made in this area.

*Communications Backbone*

The Communications Backbone Project, GovNeTT, provides a secure platform for “joined-up” Government. It serves to facilitate communication and information sharing among Government agencies and departments, by providing basic productivity services such as email (audio, video and text), e-messaging, e-scheduling and internet access over a Wide Area Network (WAN). GovNeTT will host and support government-wide applications such as Integrated Government Payroll System (IGPS), Integrated Human Resources Information System (IhRIS), and an Electronic Document Management System (EDMS). At present, some 20 Ministries, 230 Divisions and approximately 10,000 users are connected to the Backbone. The remaining Ministries and an additional 400 sites will be connected by end of 2009.

*Government Information and Services Available Online*

Through ttconnect online the e-Government Portal Project, information pertaining to over 400
Government services is currently available via www.ttconnect.gov.tt. These new services include access to the application forms for the On-The-Job Training and Multi-Sector Skills Training Programmes as well as scholarship programmes.

Works continued towards making several services online (in light of the completion of the e-Services blueprint). There are currently six electronic services, also known as e-Services, being offered to the public through ttconnect. In the next year it is expected that the development of e-Services will continue with the targeting of specific high impact services namely the application for passports and motor vehicle licenses with citizens having to schedule appointments online for the collection of documents, electronic payment of property taxes and VAT registration.

In 2010, the Ministry of Public Administration also expects to implement a robust infrastructure to facilitate online payments, two-way transactions and more. This transformation in business service delivery is dependent on the passage and implementation of supporting legislation such as the Electronic Transactions Bill and the Data Protection Act and relevant amendments to the existing Financial Regulations.

Furthermore, in order to increase access to Government online services several Service Centres, were successfully launched. In 2008, two centres were opened in Princes Town and St. James and approximately 8800 applicants had accessed the services offered by these Centres. In 2009, four locations were opened in Arima, Chaguanas, Tunapuna and Bon Accord in Tobago. Cumulatively over 25,000 transactions were processed at the Service Centres. There are plans open three more Service Centres in fiscal 2010 in San Fernando, Mayaro/Rio Claro and Sangre Grande.

In addition to the portal and the Service Centres, the Ministry of Public Administration is currently piloting Self-Serve kiosks, another complementary channel. The kiosks are intended to provide access to services via the e-Government Portal on a 24/7 basis, and are outfitted with the capacity
to facilitate payment for services by Credit and Debit Card as well as the ability to allow “phone-in” to appropriate departments for queries on services.

They are currently at the following locations:-

- Piarco International Airport;
- Gulf City Mall, Lowlands Tobago;
- Gulf City Mall, La Romaine;
- Hi-Lo Supermarket, Point Fortin;
- The ttconnect Service Centre at Gaston Court, Chaguanas.

The MPA intends, during the course of this Pilot, to determine through the conduct of a feasibility assessment, the most appropriate locations for the future wider deployment of the kiosks throughout the country.

There will also be the development of two other service delivery channels under the ttconnect - a public service hotline which will allow citizens to access information on Government Services via telephone and “ttconnect” via mobile which will allow citizens to access Government services via their mobile handsets. The SMS functionality of the ttconnect mobile channel was piloted in April during the Summit of the Americas. Users were given the opportunity to subscribe and then receive Summit information as well as traffic advisories.

**Key Projects**

- Government Communications Backbone Project
- ttconnect
**Targets to 2010**

- Micro, Small and Medium Enterprises (SMEs) uses B2B E-Marketplace
- Development of e-Business in Trinidad and Tobago

**Progress**

In today’s globalised economy, an effective electronic market place is imperative for improving the competitiveness of businesses. Both the public and private sector have taken steps to develop an e-business culture in Trinidad and Tobago.

**E-Commerce (B2B) System**

In an effort to further advance e-business within our country, the Business Development Company’s (BDC) e-marketplace website, [www.smexchange.com](http://www.smexchange.com) was expanded over the last couple years. A total of 885 companies are registered and conduct business online. This website acts as a business portal which provides information on businesses locally and internationally. A recent accomplishment is that the website can be accessed in Spanish and it will soon be available in French. Additionally, the BDC is about to launch their e-commerce portal whereby businesses will be able to post and buy goods and services online in real time.

Another e-Marketplace based on a model of “opportunity matching” (enterpriseNeTT) is being finalized by the Ministry of Public Administration. This will provide businesses with another option to trade goods and services.

**e-Business Roundtable**

The e-Business Roundtable\(^\text{36}\) aims to assist Government in its efforts to transform Trinidad and Tobago into a knowledge-based society through the promotion of ICT in business development. It is recognised that e-Business holds great potential and opportunities for Trinidad and Tobago’s businesses. Aside from the access to new and bigger markets, e-Business can facilitate the reduction of costs and faster turnaround times by streamlining and integrating processes along the entire business value chain.

The establishment of an e-business roundtable has provided business and private sector commentaries.

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\(^{36}\) Technological experts, high-level business executives, academics along with officials from Ministries and the THA make up the representatives of the e-Business Roundtable.
on a number of Government’s policies and initiatives that would affect the development of e-business in Trinidad and Tobago. These include for example, the National Broadband Action Plan and the T&T’s EnterpriseNeTT, National eBusiness Policy, electronic payments etc.

In addition, in July 2008, the first e-Business Roundtable Annual Review was held in an attempt to raise awareness, foster communication, partnership and trust among business entities and sectors. Furthermore, discussions commenced regarding the addition of Trinidad and Tobago in the list of countries to be surveyed, for ranking in the Economic Intelligence Unit’s (EIU) Country Competitive Index. This ranking would serve as an indicator of our e-readiness and assist in monitoring our progress towards e-business development as well as attract further investment in ICT.

Also the first ICT e-business & Innovation Symposium aimed at bringing the Public Sector, Private Sector and Academia together to discuss technologies available and to understand the different roles as well as creating awareness as to the benefit of ICT was held in late 2008. This symposium was a collaborative effort among the Ministry of Public Administration, the e-Business Roundtable, e-Teck and the University of Trinidad and Tobago and featured international speakers to stimulate the discussions and share their country/market experiences. The 2nd ICT symposium which will be held in 2010 is a follow up from the first symposium and will be a collaborative effort between the e-Business Roundtable and the Ministry of Public Administration.

Key Projects
- 2nd ICT Business and Innovation Symposium
- MSME B2B eMarketplace
- National eBusiness Policy

E-business is defined as:
“All electronically mediated information exchanges between an organization and its external stakeholders”
**Target to 2010**

Provide high quality community oriented broadcast service to the public

**Progress**

In March 2008 the drafting of the ‘National Telecommunications Authority of Trinidad and Tobago has produced the Consultative Document on a Broadcasting Code which was published in the daily newspaper in August 2008. An open session discussion was held with members of the media to get opinions, and currently comments are being reviewed.

The main principle of the Code is respect for the rights of adults to choose programming, while protecting children from unsuitable material. It also seeks to limit violent/offensive content, within broadcasts which is of concern to citizens.

Nonetheless, the broadcasting market of Trinidad and Tobago continues to grow and is shown by the increased number of concessions granted. Nine operators of free-to-air TV broadcasting services were granted concessions along with one operator of TV Broadcasting service via cable, and 37 operators of free-to-air FM radio broadcasting services. As at December 2008, a total of 56 Broadcasting Market concessions were granted.

In 2008, the market for free-to-air TV broadcasting service comprised eight 8 operational concessionaires. They were:

- Advance Community Television Network Limited (ACTN),
- Caribbean Communications Network Limited (TV6),
- Gayelle Limited,
- Caribbean New Media Group (CNMG),
- Trinidad Publishing Company Limited (Trinidad and Tobago)
- World Indian Network Television Limited (WINTV),
- Government of the Republic of Trinidad and Tobago (GoRTT).

The free-to-air radio broadcasting market consisted of one AM and 37 FM concessions of which there were 36 radio stations operational.

In the pursuit of an improved dissemination of Government information to the wider population there is a proposal to merge three networks into an integrated public broadcasting organisation. This is expected to fulfill government’s commitment to public broadcasting through the consolidation
of critical news and events content and broadcasting investments. The expected merger is intended to combine the State’s broadcasting and content production operations, Caribbean New Media Group (CNMG), Government Information Services Limited (GISL) and the National Carnival Commission Channels 4 & 16 (NCC TV).

**Targets to 2010**

- At least 95 per cent of the population has access to Postal Services
- On Time Mail delivery increased to over 90 per cent

**Progress**

The Trinidad and Tobago Postal Corporation (TTPost) remains resolutely committed to the promotion of the national postal infrastructure and global environment through its continued efforts in the modernisation of its plant and equipment, its investments in reinforcing a strong, adaptive workforce and its movement towards an optimal productivity model. Some of the major progress included;

- Increase in the Number of Postal Delivery points resulting in a 3.2 per cent increase in the number of households and businesses in receipt of postal deliveries. At present Postal Deliveries of Trinidad and Tobago;
- 78 per cent of the population has on-time delivery (day-plus-2);
- Implementation of the Tobago Delivery Expansion Project saw the development of 4,036 new delivery points being created in Tobago;
- Acquisition of two state-of-the-art x-ray scanning machines for the purpose of ensuring safety and security with respect to all inbound and outbound parcels. These acquisitions will have a positive impact on national safety and security, and demonstrate the Corporation’s commitment to alignment with international best practices in compliance with Universal Postal Union (UPU) guidelines;
- Two Corporate Post Shops established in Princes Town and Couva.

The Final draft of the Postal Sector Policy (PSP) was submitted and the process for public consultation is under review.
Key Projects

- Upgrade of Postal Service Infrastructure
- Development of the Postal Service Policy.
- Finalization of Long Term Arrangement (LTA) for the management of the Postal Sector
The utility sector (water, sewerage and electricity) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens.

Objectives

- Improve the financial viability and operational efficiency of WASA and T&TEC
- Expand the coverage and improve the quality of public utility services
- Manage the risk of human suffering as a result of interruptions in water or electricity supply after a disaster

Key Performance Indicators

- Per cent of population with access to a potable water supply
- Per cent of population receiving 24/7 water supply
- Per cent Unaccounted For Water (UFW)
- Per cent of population with access to electricity
- Number of electrical outages
- Number of wastewater treatment plants
- Per cent of households with access to central sewerage facilities
- Revenue
- Operating expenditure
- Customer satisfaction
- Percent of mail coverage by postal services
- Time taken to deliver mail

Strategies

- Increase water production
- Strengthen water and wastewater quality control systems
- Upgrade sewerage systems
- Expand power generating capacity
- Increase reliability and quality of electrical power supply
- Improve street lighting and rural electrification
- Ensure more effective management of the utilities
- Improve postal service and upgrade postal services infrastructure
- Develop systems for rapid response, emergency handling and recovery from disaster
- Establish appropriate legal and regulatory frameworks for the utility sector
**Targets to 2010**

- At least 36 per cent of the population has access to 24/7 water supply
- At least 95 per cent of the population has access to potable water
- At least 30 per cent of households metered
- Unaccounted for water reduced to less than 55 per cent
- Establishment of wastewater treatment plants in San Fernando and Southwest Tobago
- At least 35 per cent of the population has access to central sewerage facilities
- Establishment and maintenance of quality of service and efficiency standards for WASA

**Progress**

**Water and Wastewater Master Plan**

The Water and Wastewater Plan, will chart the strategic direction for the water utility sector. The focus of the Plan includes the development of a policy and the institutional and operational actions required to meet the needs of the country to the year 2035. The consultancy on the Draft Report on Population Projections and the Socio Economic Reports for Tobago and Design Standards and Guidelines has been completed. The completion of this phase has resulted in several stakeholder consultations throughout Trinidad and Tobago. Additionally, the Management System Work Plan was completed.

**Access to Water Supply**

At present, approximately 95 per cent of the population has access to a potable water supply and 24 per cent of the population now has access to a 24/7 water supply. Through the National Social Development Programme (NSDP), Water and Sewerage Authority (WASA) was able to bring relief in the water supply to areas where the level of service is less than 72 hours per week. Of the target beneficiaries approximately 77 per cent are receiving improved water services. This is equivalent to approximately 15,000 beneficiaries that are enjoying a water supply between Class

**Of these areas, 77 per cent have experienced improved water services:** Arima, Bristol Village, Claxton Bay, Caparo, Caroni, Chin Chin, Fishing Pond, Fyzabad, Laventille, Mammoral, Moruga, Morvant, Penal Rock, Road, Rio Claro, Sangre Grande, San Francique
II (about 72 hours per week) and Class I (continuous).

The improvement of service in these areas was achieved through the installation of booster pumping stations and communal tanks, the laying of pipes and the drilling of wells. Though most of the targeted areas have benefitted from the programme, challenges remain. The process for the provision of water services to some areas is lengthy because of the need to do complex and/or multiple water projects in order to produce a supply. Also many applicants do not have the appropriate land tenure documents for the property for which service is requested. And many applications are incomplete or without the necessary documentation required for processing.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage Potable Water Supply</th>
<th>Percentage 24/7 Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>92</td>
<td>20</td>
</tr>
<tr>
<td>2007</td>
<td>94</td>
<td>18</td>
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<tr>
<td>2008</td>
<td>95</td>
<td>24</td>
</tr>
<tr>
<td>2009</td>
<td>95</td>
<td>24</td>
</tr>
</tbody>
</table>

With the demand to improve service in new and existing communities and sectors, emphasis is being placed on the development of major water sources including the construction of five large desalination plants, the construction of a National Water Transmission and Distribution Grid, completion of the Beetham Water Re-use project, implementation of an aggressive Demand Management Programme of Universal Metering, and the completion, refurbishment and upgrade of water treatment plants, booster stations and service reservoirs.

Design works for the water treatment plants in Matura along with an Environmental Impact Assessment is in progress and construction is underway in Cumuto. One booster station was constructed in South Oropuche while upgrades to five water treatment plants in Caroni, Penal, Las Lomas, Courland and Bloody Bay progressed. In San Fernando, the water treatment plant was rehabilitated.

**Leak Management**

Unaccounted for water (UFW), impacts both on the supply of water available to citizens and
the financial viability of WASA. From 2005-2008, there has been a decline in the loss of water through leaks. However, current levels remain an area of concern since in 2009 UFW was approximately 61 per cent. Due to the high levels of leakage several areas have been identified under the Management Action Plan for mains replacement. Additionally, bulk metering and district metering would be employed as a method of dealing with these issues. As such, WASA intensified efforts to repair leaks through the acquisition of new leak detection equipment and loggers. At present, approximately 2.8 per cent of households are metered whilst as part of the deliverables in the water and wastewater master plan, a framework has been developed for implementation of universal metering.

Upgrade of Wastewater Systems and Sewerage Systems
At present, approximately 30 per cent of the population has access to a central sewerage system. In an attempt to improve this percentage, initiatives were undertaken to upgrade the wastewater management systems and sewerage systems. Refurbishment of the Primary and Secondary Clarifiers at the San Fernando Wastewater Treatment Plant has been completed. Work has begun on the consultancy for the Integration and Expansion of the Wastewater Systems in the City of San Fernando and environs. In addition designs for the treatment, collection and outfall systems have been completed for the South-West Tobago Environment and Wastewater Project. Approvals from the EIA are pending.

Quality of Service Standards / Codes of Practice
Quality of Service Standards and Codes of Practice were developed and agreed to by the Regulated Industries Commission (RIC) and WASA. The RIC has targeted the implementation of these standards to come into effect at the end of the year.

Key Projects
- Implementation of the Management Action Plan
- National Water Transmission and Distribution Grid
- Upgrade of Navet Water Supply System
- Upgrade of Water Distribution Systems throughout the country
- Paramin and Moruga Water Supply Projects
- Leak Management Programme, Trinidad
- Rehabilitation of the San Fernando Wastewater Treatment Plant and
- South West Tobago environment and wastewater project
- Implementation of Water and Wastewater Master Plan
● Construction of five large Desalination plants
● Construction of a National Water Transmission and Distribution Grid
● Completion of a Beetham Water Re-Use Project
● Implementation of an aggressive Demand Management Programme of Universal Metering
● Disaster Preparedness and Management

New Projects

**Beetham Wastewater Reuse Project** - To provide a dedicated water supply to the Point Lisas Industrial Estate from a non-traditional source waste water. This involves the use of the high quality effluent from the Beetham Wastewater Treatment Plant to be treated to a standard that will permit its use by industries in the Point Lisas Industrial Estate via a Submarine Pipeline in the Gulf of Paria. The project will comprise three components, namely, a water reuse treatment facility, a submarine transmission system and a localised water distribution network.

**Sludge Management at Beetham Wastewater Treatment Plant** - to improve the quality of smudge being discharged from the Beetham Wastewater Treatment Plant.

**Demand Management Programme of Universal Metering** - to encourage conservation practices in the consumption of water.
Targets to 2010

- At least 98 per cent of the population has access to a reliable supply of electricity
- Increase in Bulk Power to at least 2,272 MW
- Establishment of new power station at Cove Estate, Tobago
- Establishment and maintenance of quality of service and efficiency standards for T&TEC
- Improvement in the financial performance of Trinidad and Tobago Electricity Commission (T&TEC)

Progress

Given our economic growth and the expansion within the housing and industrial sectors, having a steady, dependable supply of electricity available to citizens, private and public enterprises as well as our industrial sector, remained critical. Increasing the capacity to generate electricity, the expansion of the transmission network, the development of new substations and the expansion of the distribution infrastructure are major initiatives towards achieving the goal of a safe, reliable and adequate supply of electricity.

Access to electricity

Through the programmes implemented there has been a positive result from the electrification of residential communities, the lighting of community facilities, and financing the Non-refundable Capital Contribution to low income families who cannot afford the cost. This has been equated to approximately 74 per cent of the targeted households receiving an electricity supply. Service for new housing developments was also taken into consideration. The challenges that are being faced come from insufficient and unclear contact information, which makes it difficult for the personnel to locate some applicants.

Another plan that has resulted in persons receiving an electricity supply is the wiring of homes.

Of these targeted areas, 74 per cent have been provided with electricity including: Arima, Cumana, Carapachaima, Couva, Cumuto, Champ Fleur, Calder Hall, Concordia, Diego Martin, Felcity, Libertville, Lengua, Moriah, Mason Hall, Navet Village, Parlatuvier, Paramin, Pepper Village, Piparo, Poole, Rio Claro, Santa Cruz, Siparia, San Raphael, Tabaquite, Navet Village.
In order to access electricity people’s homes need to be wired. Hence, house wiring services were offered to families who are unable to afford the cost of wiring their own homes despite electrification of their communities. Living conditions of 49 per cent of targeted households or 1,300 beneficiary households have improved.

Through the implementation of the NSDP, the Rural Electrification Programmes and the developments in the Government’s new housing initiatives Trinidad and Tobago Electricity Commission (T&TEC) was able to increase the number of persons and agencies accessing electricity to 2.5 per cent over a ten month period. It is estimated that more than 97 per cent of the population currently has access to electricity. Under NSDP, 98 electrification projects were completed from October 2008 to May 2009 which benefitted an estimated 363 households. These programmes targeted sections of the population previously not served with electricity. The distribution infrastructure was also expanded to service new residential developments.

**Expansion of Bulk Power**

The expansion in the production and delivery of bulk power will ensure Trinidad and Tobago’s ability to provide a reliable and adequate supply of power to facilitate growing demands. This entails increasing the capacity to generate electricity and the development of new substations.

T&TEC is working towards the addition of a further 768MW to the national grid by 2010 to facilitate the country’s investments in steel and aluminum plants and other planned residential, commercial and industrial demands. Work is on going as scheduled on the new dual-fuel 48MW generating plant at Cove Estate in Tobago, which is to be commissioned by December 2009. This will bring the total generation capacity up to 1656MW. This capacity is to be further increased to 2,376MW by 2010/2011 when Trinidad Generation Unlimited (TGU) commissions the 720MW plant that is currently being constructed at Union Estate.

In addition, the Power Purchase Agreement (PPA) between TGU as seller, and Alutrint Ltd and T&TEC as buyers for the provision of 720MW of power from the new power station to be constructed at Union Industrial Estate in La Brea is ongoing. The construction of substations and the transmission/sub-transmission lines is also advancing, with at least four substations and six tower lines completed to date, with work in progress on several others. That Plant will make available, 225MW by October 2010, a further 225MW by December 2010, and an additional 270MW by September 2011.
It is noteworthy however that as a result of global economic impacts on the local industrial sector, particularly the steel industry the peak load of 1181MW which occurred on June 16, 2008 remains the maximum to date.

**Service and Efficiency Standards for T&TEC**

T&TEC continued to significantly improve its service delivery to customers. In 2008, T&TEC responded to 25,200 ‘trouble reports’ with an average response time of 2.60 hours. 14,830 new service connections were also made, with 96 per cent of these completed on the same day. In addition, 4,833 electricity poles were also replaced. Increasingly, the supply to residential developments is being placed underground with the resultant increase in the reliability of the supply.

Service and Efficiency Standards established in 2004 by the RIC are constantly being satisfied by T&TEC and work is advanced towards raising the bar to even higher standards. These standards have since been approved by the Regulatory Industries Commission and are waiting to be gazetted. Greater penalties for non-compliance are also being proposed. To support improvements in service and efficiency standards, T&TEC continues to move towards the establishment of ISO 9001 Quality Management and ISO 14001 Environmental Management Systems.

In terms of T&TEC’s financial performance, the Commission realised a profit (before adjustments for International Accounting Standards) of $286 mllion, resulting from increased revenues of $2.478 billion and reduced expenditure of $2.192 billion. In 2008 the comparative amounts were revenue of $2.280 billion, expenditure of $2.021 billion and a net profit of $259 million. Meeting financial obligations for the establishment of new substations, transmission and sub-transmission lines, advanced metering infrastructure and communication infrastructure under the Bulk Power projects however continues to be challenging.

**Key Projects**

- Rural Electrification Programme
- Expansion of T&TEC Infrastructure for Bulk Power Requirements
- National Social Development Programme
- Disaster Preparedness and Management
**Targets to 2010**

- At least 82,000 new street lights installed and 80km of new highways and primary roads illuminated
- Illumination of grounds of recreational areas, health facilities, police stations and transit hubs

**Progress**

The illumination of our nation’s roads and highways continued to be a priority under the National Street Lighting Programme. T&TEC also maintained close relations with the Housing Development Corporation (HDC) and private home developers to illuminate several new and existing housing developments.

There were 84,130 new 150W High Pressure Sodium (HPS) streetlights installed at the end of July 2009. Alongside this, 10,227 poles were erected, while 50,886 existing 70W streetlights were upgraded to 150W and 250W. 6,614 250W and 600W luminaires were utilised to illuminate a 165Km of our highways. Several housing estates were also illuminated. This initiative is ongoing and benefits the public by providing well-lit communities and roadways thereby contributing to a greater sense of safety and security of citizens at night-time.

It should be noted that there are several challenges including vandalism of streetlights, threats of physical violence to field personnel, and theft of underground cable from installations due to their copper content.

In a further attempt to improve security in public areas, and enhance social and community life, the National Street Lighting Implementation Unit continued the lighting of parks and recreation grounds. This entails the implementing of projects involving the illumination of public spaces, the grounds of health facilities, police stations and transit hubs. The illumination of health facilities has begun with the Eric Williams Medical Sciences Complex, the Caura Chest Hospital and St. Ann’s Hospital. These are part of 87 of the Regional Health Authorities (RHAs) facilities surveyed and assessed for illumination. Surveys are also ongoing to determine the cost of illuminating police station grounds. With respect to the illumination of public spaces, four crematoriums, and the University of the West Indies (UWI) Grounds have been illuminated as well.
Under the lighting of Parks and Recreational Grounds project, 50 recreational grounds, nine parks and two basketball courts have been lit. Works at two recreational grounds are in progress and ten are pending. This benefits society by ensuring access to these facilities especially for youths engaging their energies in meaningful activities that contribute to a culture of health consciousness; creates greater camaraderie among residents; builds on our sporting competitiveness; improves the lifestyle and health of citizens.

**Key Projects**

- National Street Lighting Programme
- Meeting Bulk Power Requirements
- National Social Development Programme
- Lighting of Parks and Recreation Grounds
- Lighting of Public Spaces
- Illumination of the Grounds of RHA Facilities
- Illumination of the Grounds of Police Stations
- Illumination of the Taxi Stands and Transit Hubs
- Distribution Automation
- Enterprise GIS in T&TEC
The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community

Objectives

- Prevent, reduce or where possible recycle all forms of waste
- Treat wastewater in accordance with world standards
- Conserve and enrich the vitality and natural diversity of our natural environment
- Create environmental infrastructure that enhances the quality of life of all citizens
- Instill an attitude of care and respect for the environment among all citizens
- Integrate the principles of sustainable development into national policies and programmes

Key Performance Indicators

- Number of complaints about air quality per year
- Per cent of population who perceive pollution reduction as a priority
- Number of noise complaints to local authorities
- Per cent of land area covered by forest
- Number of acres of public open space
- Per cent of streams with drinkable water
- Amount of litter per km on individual beaches
- Number of floods per year per region
- Importance of environment in business planning
- Per cent average annual deforestation
- Number of wildlife species considered endangered

Strategies

- Strengthen the institutional, legal and regulatory framework
- Protect natural resources and sensitive species of flora and fauna
- Improve waste management
- Promote a clean, green and environmentally sensitive Trinidad and Tobago
- Build strong partnerships among environmental stakeholders
- Develop renewable sources of energy
- Strengthen the capacity for environmental data management and develop environmental measurement indicators and tools
- Introduce environmental accounting
- Participate in protecting the global environment
*Targets to 2010*

- Reduction in solid waste by at least 10 percent
- Introduction of a waste sorting and recycling system
- Establishment and operation of a National Integrated Waste management System
- Beverage Containers Legislation

**Progress**

Effective waste management through the involvement of key stakeholders is critical to the protection and preservation of the environment.

*The National Integrated Waste Management System*

Work continued towards the development of the National Integrated Waste Management System (NIWMS). This programme involves the collaboration of a team of representatives from Nova Scotia and the Ministry of Local Government in establishing the way forward on the associated procedures for waste management in Trinidad and Tobago. It involves the separation of waste at source, composting of bio-degradable waste that in turn leads to the process of waste diversion which is a key element of this System. Waste diversion includes tyre disposal/shredding, car shredding and methods of recycling for plastics, glass and other non-compostable items. The NIWMS has not yet been completed nor implemented as it is still being finalised through the assistance of the representatives from Nova Scotia. This initiative will also serve to decrease the number of dumpsites as well as the number of incidents related to illegal dumping. It would also contribute towards reducing solid waste and simultaneously create useful by-products such as energy and manure.

A part of this system is the implementation of Transfer Stations throughout the country. No existing operational landfills have been closed to date as the infrastructure for the transfer station is not fully developed. One station located at Sea Lots is in operation and there are plans to construct two more stations in the next fiscal year. This site is not to be confused with a waste sorting site where waste is separated into type and/or grade. Waste separation will occur at the source i.e. households and business places. An intensive Public Education programme is to be developed to guide the source separation process.
Furthermore, the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) has established working partnerships with agencies in Trinidad and in the Tobago House of Assembly (THA) towards the development of the system. Discussions also commenced with the Ministry of Local Government with a view to formulating the legal framework for the management of the System.

SWMCOL’s programmes for the 2008/2009 fiscal year also include the Closure and Rehabilitation of Old Landfills Project. This Project seeks to properly close and rehabilitate former municipal dump sites that are potential threats to national health and to the environment and to bring them to environmental stability as they were developed at a time when the full environmental impacts of such operations were not known. Two sites have been selected (Toco Road and Biche) which will be completed in this fiscal year. There are plans to improve the overall environment of waste, plans are proposed to increase the number of sites in the year 2010 and beyond.

**Beverage Containers Legislation**

A comprehensive approach to waste recovery and recycling is being contemplated based on a model employed by the Province of Nova Scotia, Canada. In this regard, assistance from the Province of Nova Scotia is to be solicited to draft comprehensive overarching framework legislation for waste recovery and recycling. It is envisioned that this legislation among other things would provide for the administration and management of deposit refund systems; disposal taxes and other fiscal incentives to facilitate the recovery and recycling of waste materials and products such as paper, plastics, glass, metals, tyres, car batteries, beverage containers etc. The legislation would provide the ability to make regulations to manage a particular waste stream. In this regard, the draft Beverage Containers Bill is to be converted to regulations under the comprehensive overarching framework legislation for waste recovery and recycling.

**Waste Management Rules**

Waste Management Rules were drafted to provide guidelines to relevant parties indicating the correct methods to be used for disposal of hazardous waste in an environmentally sound manner. The Rules are being reviewed by the Environmental Management Authority (EMA). In addition, Waste Disposal Standards, which will facilitate the implementation of these Rules, were also developed.

The Waste Management Rules 2008 (WMR) were submitted for public comment during the period August 11th, 2008 to September 12th, 2008. Comments were received from 11 stakeholders. The
EMA’s internal team held three meetings during the period November 6th-24th 2008 to discuss and finalise instructions with regard to the comments on the WMR. In March 2009 the EMA’s review of the public comments were compiled and transmitted to members of the Review Team for verification. The instructions of the EMA Review Team are to be finalised by Legal Services for transmission to the Waste Consultant.

**Waste Sorting and Recycling System**

The Waste Sorting and Recycling System will include several initiatives related to the identification of items that can be recycled, the separation of waste at source, establishment of recycling repositories, the development and implementation of the necessary legal framework and citizen awareness programmes. The site to house the Waste Sorting and Recycling system was acquired in 2007 and at present, partner agencies, in the development of the System and the legislation, are currently being mobilised.

Bins of varied colours were placed around the country to facilitate building a culture of waste sorting. The Non-Governmental Organisation (NGO) - Community Park Trust under the ‘We Can’ initiative is the distributors of these bins which started in 2007. The Community Park Trust is responsible for the cleaning, disinfecting and servicing of the bins. Since we do not have the ability to dispose of all types of waste the cans and bottles are exported for recycling.

SWMCOL has also completed designs of programmes that will address biomedical waste, e-waste compostable, paper waste and tyres. With respect to public awareness, SWMCOL continues to educate the public on waste management issues through four weekly radio programmes in Trinidad and one programme in Tobago.

The Biomedical Waste Collection System project ensures the safe collection, transportation, final treatment and disposal of all bio medical products. This project began in 2006 and to this date two sites were located in Claxton Bay and Chaguanas. Furthermore, an Evaluative Study of Hazardous Chemicals in Schools for Disposal has commenced and will be completed by the end of this fiscal year. This study was implemented to effectively deal with the spent and disused chemicals that are stored in secondary school laboratories throughout Trinidad and Tobago. The study would also generate a national inventory of all stockpiles of hazardous chemicals stored in secondary schools.

Three symposia on e-waste were held to date. The e-Waste Collection and storage project
encompasses the establishment of a facility to dismantle and recycle electronic waste such as computers, printers and cell phones. This Facility will also house a dry cell battery storage holding bay to secure the batteries until large enough quantities can be shipped for destruction. The Facility will ensure that all e-Waste is broken down into component parts for recycling and proper final disposal. Presently the warehouse is being prepared as a workshop for the dismantling of electric waste with specific emphasis on computers.

In addition, a Mobile Secure Paper Shredder has been purchased and will be used to recycle and thereby reduce the amount of waste paper generated. This will also decrease this type of waste from entering the landfill sites.

**Key Projects**

- Draft of Waste Management Rules
- Development of a Waste Management System
- Closure and Rehabilitation of the Beetham Landfill
- Community based environment protection and enhancement programme
- Implementation of An Environment Education and Public Awareness Campaign
- Enactment of legislation relating to beverage containers
- Mobile Secure Shredder

**New Projects**

**Tyre Shredder**
This project was developed to reduce the indiscriminate dumping of tyres in Trinidad and Tobago by the establishment of a shredding facility. The by-product can be used for road material.

**Sludge Separation Vehicle for Waste Collection**
This project involves the purchase of vehicles which can service several septic tanks or waste plants without having to be emptied on a daily basis. The vehicles have the capability to separate the sludge from the liquid and return the liquid to the tank with the active bacteria to keep the system going.

**Evaluative Study of Hazardous Chemicals in Schools for Disposal**
This study will seek to determine and evaluate the quantum of obsolete unsafe chemicals in schools. In addition, this study will also inform future initiatives to determine the best methods to be used to dispose of this type of waste.
**Targets to 2010**

- Forest cover increased by at least 5 percent
- Number of threatened animal and plant species reduced by at least 5 percent
- Designation of Matura National Park, Buccoo Reef, Nariva Swamp, Aripo Savannah and Speyside as environmentally sensitive areas

**Progress**

Preserving the country’s biodiversity by reducing deforestation and protection of the wildlife population continues to be a challenge. The national reafforestation programmes and designation of environmentally sensitive areas and species are initiatives geared towards addressing these issues.

**Protection of Forests**

The Forestry Division’s Forest Regeneration Programme continued work in its effort to monitor and protect the forests, wildlife and national parks. This programme targeted state-owned forested lands that were degraded (due to fires, squatting, etc) as well as commercial timber plantations that were harvested. Over fiscal 2009, a total of 188 hectares were reforested through this programme. The Reafforestation of Denuded Northern Range Hillsides project also continued and for the period 2008-2009, 210 hectares were reafforested. Simultaneously, the EMA, in collaboration with the Forestry Division, has overseen the replanting of 15 acres of the Nariva Swamp during the same period. Under the “no net loss policy”, over 200 hectares are targeted for reforestation.

Works continued under the Community Based Forestry and Agro-Forestry Project. In 2008, 15,000 seedlings were produced and school children and citizens were educated through the use of bulletins and brochures on Tree Planting guidelines. In 2009, 30,000 seedlings were produced and the School and Community Tree Planting Project continued to expand. In an effort to continue building awareness there was the publication of two Private Forestry Bulletins and Training Workshop Seminars, which were held for forest farmers and community groups where the public was educated on preventing forest fire. To date, four training workshops for the Divisional Fire Fighting Crew and volunteers were conducted, in an attempt to improve the nation’s forest fire protection capability. Fire patrols also continued in vulnerable areas on a regular basis.
Construction and maintenance of structures and buildings in Forest Recreation continued in areas such as Nariva, Cleaver Woods Recreation Park, Quinam, Aripo Savannah, Matura National Park, Water Wheel Museum, Fort George Historic Site and San Fernando Hill.

<table>
<thead>
<tr>
<th>Key Achievements by the Forestry Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Maintained 183 ha of newly established forest</td>
</tr>
<tr>
<td>• Site prepare and planted 188 hectares of new forest</td>
</tr>
<tr>
<td>• Produced approximately 335,000 seedlings of mixed local species, 40,000 teak stump plants and 100,000 pine seedlings</td>
</tr>
<tr>
<td>• Accommodated 210,000 visitors at our parks and recreation areas</td>
</tr>
<tr>
<td>• Forest Access Roads at Tamana and Brickfield completed including two Bridges</td>
</tr>
<tr>
<td>• Initiation of National Forest Inventory Project: Output #1 Forest Cover Mapping</td>
</tr>
<tr>
<td>• Maintained approximately 450 hectares of plantations</td>
</tr>
<tr>
<td>• Draft Wetlands Policy completed</td>
</tr>
</tbody>
</table>

In addition, collaboration between Government and the US Forest Service, for the preparation of an updated forest cover map, based on satellite imagery has begun. This map will provide the basis for a national forest inventory which will in turn provide baseline data for reliable assessments of changes in our forest cover. The forest cover map is expected to be completed by 2010, while the forest inventory is scheduled to be completed by the end of 2011.

Tobago is blessed with vast natural resources including pristine forest resources. In the sister isle forests also serve important ecological functions and provide habitats for wildlife. Its value is also seen through hunting and tourism-related recreational activities which provide income from activities like bird watching, floral identification and trail walking. To facilitate these activities the Tobago House of Assembly has undertaken the development of key infrastructure in selected parts of the forests primarily in the Main Ridge Forest Reserve. Camp sites are established in the natural forested environment, which will provide ideal conditions for the heightening of one’s appreciation for the natural environment and as a result, educational programmes conducted in these environments are more likely to have a positive and powerful impact. These sites are used by various groups and organizations as Scouts, Environmental Clubs, Cadets, families, tour groups (tourists), church groups and community groups.

**Designation of Environmentally Sensitive Areas and Species**

In order to provide an assessment of the wildlife resources in our game sanctuaries and forest
reserves, the pilot phase of the ‘Sustainable Management of the Wildlife Resources in Trinidad and Tobago’ was completed, with 16,880 hectares of the Central Range Forest Reserve assessed. Full assessment of wildlife resources are expected to be completed by 2011. Additionally, a biodiversity monitoring system for Trinidad and Tobago will soon be established in order to evaluate animal and plant species which are under threat. To develop this system, collaboration between the Forestry Division and the University of the West Indies is ongoing. Field work for this monitoring system was completed.

In 2005, the Manatee, the Trinidad Piping Gwan (PAWI) and the White-tailed Sabrewinged Hummingbird were declared environmentally sensitive species. Attempts to have the ocelot and the golden tree frog also declared as environmentally sensitive species also begun. In addition to the Matura National Park and Aripo Savannah Strict Nature Reserve, the Nariva Swamp was also designated as an environmentally sensitive area. In Tobago, the Buccoo Reef and the Main Ridge Forestry Reserve are in the process of being classified as environmentally sensitive areas, while Speyside and the Caroni Swamp are two areas under further consideration. Research on endangered species is also being conducted.

Other efforts to protect sensitive areas and endangered species include the conduct of public education and awareness campaigns on the Manatee and the conservation of the Matura Park in the North East. Stakeholder Management Committees in collaboration with the EMA were also set up to manage the Buccoo Reef, Mathura and Aripo Savannahs. These Management Committees comprise communities, NGOs, Community Based Organisations (CBOs) and other stakeholders.

**The Green Fund**

The Green Fund is a fund established under the Finance Act 2004, Part XIV-Green Fund Levy by the Government of the Republic of Trinidad and Tobago. It is derived from the levy at the rate of 0.1 per cent of the gross sales of receipts of any corporate company carrying out business in Trinidad and Tobago. The purpose of the fund is to financially assist community groups and organisations that are primarily engaged in activities related to the remediation, reforestation and conservation, of the environment. The Unit which commenced operations in September of 2008 provides financial assistance to not-for-profit community groups or non-governmental organisations, registered with the Ministry of Community Development, Culture and Gender Affairs which are primarily engaged in activities related to the remediation, reforestation and conservation of the environment.
At present nine applications for grant funding were received and are being finalised.

**Administration of the Green Fund**

- The registered community group or organization must fill out an application form and submit it to the Green Fund Executing Unit for review.

- Once it meets the basic criteria, the project proposal providing full details of the project, may then be recommended by the Green Fund Advisory Committee for certification/approval by the Minister with responsibility for the environment.

- After certification, a Memorandum of Agreement (MOA) is signed and the Ministry of Finance is requested to release funds in portions by deposit into an account with an approved financial institution or credit union.

**Key Projects**

- Regeneration Programme located in the six conservancies to replant depleted areas
- Reforestation of Denuded Northern Range Hillsides
- Improvement of Forest Fire Protection Capability
- Improved Management of National Forests in the South East Conservancy
- Community Based Forestry and Agro-forestry
- National Parks and Watershed Management Project
- Preparation of a forest cover map for Trinidad and Tobago
- Sustainable Management of the Wildlife Resources in Trinidad and Tobago
Targets to 2010

- Water and air pollution rules in effect
- Use of Ozone Depleting Substances phased out by January 1, 2008
- Standards in effect for vehicle emissions
- Standards in effect for wastewater treatment plants
- At least 30 percent of wastewater being treated in accordance with international standards
- Environmental Management Systems established in Industries
- Establishment of a National Council for Sustainable Development
- “Greening” of cities and communities ongoing

Progress

In keeping with the National Environmental Policy, efforts continued to ensure that the regulations relating to air and water pollution are enforced and the corrective measures are taken where necessary.

Clean Air

The rapid development that is taking place in Trinidad and Tobago can have an impact on the quality of the air. The Air Pollution Rules 2009 were finalised by the Chief Parliamentary Counsel’s Department and the Office of the Attorney General after extensive review and revision. Approvals are being sought on two issues; the Greenhouse Gas Reporting Requirement and the Ambient Air Quality Standards. Once approved, it will be sent before the Legislative Review Committee. The enforcement of these rules would result in improved air quality, regulated releases of airborne pollutants into the atmosphere thereby reducing the effect on public health.
In order to examine trends and determine whether its air pollution management strategies are effective, the EMA has implemented a system to monitor air pollution in Trinidad and Tobago. The EMA first collaborated with the United States Geological Survey to set up a particulate monitoring station at Toco lighthouse. This monitors particulates in the air and is part of a network of international stations looking at dust migration affecting this region, from major desserts,
including Sahara. Subsequently, the EMA set up at the Pt. Lisas Industrial Estate a comprehensive monitoring station covering a range of air pollutants. It was established to monitor and evaluate the toxic levels of releases of carbon monoxide, sulphur dioxides, nitrogen oxides and particulates. There also exists a station in Tobago. The next initiative is the installation of a station near Union Industrial Estate in La Brea.

**Clean Water**

The water pollution rules were implemented in 2007 with the aim of getting industries to reduce both the volumes and concentrations of pollutants discharged in their wastewater and to improve the quality of water being received. A registration system was established to create an inventory of those persons or groups who are confirmed water polluters. The water pollution rules covers industrial and mining activities, commercial service facilities of all kinds, farming and related agricultural enterprises, institutions and wastewater treatment facilities.

Since the implementation of the rules, the Authority has received in excess of 500 Source Registration Applications towards the identification of sources of water pollutants. The EMA has recently progressed to the next step in the water pollution management process which involves the issuance of Water Pollution Discharge Permits to regulate the level of pollutants being discharged into the nation’s receiving water bodies. Once permits are issued the registered persons are given a time period in which to take corrective measures.

The EMA has also embarked on other initiatives to ensure that water quality in rivers, seas, swamps and beaches are protected. These initiatives include the development of a water quality index and a water quality monitoring programme. Simultaneously, the EMA continued its education and awareness campaign to sensitise the public on the issues related to water.

**Noise Pollution**

The Noise Pollution Control Rules (NPCR) serve to regulate the sources of noise pollution through the establishment of noise zones, the establishment of acceptable noise levels within the zones, the identification of a list of activities that are not allowed and a provision for variations to the standards in situations where it is unavoidable. The rules were enacted and the EMA began implementing these rules in 2007. The table 4.5 shows a breakdown of indicators for the 2007, 2008 and part of 2009.
Table 4.5 Number of Breaches, Noise Complaints and Applications for variations

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2007</td>
</tr>
<tr>
<td>Breaches/Violations*</td>
<td>9</td>
</tr>
<tr>
<td>Noise Complaints</td>
<td>201</td>
</tr>
<tr>
<td>Noise Complaints Closed/Resolved**</td>
<td>69</td>
</tr>
<tr>
<td>Applications for Variations</td>
<td>264</td>
</tr>
</tbody>
</table>

*A Breach or Violation is recorded only if action resulting in a Notice of Violation is taken on any complaint received.

**A file is closed either because the matter was resolved with or without legal enforcement action, because the complaint was withdrawn or because investigations did not reveal evidence of breaches.

Noise Pollution according to section 2 of the Act is defined as any disturbance of the environment by a pollutant consisting of sound or other vibrations. The Noise Pollution Control Rules (NPCR) contains the Prescribed Standards for Noise emissions in Trinidad and Tobago with the First Schedule setting out the maximum permissible sound pressure levels for each noise zone.

A breach of the Rules occurs when the sound level exceeds the said Prescribed Standards for the particular Zone – Industrial, Environmentally Sensitive or General. Examples of breaches include the sound level generated from auto repair shops, bars, machinery from factories, social and cultural activities. Exemption would be given for certain activities such as religious and sporting events and activities conducted without the use of sound amplifying equipment during a certain time frame.

Any citizen of Trinidad and Tobago may lodge a complaint with the EMA concerning possible breaches of the standards or requirements contained in the NPCR. These complaints are of a general nature and may apply to any sound-generating activity.

An application for variation may be made if one anticipates that the Prescribed Standard under the NPCR for a particular Zone may be exceeded. If granted, the applicant is permitted for the duration of the event to exceed the Prescribed Limited up to a certain level.

**Phase Out of Ozone Depleting Substances**

Trinidad and Tobago received an “Implementator’s Award” at the 20th Anniversary Ozone
protection award. This award recognises extraordinary contributions by National Ozone Units or individuals whose hard work at the country level has helped to make phasing out goals a reality.

Trinidad and Tobago successfully phased-out the importation of chlorofluorocarbons (CFCs) on December 31st, 2007 under the Terminal Phase-out Management Plan (TPMP), two years ahead of the CFC phase out date for developing countries under the Montreal Protocol. This country will now embark on the Hydro chlorofluorocarbon Phase-Out Management Plan (HPMP) which will ultimately result in the termination of HCFC importation. Under the Protocol, HCFCs were originally used to replace CFCs, but HCFCs, while being less aggressive ozone depleting substances (ODS) (i.e. they have a lower ozone depletion potential than CFCs), are still ODS and are also greenhouse gases. The National Ozone Unit (NOU) will therefore work with various stakeholders such as the Trinidad and Tobago Bureau of Standards (TTBS), the Air Conditioning and Refrigeration Industry Association (ARIA) and Customs and Excise to implement the HCFC Phase out Plan.

Standards in effect for vehicle emissions
The standards for vehicle emissions were completed in association with the Trinidad and Tobago Bureau of Standards. Legislation to include the vehicular emission standards in the procedures of the vehicle inspection system will be introduced. The Ministry of Works and Transport is chairing a Cabinet-appointed Committee for formulating and implementing a vehicle emissions inspection regime.

Standards in effect for wastewater treatment plants
Standards for wastewater treatment plants were also drafted. Enforcement of these standards is being undertaken by the EMA, with key industrial companies.

Environmental Management Systems Established in Industries
There is an increasing number of companies developing environmental management systems in accordance with the International Organisation for Standardisation (ISO) 14000 series. However, there is still need for more companies in Trinidad and Tobago to integrate environmental standards into their policies.

“Greening” of Cities and Communities
Government has embarked on a number of initiatives with the main objective of inculcating an attitude of care and respect for the environment among citizens. These initiatives include the
“greening” of public spaces, the regulation and control of outdoor advertising and the motivation of individuals, communities and businesses to adopt clean and safe environmental practices.

In addition, the Trinidad and Tobago Regiment, commissioned what will be the first green camp of the Caribbean. The Camp will be located on a 120 acre parcel of land at Fort Serrette, La Romaine in a mangrove area. Some of the characteristics of the camp will include power generated by windmills and the mangroves will remain untouched. The University of the West Indies St. Augustine Campus has collaborated with the Forestry Division in the provision and planting of 50 trees on the Campus in commemoration of their 50th anniversary.

Climate Change
A document entitled, “Carbon Reduction Strategy for Trinidad and Tobago” was drafted in an attempt to provide guidelines relating to the reduction of carbon in Trinidad and Tobago. The document is currently under review by the Ministry of Planning, Housing and the Environment.

National Council for Sustainable Development
A National Council for Sustainable Development is to be constituted to facilitate consensus building on policies and strategies for attaining environmental sustainability in Trinidad and Tobago. The Environmental Policy Planning and Development/Multilateral Environmental Agreement Unit of Ministry of Planning, Housing and the Environment will develop a concept paper with recommendations to Cabinet for the establishment of this Council.

Key Projects
- Creation of an Ambient Air Quality Monitoring Network in Trinidad and Tobago
- Implementation of Waste Management Rules
- Development of wastewater treatment plants standards
- Development of vehicle emissions standards
- Establishment and introduction of environmental management systems
- Production and Distribution of public awareness materials
- Development of a water quality index
- Water quality monitoring programme
- Implementation of Noise Pollution Rules
- Operationalization of the Green Fund Executing Unit
GOAL 1
Our Society and our Government will adhere to good governance principles and practices.

GOAL 2
Our public institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients.

GOAL 3
Trinidad and Tobago will have modern, technologically advanced legal, regulatory and enforcement systems.

GOAL 4
All citizens will be assured of fair and equal justice.

GOAL 5
Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families.

Champions

● Office of the Prime Minister
● Ministry of Finance
● Ministry of Planning, Housing & the Environment
● Ministry of Foreign Affairs
● Ministry of Labour and Small and Micro Enterprise Development
● Ministry of Local Government
● Ministry of National Security
● Ministry of the Attorney General
● Ministry of Public Administration
● Ministry of Legal Affairs
● Ministry of Works and Transport
● Tobago House of Assembly
Promoting Effective Government

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- Ministry of Legal Affairs
- Ministry of Works and Transport
- Tobago House of Assembly
Overview of Implementation Progress

With respect to promoting good governance principles and practices considerable progress was achieved. Reforms in local government, financial management and public administration continue to be pursued with a view to transforming the relevant public entities. Recognising too, the importance of data collection, the Central Statistical Office (CSO) was reviewed and legislation is to be drafted which would make possible a new organisational structure. A Communications Backbone was also developed, enabling each ministry/department to communicate and share information. So far, 20 Ministries and 230 Government Agencies/Departments were connected to the Backbone. The development of a Managing for Results system is also well underway through a technical cooperation agreement signed by Government and the Inter American Development Bank (IDB), resulting in a Medium Term Action Plan for implementing Results Based Management in the public sector. This initiative is aimed specifically at raising the performance levels within the public sector.

As a means of decentralisation, progress was also advanced in the delivery of public services through the establishment of Common Service Counters at St. James and Princes Town. Five other centres will be established by the end of 2009. Additionally, efforts to apply modern technology to improve service in areas like developing a Geographic Information System (GIS), and the development of a Population and also a Companies’ Registry continued.

Significant progress was also realised in terms of modernising our regulatory and enforcement systems. As such, new consumer legislation which will empower and protect consumers in the new market environment is being formulated. A Draft Policy Paper will soon be laid in Parliament. The Companies Registry is also being modernised and upgraded both in terms of hardware and software and is now available on the E-Gov Communications Backbone. This move now facilitates access to other facilities such as, Global emailing lists. Government also continued to pursue a vibrant legislative agenda. As such, several critical pieces of legislation were passed over fiscal 2008-2009. These include:

- The Legal Profession (Amendment) Act (No. 3 of 2008)
- The Copyright (Amendment) Act (No. 5 of 2008)
- The International Child Abduction Act (No. 8 2008)
- The Immigration (Advance Passenger Information) Act (No.9 of 2008)
- The Bail (Amendment) Act (No. 14 of 2008)
• Finance Act (No. 1 of 2009)
• Insurance (Amendment) Act (No. 3 of 2009)
• The Central Bank (Amendment) Act (No. 4 of 2009)
• Emergency Ambulance Services and Emergency Medical Personnel Act (No. 8 of 2009)

Improvements to our judicial and legal system also continued, with upgrade and refurbishment works being undertaken on several Magistrate Courts. Additionally, two sites are in the process of being acquired for the construction of new Courts at Arima and Sangre Grande.

With respect to security, numerous initiatives continued to be pursued, including, ‘policing for people’/model police station initiative, upgrade and construction of police stations, training for law enforcement officers and strengthening our forensic science capability. While there was a decline in serious crimes such as kidnappings, fraud offences and robbery, other serious crimes remains a challenge. These include, murder, general larceny and wounding and shootings.
Our society and our Government will adhere to good governance principles and practices

Objectives

● Enhance the framework for democratic governance at the national and sub-national levels
● Strengthen the application of good governance principles and practices in the operations of all State, private sector and civil society bodies
● Nurture a culture of good governance and integrity at all levels of society
● Reduce the opportunities for corruption and the abuse of power

Strategies

● Strengthen governance systems and practices in the public and private sectors
● Build broader-based participative systems of governance
● Promote responsible citizenship
● Strengthen democratic institutions and the legal and enforcement framework
● Promote good corporate governance
● Strengthen the management of state enterprises
● Improve public financial management
● Reform the procurement system
● Strengthen the local government system
● Revise constitutional arrangements
● Pursue integration and global partnerships for development

Key Performance Indicators

● Public Trust of Politicians
● Transparency of Government Policy-Making
● Voter Participation (both in Local & General Elections)
● Corruption Index (Transparency International)
● Government waste
● Adherence to the Rule of Law
Target to 2010

Local Government and Decentralisation Programme implemented

Progress

Local Government Reform is intended to facilitate the transformation and modernisation of local communities by empowering citizens to participate in the decision-making process. The reform will ensure that Local Government Bodies are given a greater degree of autonomy and also emphasise efficient service delivery at the Municipal/Regional Level. Reforming Local Government will also emphasise the decentralisation of some Central Government functions, which would be executed by the Municipal Corporations.

The Draft White Paper on Local Government Reform is intended to not only strengthen the legislative framework governing Local Government Bodies, but also to create a system that is more responsive to the development needs of our communities. The final draft framework for the White Paper was presented to the Project Board and Heads of Section of the Ministry of Local Government for comment.

The Ministry of Local Government undertook public consultations in respect of the reform of Local Government. Five core areas are outlined in the Green Paper on Local Government Reform:

- **Municipal Management.** This involves achieving operational efficiency in finance, information communication technology, capital infrastructural assets management and human resources.
- **Social Services.** The social, safety and security needs of the community will be addressed through the development of a vibrant community policing service. Additionally, the promotion of sport and culture in the development of sustainable communities will be extensive.
- **Economic Development.** The aim is to facilitate commercially viable options and ventures in the areas of waste management, local tourism, agriculture and other areas that may emerge from within the community over time.
- **Environmental Management.** This involves facilitating the preparation and implementation of regional and local area development plans. The focus will be on sustainable activities that demonstrate care and concern for the environment.
- **Resilient Communities.** This involves creating more responsive communities using capacity
and competency-building interventions. That is, to ensure that communities can cope with unexpected and extreme events and respond creatively to economic, social and technological changes.

With respect to the local government reform legislative framework, a revision exercise is currently underway, which is 70 per cent completed.

**Key Project**
Local Government and Decentralisation Programme

**Target to 2010**

**Occupational Safety and Health Authority and Agency fully functional**

**Progress**

In accordance with the Occupational Safety and Health Act (OSHA), the Occupational Safety and Health (OSH) Authority was established to enforce standards prescribed under the Act. The OSH Authority comprises the Board of Directors and was established in October 2006, while the OSH Agency is the actual executing organisation and was established in August 17, 2007. Since their establishment the Authority and Agency have developed:

- An External Occupational Safety and Health Profile
- An Enforcement Policy
- A National Occupational Safety and Health Training Framework.

As part of its decentralisation strategy, OSH satellite offices were established in Tobago, San Fernando, Point Fortin, Arima, and Port of Spain.

During 2007 and 2008, efforts were also focused on staffing the Authority. In this regard, in 2007, thirty-two former factory inspectors were trained and contracted by the OSH for a period of 3 years commencing in August 2008. In April of 2008, core administrative staff members were engaged.

The main objective for the OHS-Agency over the short term is to build a modern, efficient, effective and highly qualified HS Inspection Service, meeting international standards.
OSHA is basically an enforcing body of the OSH regulation (OSH Act and OSH regulations) vested with legal powers enabling the inspectors, to access every industrial establishment, access information needed to carry out investigations and to use their legal intervention powers. The Inspectors report to the Chief Inspector and are currently operating in the following six (6) sub units:

- Oil and gas;
- Ports, chemical and petrochemical industry;
- General manufacturing;
- Construction and quarries;
- Agriculture and services; and
- Occupational health.

**Key Project**

Establishment of an Occupational Safety and Health Authority

**Target to 2010**

**Public education campaign to promote responsible citizenship introduced**

**Progress**

Recognising that cultural transformation is critical to promoting good governance in society, attention continues to be placed on public education at the national and community levels.

As a result, progress made towards the public education campaign include, the expansion of the communications media by which sittings and debates are aired.

A live internet feed was established and this has impacted significantly on both local and foreign viewers. This can be seen in Figure 1 below which indicates that the United States, the United Kingdom and Canada are 3 significant viewers of our Parliament broadcasts.
Key Project
Televising and Broadcasting of Parliamentary Proceedings

Targets to 2010

- New Financial Institutions and Securities Industry Legislation in effect
- New Public Sector Procurement Regime in operation

Progress

New Financial Institutions and Securities Industry Legislation in effect
As Trinidad and Tobago moves towards becoming the financial centre of the region, efforts to improve financial management systems continue to be a high priority. In this regard, the Ministry of Finance completed a review of the existing financial laws and areas of legislative reform are being considered prior to submission to the Chief Parliamentary Council for the preparation of draft legislation.

Four major pieces of new legislation were developed and work is currently being undertaken as it relates to reforming the Financial Institutions Act, the Insurance Act, the Credit Union Act and a new Occupational Pensions Act.

- Banking
The Financial Institutions Act was assented to on December 19, 2008. The Act provides for the regulation of banks and other financial institutions which are engaged in the business of banking and business of a financial nature.

- **Insurance**  
  New insurance legislation was finalized after consultations with relevant industry stakeholders. As a result, an Act to amend the Insurance Act Chapter 84:01 was assented to on 6th February 2009.

- **Credit Union**  
  A Policy Proposal Document was finalised after consultative meetings with various stakeholders. It is expected that a draft Credit Union Bill will soon be developed which will be followed by stakeholder consultations. Once the Act is finalised and made law, the regulation and supervision of the financial operations of credit unions will fall under the purview of the Central Bank.

- **Pensions**  
  Over the last eighteen months, a Committee comprising various stakeholders considered a number of critical issues relating to pension plans resulting in the development of a draft Policy Proposal. This document is currently being reviewed and will soon be circulated for comment to the wider pensions industry. Upon completion of these consultations, a draft Occupational Pensions Bill will be developed.

*New Public Sector Procurement Regime in operation*  
The establishment of a new public sector procurement regime will ensure that government gets value for money. The new regime will be built on the tenets of the necessity for accountability and transparency within the public sector. As such, the White Paper on the Reform of the Public Sector Procurement Regime (2005) was reviewed and a new policy framework is being prepared by the Ministry of Finance. In the interim, Government has adopted the e-auction process by State-Owned Enterprises. Since then, the Ministry of Finance has embarked upon an e-auction implementation programme as an initial step in transforming the current regime into a fully electronic format.

*Key Projects*  
- Establishment of an Integrated Financial Management System  
- Introduction of a New Public Procurement Regime
Target to 2010

Pursue integration and global partnerships for development

Progress

Trinidad and Tobago remains committed to and continue to forge partnerships with CARICOM, the Americas and the wider world in order to address issues such as security, migration, HIV/AIDS, narco-trafficking, money laundering as well as natural disasters. As such, Trinidad and Tobago successfully hosted the Fifth Summit of the Americas, one of the most significant international conferences, over the period April 17 – 19, 2009 and became the first CARICOM nation to host the Summit since its inception in 1994. The Summits of the Americas, held every three to four years, bring together the 34 democratically elected Heads of State and Government in the Western Hemisphere to exchange ideas and opinions on the political, economic, social, and security challenges confronting the region. The theme for the Fifth Summit was, ‘Securing Our Citizens’ Future by Promoting Human Prosperity, Energy Security, and Environmental Sustainability.’

Trinidad and Tobago will also host the Commonwealth Heads of Government Meeting in 2009. This meeting will bring together 53 Heads of Commonwealth Countries throughout the world. The theme for this meeting is ‘Partnering for a more equitable and Sustainable Future’. The meeting will be held over the period November 27 – 29, 2009. To date, work is well underway to ensuring that this meeting is a success.
Our Public institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients

Objectives

• Build a competent high performing workforce with a strong commitment to service
• Instill a high performance quality service work ethos among all Public Officers based on the values of integrity, impartiality, accountability and transparency
• Encourage continuous learning, improvement and innovation in Public Institutions
• Re-focus the management and operations of Public Institutions toward achieving effective outcomes and creating public value
• Enhance the quality, accessibility, responsiveness and effectiveness of public services based on a philosophy of good value
• Strengthen the capacity for research, planning, evaluation and performance measurement in the public sector
• Create a comprehensive, coordinated national statistics system that delivers high quality, user oriented, relevant and timely economic, social and environmental statistics
• Strengthen the system for financial management and public investment

Strategies

• Develop a modern strategic human resource system
• Modernise the physical environment of all public buildings
• Inculcate positive values and work ethics among all Public Officers
• Focus on human resource development and the creation of a learning environment
• Establish effective Management and Operational Systems
• Improve revenue collection and Financial Management
• Strengthen the capacity of the Local Government Bodies
• Develop a coordinated System for Social, Economic, Environmental, and Physical Planning
• Strengthen the capacity for Research, Data Collection and Analysis
• Introduce new and innovative ways of improving Service Delivery
• Maintain sound relationships with Labour Unions
• Effectively manage and improve the operations of State Enterprises
• Strengthen Government Communications

Key Performance Indicators

• Access to Public goods and services
• Waiting time at Public Institutions
• Per cent of Government Ministries and Departments connected to the Government Communications Backbone
• Per cent of Government services available online
Target to 2010

Diplomatic Academy established

Progress

The Diplomatic Academy of Trinidad and Tobago will be established in order to meet the foreign policy needs of both Trinidad and Tobago and as requested our regional partners. In this respect, the Academy is focused on both training and research.

The Academy will offer initial, as well as in-service training to all levels of employees of Trinidad and Tobago’s Foreign Ministry (and regional Foreign Service personnel, when requested), based on human resource needs assessments. The aim is to ensure regularised, appropriate training, relevant to advancement in the Foreign Service as well as to guarantee transparency and coherence in the requirements for a diplomatic career. It will also encourage continuous learning, improvement and innovation.

In addition to International Relations, the Academy will offer courses in other areas, including Management, Accounting and Communication Studies. It is also recommended that the Academy should provide Training and Research and serve as a Think Tank. Furthermore, it is envisaged that the Ministry will collaborate with other International Relations training centres as well as with the local private sector. It is anticipated that the Diplomatic Academy will be established by the end of September, 2009.

Key Project

Establishment of Diplomatic Academy

Target to 2010

Central Statistical Office restructured and modernised

Progress

Recognising the critical role of the availability of timely, accurate, current and appropriate data to
the decision making process, a comprehensive review of the Central Statistical Office (CSO) was undertaken.

Subsequent to the approval by Cabinet during 2007, of the Consultants’ Final Report, a Committee was established comprising persons from the Ministry of Planning, Housing and the Environment. A Draft Statistics Act was formulated by the Committee and sent to the Office of the Chief Parliamentary Council (CPC) of the Ministry of the Attorney General. As a result, a draft Statistics Bill was prepared by the CPC and reviewed by the Ministry of Planning, Housing and the Environment. Both Ministries continue to collaborate in the clarification of technical issues relating to the Bill, which is necessary in order to finalize the Draft.

This new structure will allow for the establishment of a National Statistical Institute of Trinidad and Tobago and will be the main national body in charge of the development and management of official statistics and will be a professional autonomous institution. It is envisaged that two main bodies will assume responsibility for oversight of the CSO including, a 10-member Board of Directors and a 15-member Advisory Council.

**Key Project**
Institutional Strengthening of the Central Statistical Office (CSO)

**Target to 2010**

*Database of key socio-economic indicators to monitor living conditions developed*

**Progress**

The development of a socio-economic database will improve the country’s capacity to manage and access reliable disaggregated data in order to facilitate evidence-based planning as well as inform the allocation of budgetary resources. Achieving Vision 2020 as well as the Millennium Development Goals (MDGs) will require enhanced planning and implementation capacities including socio-economic data for evidence-based planning and monitoring.

The establishment of a socio-economic database is being implemented over a period of 1 year and comprise 3 critical components. These components are as follows:
• Creation and population of the socio-economic database for the tracking of critical national indicators and the MDG’s
• Development of a quality of life index in the context of the goals of Vision 2020
• Enhancement of the capacity of staff in the Ministry of Planning, Housing and the Environment

**Key Project**
Creation of a Socio-Economic Database and Strengthening the Capacity of the Ministry of Planning, Housing and the Environment

**Target to 2010**

**National Geographic Information System (GIS) / Spatial Data Infrastructure established**

**Progress**

The National Spatial Data Infrastructure will be a set of integrated systems incorporating modern technologies for the collection and management of geospatial data. The development of this Infrastructure will allow for a seamless exchange as well as information sharing among stakeholders. The main objective is to foster the more efficient production, use and management of geospatial data.

At the core of the system will be a Geographic Information System that will be capable of collecting, inputting, processing, manipulating, analysing and disseminating spatially referenced data. A note was drafted for Cabinet by the Ministry of Planning, Housing and the Environment, which will allow for the establishment of the System, while at the same time funding for this project is being sought.

**Key Project**
Establishment of a National GIS/Spatial Data Infrastructure
Target to 2010

Common Service Counters established in communities

Progress

Common Service Counters with enhanced customer care will be established throughout Trinidad and Tobago by 2009. The aim is to develop a modern, efficient and effective system for the delivery of public services. Access to government information as well as selected services would be provided through these Common Service Counters.

Centres at St James and Princes Town were successfully launched and commenced operations. Over the last fiscal year, Centres at Tunapuna, Chaguanas and Arima were launched, while outfitting of the Tobago Centre is currently ongoing.

Key Project

Introduction of Common Service Counters

Target to 2010

Trinidad and Tobago Revenue Authority

Progress

The Trinidad and Tobago Revenue Authority (TTRA) will be established in order to harmonise the relationship between Taxes and Customs. The Revenue Authority will ensure adherence to the highest standards of accountability, transparency and decision-making.

Over the last fiscal year, work intensified towards the establishment of the Revenue Authority, especially, as it involves the merger of the Inland Revenue Division and the Custom and Excise Division. Additional resources were engaged to enhance the capability of the Implementation Team in critical areas such as, project management, tax administration, customs administration, change
management, human resource management, information technology and facilities management. In May 2009, Government approved the Policy Framework for the TTRA

**Target to 2010**

### Results Based Management being used in the Public Sector

**Progress**

Implementing strategies to improve the performance levels of the public sector is critical to our development. The Government of Trinidad and Tobago entered into a technical cooperation agreement with the Inter-American Development Bank (IDB) in May 2007 to access grant funding for the introduction of a system of Managing for Results in the Public Service. The Project which is entitled PRODEV has three main components:

- Preparation of a Medium Term Action Plan for the Strengthening of Results Based Management in the Public Sector
- Building consensus about the challenges and benefits of Results-Based Management
- Institutional strengthening of the Ministry of Planning, Housing and the Environment

Significant progress on this project was achieved with, the completion of the Medium Term Action Plan for implementing Monitoring and Evaluation in Trinidad and Tobago.

Additionally, Government agreed to the establishment of M&E Units in all Government Ministries and relevant departments in order to provide support for evidence based decision and policy making. The Units will be able to track progress, outcomes and impacts of projects, programmes and policies at the sector level. An overarching M&E Unit will also be established in the Ministry of Planning, Housing and the Environment, to oversee, coordinate and report on the activities of all other M&E Units, in accordance with Vision 2020.

**Key Project**

Strengthening Capacity to Manage for Results
**Target to 2010**

**Effective Government Communications being undertaken by Government Information Services Limited**

**Progress**

Government Information Services Limited (GIS Ltd.) was established as a State-owned Company and is vital to implementing communications programmes which will further the education and awareness of citizens on key national issues. The GIS also has as one of its main priorities, the branding and imaging of the Public Service. For fiscal 2007/2008, GIS also communicated on key national issues as shown in Box 5.1

To date, proposals were developed regarding the establishment of Draft National Identity Guidelines. These guidelines would serve to ensure that our national symbols and emblems are used in a proper and standardised manner.

**Key Project**

Establishment of the Government Information Services (GIS) Limited

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**Box 5.1 Key issues communicated to the National Community by GIS during 2007 to June 2008**

- ‘Head-On’ Series developed and broadcasted live, where Government Ministers were interviewed by journalists on progress in various Ministries

- Production of a series of print and radio advertisements communicating to the public various issues such as health services, the street lighting programme and the new bus system introduced by PTSC
Trinidad and Tobago will have modern, technologically advanced, regulatory and enforcement systems

Objectives

- Provide efficient public legal services to all citizens and institutions in the country
- Strengthen the legal, regulatory and enforcement system

Strategies

- Strengthen the institutional environment for Law Administration and Legal Affairs
- Enhance Service Delivery – Registration, Rights and Entitlements
- Protect Intellectual Property Rights
- Increase access to Legal Aid Services
- Promote good industrial relations practices
- Strengthen mutual legal assistance and extradition
- Improve consumer protection
- Continuously review, modernise and strengthen the Legislative Framework – Legislative Agenda

Key Performance Indicators

- Effectiveness of Law Making Bodies
- Government procurement of advanced technology products
- Government prioritization of Information and Communication Technology (ICT)
- Transparency in Government Policy-making
**Target to 2010**

**Population Registration System established**

**Progress**

The Population Registration System will serve to uniquely and electronically identify every citizen through the issuance of a Personal Identification Number (PIN) at birth.

Progress was related in part, to the creation of the necessary IT infrastructure to improve the Civil Registry. Consequently, in May 2008, the Registry completed upgrade to new software application (Vitalware). The Software is designed to manage both small and large record collections and provides flexibility as well as ease of use for the day-to-day management of vital statistics information. It is also intended to create a more user friendly environment.

Additionally, for on-line registration of births and deaths from hospitals, district, registrar offices were developed, while at the same time, in order to ensure that information is protected, a remote off-site (Vancouver-based) disaster recovery service was successfully implemented.

**Key Projects**

- Establishment of a Population Registration System
- Mail In/Mail Out Service

**Targets to 2010**

- A Moveable Property Registry created
- Unique Parcel Reference Number (UPRN) System introduced

**Progress**

*A Moveable Property Registry created*

The establishment of a Moveable Property Registry is dependent on the passage of 2 pieces of
legislation which are yet to be laid in Parliament. These are the Personal Property Security Bill and the Consumer Fair Reporting Bill. This Moveable Property Registry would be made possible via the Integrated, Computerised Registry System, aimed at ensuring secured transactions in moveable property. It is expected that the Computerised Registry System would significantly impact upon small and medium-sized businesses by reducing the time as well as the bureaucracy involved in conducting transactions relating to moveable property. This would in turn offer a boost to these businesses in terms of accessing credit.

**Unique Parcel Reference Number System (UPRN) introduced**
The Unique Parcel Registration Number (UPRN) System, would serve to reduce the time taken to conduct title searches by assigning a unique number to each parcel of land.

The effectiveness of the UPRN System is in part based on the implementation of the Land Tenure Rationalisation Project (LTRP). This project, when implemented, would serve to enable the digital recording of land title transactions conducted under 2 parallel systems, namely the Old Law System and the Real Property Ordinance (RPO) System.

Additionally, in order to provide access to the UPRN System when fully developed, the Tobago sub-office of the Ministry of Legal Affairs will be networked once relocated, while computer hardware is being procured for the San Fernando sub-office.

**Key Projects**
- Land Tenure Rationalisation Project
- Establishment of the Legal and Institutional Framework for Secured Transactions of Moveable Property

**Target to 2010**

| New Consumer Legislation in effect |

**Progress**

New Consumer Legislation will essentially empower and protect consumers in the new market environment. To date, a contract was awarded for the provision of consultancy services for the development of new legislation for Trinidad and Tobago.
Since the award of the contract, a number of reports were submitted, including:

- Report and Recommended Draft Consequential Amendments
- Draft Policy Paper on Consumer Legislation and Regulations

The Policy Paper is expected to be laid in Parliament shortly, as a Revised Green Paper and will be published for public comment. Based on the Needs Analysis Report on the Organisational Structure of the Consumer Affairs Division and the Draft Policy Paper, over the next fiscal year, the Ministry of Legal Affairs will be involved in developing plans for the establishment of a new agency to implement the New Consumer Legislation.

**Key Project**

Development of new Consumer Legislation

**Target to 2010**

| Companies Registry modernised |

**Progress**

In an effort to modernise the Companies Registry, a key strategy employed is the utilisation of technologically advanced software.

The Companies Registry Local Area Network was moved to the E-Gov Communications Backbone, with very little downtime experienced by users. This has also enabled access to other facilities including global emailing lists with government wide email availability. In addition, a search engine (Google Mini Search Appliance) was installed, for use on the Ministry’s website to facilitate more efficient searching of the site information.

The Companies Registry Information System has created a more user-friendly environment as well as facilitated faster access to information.

**Key Project**

Modernisation of the Companies Registry
**Target to 2010**

**Tobago Office of the Ministry of the Attorney General established**

**Progress**

The Tobago Office of the Ministry of the Attorney General will be established in order to expedite matters involving criminal prosecution in the Tobago Courts, as well as to provide the various services of the Ministry to citizens and state clients in Tobago.

The challenge for the Ministry to date has been the ability to obtain a suitable property for the Tobago Office. It is therefore proposed that there will be an interim accommodation for the Tobago Office that will be acquired on a lease/rental basis, during which time the Ministry will be constructing a suitable building as the permanent office. It is estimated that the temporary accommodation will become operational during fiscal year 2008/2009.

**Key Project**

Establishment of a Tobago Office of the Ministry of the Attorney General

**Target to 2010**

**Annual Legislative Agenda developed and implemented**

**Progress**

A critical move towards improving the legal and regulatory process has been the introduction of the annual tabling in Parliament of the Government’s Legislative Agenda.

This Agenda, serves to offer citizens useful insights into upcoming issues and changes to be addressed by the legal framework of the country. While there was no formal agenda for 2008, the Ministry of the Attorney General is currently preparing the 2009 Legislative Agenda, which consists of obtaining feedback from Ministries’ on their legislative needs.
### Key Legislation for 2008

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<th>Act No.</th>
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<tr>
<td>3 of 2008</td>
<td>The Legal Profession (Amendment) Act, 2008</td>
<td>May 1, 2008</td>
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<td>5 of 2008</td>
<td>The Copyright (Amendment) Act, 2008</td>
<td>May 1, 2008</td>
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<td>6 of 2008</td>
<td>The Caribbean Court of Justice Headquarters Act, 2008</td>
<td>May 27, 2008</td>
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### Key Legislation for 2009

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<th>Act No.</th>
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<td>1 of 2009</td>
<td>Finance Act, 2009</td>
<td>January 22, 2009</td>
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<tr>
<td>3 of 2009</td>
<td>Insurance (Amendment) Act, 2009</td>
<td>February 6, 2009</td>
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<td>4 of 2009</td>
<td>The Central Bank (Amendment) Act, 2009</td>
<td>February 6, 2009</td>
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All Citizens will be assured of fair and equal justice

Objectives

● Develop an independent and accountable judiciary that provides all citizens with equal access to justice
● Promote just, efficient and expeditious criminal justice
● Develop a judicial system that ensures timely determination of cases in a fair and equitable manner and engenders public trust and confidence in the institution
● Ensure that civil matters are dealt with in an expeditious manner and is affordable to the average citizen
● Enhance and maintain the integrity of the judicial system

Strategies

● Modernise physical infrastructure and operating environments
● Strengthen human resource capacity
● Update the legal framework
● Develop operating standards
● Develop research capability
● Improve transparency of operations and create a customer-focused System and Culture
● Improve Court Records Management

Key Performance Indicators

● Efficiency and Effectiveness of Legal Framework
  - Cost of Judicial System
  - Time taken with cases
  - Cost of Litigation

● Access to Justice

● Number of customer complaints

● Judicial Independence and accountability

● Public Trust and Confidence
Target to 2010

- Backlog of court cases reduced by at least 90 per cent
- Time taken to track and manage cases from filing to determination reduced by at least 50 per cent
- Duration of trials reduced by at least 50 per cent
- Time taken to produce verbatim transcripts for appeals reduced by at least 90 per cent

Progress

Improving our court system remains critical to delivering justice on time as well as to promoting a reliable, trustworthy justice system for the benefit of our citizens. Emphasis therefore continued to be placed on inculcating the use of information technology, improving work processes and procedures for case management and also customer relations, the latter of which is aimed at improving access to information by members of the public. These efforts would all serve to ensure that our court system operate based on internationally accepted standards.

Backlog of Court Cases

In order to address the issue of backlog of civil cases in the High Court, which are determined under the Rules of the Supreme Court 1975 (Old Rules), the court adopted the strategy to appoint judges on a temporary basis and administrative officers on contract. Additional ancillary staff such as Assistant Judicial Support Officers (JSOs) was also recruited. In addition, the Judiciary also proposed the statutory increase of the number of both High Court and Court of Appeal Judges.

During the 2008 Law term the Court determined 933 ‘backlog’ civil cases of the High Court. It is anticipated that the entire backlog of civil cases in this jurisdiction under the Rules of the Supreme Court 1975 (Old Rules), will be completely eliminated by the end of 2009. For the period October 2008 to June, 2009 - 466 backlog cases have already been determined.

The reduction in the backlog of cases in the civil justice system has had a positive impact on the improvement in the caseflow management of civil cases now heard under the New Civil Proceedings Rules 1998 as Amended. This has resulted in a significant increase in the rate of matters resolved and disposed of given the synchronising of the calendar of cases. Furthermore,
steps are being taken towards eliminating the backlog of cases under the Old Criminal Proceedings Rules, as a Committee has been established to draft new Rules.

**Time taken to track and manage cases from filing to determination**

The Civil Proceedings Rules which came into effect in September 2005 continued to positively impact on the civil justice system. The Rules provide for greater control by the court of the litigation process and has allowed for the likelihood of matters being disposed in a more timely manner. In addition, the CMIS for the Magistracy has also served to reduce the time taken from the filing of a case to its disposition. This will be further enhanced with the introduction of caseflow management rules for the various jurisdictions of the Magistrates’ Court.

In terms of managing case files, approximately 30 persons comprising Records Supervisors and Records Officers were recruited in February 2008 and have undergone a comprehensive orientation and training programme. These persons have been deployed in a number of court locations and will be responsible for the creation, maintenance and management of court records at each court location.

Given the introduction of the Case Management Information Software (CMIS) for the Civil High Court jurisdiction, consistent with the New Civil Proceedings Rules, this upgraded software has allowed Judges, Judicial Officers and staff of the Civil Court Office to schedule matters with more certainty of the matter proceeding on the scheduled date. Cases are therefore managed proactively and effectively with built-in monitoring and reporting capabilities together with automatic workflow processing, user task assignments and event ticklers. In light of this positive impact, steps are being taken to initiate new Criminal Proceedings Rules for the Criminal Justice system.

**Duration of trials and time taken to produce verbatim transcripts**

As part of the Judiciary’s move to develop a fully networked and integrated system, the internal networking of individual courts and the connectivity between courts continued. The installation of equipment to facilitate the Audio Digital Court Recording (ADCR) System continued with 31 courtrooms now being equipped with this facility. The System allows for the creation of a complete audio recording of proceedings, which can then be transcribed into verbatim transcript for appeals. It thus eliminates the need for longhand note taking.

At present, Audio Digital Court Recording systems are being installed on a gradual basis. Steno machines were also procured for CAT Reporters to replace outdated equipment, thereby
allowing for the ongoing efficient production of transcripts. Staff has also undergone training in
the proper use of these machines. Additionally, a Request for Proposal (RFP) document, for the
Training of Court Reporting Transcription personnel, was prepared. At the same time, in order
to speed up the transcription process, voice recognition software was piloted.
The Digital Based Recording system when fully operational and properly staffed will allow for
the transcription of Notes of Evidence in a more efficient and timely manner. This can lead to
improved public trust and confidence in the judicial system by members of the society, as matters
of national interest and other criminal proceedings are dealt with expeditiously.

Key Projects
- Computerisation of the Judiciary
- Transformation of Court Recording Services in the Judiciary
- Development of Operating Performance Standards
- Strengthening of Records Management in the Judiciary

Target to 2010

Public Education and Customer Services expanded

Progress

In order to provide professional customer services to both internal and external clients, Customer
Service Centres continue to be established throughout the Judiciary. The Centres will be equipped
with help desk manuals, information booklets, as well as guidelines for court operation. Customer
Survey forms will also be introduced in order to obtain feedback from clients. The anticipated
outcome of the new Customer Service thrust is the creation of an organisation that has a culture
of service and is more customer focused. The aim is to significantly change the way in which
information is made accessible to all users, thereby resulting in increased confidence in the
administration of justice. Also, it is anticipated that a foundation for a new Customer Care Model
will be established.

Integral to this approach are the production of a Newsletter for the Judiciary, creation and launch of
a more dynamic website and conduct of educational programmes for mass media professionals.

Against this background, an Implementation Committee was established and has created a
preliminary Handbook for use by Customer Service Representatives, and members of the Monitoring and Evaluation Committee. Customer Service Representatives (CSRs) were also recruited and were exposed to sensitisation workshops and the first level of training for frontline operations. Additionally, Clerks of the Peace and Assistant Clerks of the Peace also received training in keeping with the new customer service drive.

**Key Project**

Development of Customer Service Centres in the Judiciary

**Target to 2010**

**Family Courts and Special Criminal Court established**

**Progress**

**Family Court**
The Family Court is a pilot project that is currently in its fifth year of operations. The Court was introduced as a mechanism to deal with family matters in an attempt to resolve such conflicts amicably. The Family Court is now regarded as a beacon for family matters as reflected in the continuous increase in the number of satisfied users accessing the services of the court daily. Statistics reveal a doubling in the number of persons accessing the social services and other facilities of the Court. As a result, the Court is seeking to expand the existing Family Court and to roll-out the Court in other jurisdictions such as San Fernando in the near future.

Over the last fiscal year consultancy services were procured to strengthen the Court both in terms of Family Mediation as well as to conduct a Compensation Survey for the Court. Additionally, interviews were conducted to fill professional and administrative vacancies that currently exist.
Referrals to Social Services Unit (August 2008 – July 2009)

<table>
<thead>
<tr>
<th>Source of Referrals</th>
<th>Type of Services</th>
<th>All type of Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Social Work</td>
<td>Probation</td>
</tr>
<tr>
<td></td>
<td>Intervention</td>
<td></td>
</tr>
<tr>
<td>Family High Court</td>
<td>256</td>
<td>91</td>
</tr>
<tr>
<td>Family Magistrates’ Court</td>
<td>416</td>
<td>510</td>
</tr>
<tr>
<td>Hall of Justice High Court Matrimonial</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Intake Officer (Independent)</td>
<td>198</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>St. George West Magistrates Court</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td>Princes Town Magistrates’ Court</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>883</strong></td>
<td><strong>602</strong></td>
</tr>
</tbody>
</table>

**Special Criminal Court**
A Special Criminal Court will soon be established and will deal specifically with matters relating to drug trafficking, firearms and kidnapping offences in an efficient and timely manner. Matters surrounding the establishment of this facility are being handled by the Office of the Attorney General. However, land has already been acquired in Trincity for the construction of this facility and a design brief has already been prepared by the Judiciary.

**Key Projects**
- Family Court – Institutional Strengthening of the Judiciary
- Establishment of a Special Criminal Court


**Target to 2010**

<table>
<thead>
<tr>
<th>New Magistrate Courts established in Princes Town, Arima, Sangre Grande, Chaguanas, San Fernando and Siparia</th>
</tr>
</thead>
</table>

**Progress**

Recognising that an effective court system is critical to strengthening democracy, the Judiciary continues to become a more service-oriented and customer-focused entity. Improvements in our justice system will not only enhance our social stability but also impact on citizens’ access to fair and equal justice. As such, efforts are ongoing to construct the Sangre Grande Magistrates’ Court and Arima Judicial Complex, as well as continue renovation of the Princes Town, Chaguanas, San Fernando and Siparia Magistrates’ Courts.

With respect to the Sangre Grande Magistrates’ Court and Arima Judicial Complex, both are pending construction by the Ministry of the Attorney General. The construction of both Courts has been faced with setbacks as a result of challenges being faced in acquiring suitable sites in the respective Magisterial Districts. To date however, building briefs have been prepared by the Judiciary for both courts, and discussions are on-going with the authorities for the acquisition of lands to accommodate these Court buildings.

In addition, one of two buildings which were acquired as additional facilities for the San Fernando Magistrates’ Court was opened in June, 2008. This building known as the ‘Madinah Building’, houses the Family, Petty Civil, and Traffic Courts. With regard to the second building, discussions are continuing with the Ministry of Works for the completion of the upgrade of the Credit Union Building in San Fernando to house the criminal division of the Magistrates’ Courts.

The Princes Town Magistrates’ Court has also benefited from upgrades, while with respect to the Siparia Magistrates’ Court, a contract was entered into with the National Insurance Property Development Company Limited (NIPDEC), for undertaking customization works of a building to house the Court. Preliminary drawings for the proposed court have been forwarded to NIPDEC for action. It is expected that this project will be completed in nine months.

Cabinet approval was also received for the acquisition of lands for the construction of the Chaguanas Magistrates’ Court. Discussions are continuing with the relevant Government agencies.
to further this process. However, it is not expected that this matter will be resolved to facilitate start up of construction during the coming year. As such, plans are being discussed, to initiate limited refurbishment of the existing building so as to minimise any negative impact of the current environment on stakeholders and staff.

**Key Project**

Infrastructure Modernisation Programme
Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families

Objectives

- Significantly reduce crime by using a holistic, sustained approach that addresses the root causes of crime
- Reduce the involvement of young people in crime
- Increase the homicide detection rate
- Reduce recidivism through the rehabilitation and reintegration of offenders
- Instill a culture of law and order and respect for human life among all citizens
- Restore public trust and confidence in the Protective Services
- Create an integrated national security infrastructure which ensures that the issues of crime, public safety and national security are addressed on a holistic and sustained basis
- Protect the borders of Trinidad and Tobago from illegal entry and exit of people and products
- Secure Trinidad and Tobago’s interest through international, regional and local defence efforts
- Protect all citizens from the hazards of natural and manmade disasters

Strategies

- Build specialist investigative and response capabilities
- Strengthen data analysis capability
- Strengthen the human resource base in all National Security and Public Safety Agencies
- Change the culture of the Police Service – ‘Policing the People’
- Expand institutional capacity for Homicide Prevention and Detection
- Strengthen institutional capacity to deal with the issue of kidnapping
- Reduce gang activity and the number of repeat offenders
- Apprehend violent drug and gun traffickers and effectively police retail drug markets
- Strengthen school security and promote school discipline
- Strengthen surveillance of City Centres
- Create a positive environment for Youth Development
- Strengthen surveillance and control of territorial borders
- Build partnerships with the community – Improve communications
- Strengthen the Legal and Regulatory Framework
- Strict enforcement of Laws
- Improve Criminal Court processes
- Forge strategic alliances and participate in regional and international safety and security efforts
- Develop a restorative justice philosophy
- Create and maintain a hazard-resistant environment
- Enhance the capacity and readiness of Disaster Management Systems

Key Performance Indicators

- Spending on National Security
- Number of Illegal Immigrants
- Reliability of the Police Service
- Crime Rate
- Number of unsolved crime
- Number of persons involved in security
- Number of money laundering court cases
Targets to 2010

- Number of Serious Crimes (especially murders) reduced by at least 20 per cent
- Homicide detection rate increased
- Gang related activity reduced
- Recidivism rate reduced from 56 per cent to 46 per cent

Progress

Attempts to curb crime must be addressed in a holistic manner with the protective services, those involved in the delivery of social services, individuals, families and even communities playing a critical role. It is through these combined efforts that we could best achieve the goal of reducing crime. Over the years, therefore, Government has continued to actively pursue varied anti-crime initiatives given the importance of safety and security to our citizens.

Number of Serious Crimes (especially murders) reduced by at least 20 per cent

For the first 3 quarters of fiscal 2008, (October 01, 2007-June 30, 2008) there were 13,843 serious crimes reported which represented an overall 3.17% decrease when compared to the corresponding period in fiscal 2007.

This pattern of decrease was evident in 7 categories of serious crime, with percentages ranging from 2.03% to 28.86% as shown above.

In spite of this however, the same period also witnessed a 69.5% increase in Murders over the comparative period in fiscal 2007.

During the same period in fiscal 2009, there were 15,165 reported serious crimes, which represented a 9.55 per cent increase. Notwithstanding that trend, there were 3 categories of serious crimes where decreases were evident, namely, Larceny Motor Vehicle, Narcotic Offences and General Larceny.
**Homicide Detection Rate Increased**

The many advances in security as well as the range of initiatives being pursued are expected to contribute to improved detection rates over time. At present, however, the detection rate for Murders remains low. This underscores the need for additional work and emphasis to be placed on this element of law enforcement. In fiscal 2008, the detection rate for Murders was, on average, 10%, a decrease from the corresponding period in fiscal 2007 when the detection rate was 23.91%. There was a slight increase in fiscal 2009, however, with the average detection rate for Murders at 13.56%.

**Gang Related Activity reduced**

While gang related activity and gang related murders continue to pose a challenge for law enforcement, there has been a noticeable decline in gang related murders. Over the period October 2007 to June 2008 gang related murders stood at 233, and for the period October 2008 to June 2009, it was reduced to 171, a 26.6 per cent decline.

As part of its strategy in dealing with gangs, the Trinidad and Tobago Police Service (TTPS) adopted and implemented several elements of the Comprehensive Gang Model or Spergel Model, which is utilised internationally. These elements include:

- the development of computerised information systems, improved crime analysis and crime mapping procedures with the establishment of the Crime and Problem Analysis Branch (CAPA)
- the establishment of a Repeat Offenders Programme Task Force (ROPTF) which is responsible for identifying street gangs, their membership structures and turf.

The ROPTF is involved in aspects of prevention and intervention activities, including the Hearts and Minds Programme and other community outreach programmes. As part of these operations, a team of Officers, led by a Sergeant visits primary and secondary schools, meets with staff and offers solutions to potential and existing gang problems. In addition, the ROPTF delivers presentations on

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**Percentage reduction in serious crimes during October 08 to June ’09**

<table>
<thead>
<tr>
<th>Serious Crimes</th>
<th>Percentage decline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larceny Motor Vehicle</td>
<td>6.25%</td>
</tr>
<tr>
<td>Narcotic Offences</td>
<td>3.38%</td>
</tr>
<tr>
<td>General Larceny</td>
<td>0.18%</td>
</tr>
<tr>
<td>Narcotic Offences</td>
<td>12.84%</td>
</tr>
<tr>
<td>Burglaries and Breakings</td>
<td>7.41%</td>
</tr>
<tr>
<td>Sexual Offences</td>
<td>17.27%</td>
</tr>
<tr>
<td>Other Serious Crimes</td>
<td>9.45%</td>
</tr>
</tbody>
</table>
gang related activities, provides insights to members and collaborates with the Citizens’ Security Programme (CSP) in its social intervention initiatives which target at risk communities throughout the country.

**Recidivism**

After undertaking a Pilot project to monitor the recidivism rate in fiscal 2007, the Prison Service developed and implemented an alternative strategy to deal with recidivism, which involves a Correctional Intervention Programme, aimed at modifying behaviour, by exposing convicted offenders to a 3 phase Orientation, Mainstream and Pre-release Programme. Within this Programme, offenders are exposed to specially designed courses aimed at their moral, social, cognitive, spiritual and cultural/sporting development.

The Prison Service has recognized, however, that in order to successfully monitor the recidivism rate, extensive data collection and significant technological infrastructure is required. As such, the Prison Service is currently in the process of acquiring the necessary resources and developing appropriate systems for the proper monitoring of recidivism.

In addition to the monitoring of recidivism project, draft legislation for the introduction of Parole (Conditional Release) is in the process of being finalised.

**Citizen Security Programme (CSP)**

The main objective of the Citizen Security Programme is to reduce the levels of crime and violence by strengthening efforts to prevent, counteract and control factors associated with crime and violence. In fiscal 2008, the CSP initiated the following projects:

- A Rapid Impact Project in Embacadere, San Fernando, aimed at attaining buy-in from the community and promoting greater cohesion among residents;

- A community improvement ‘Block Transformation” Project in Enterprise, Chaguanas;

- Preliminary work in identification of suitable personnel to become Community Peace Promoters (CPP). These persons will act as liaisons between the Community Action Council (CAC) and the CSP.

In fiscal 2009, the CSP was able to assist families throughout the 21 partner communities of the Programme. Some of the activities undertaken in this regard included:

- Delivery of clothing and food items for families affected by flooding in Never Dirty and Mon Repos;
• Partnership with the Port Authority of Trinidad and Tobago to provide hampers, clothing and toiletries to the Joshua Boys Home in Pinto Road, Santa Rosa;
• Organization of a community tour for UNICEF and Ceasefire project representatives to meet key persons working and living within targeted communities. The Ceasefire Programme is a Chicago-based project that has been successful in reducing the number of shootings and killings in high crime neighbourhoods where the Programme has been implemented.

In addition to the above mentioned initiatives, the CSP procured 70 computers for the Trinidad and Tobago Police Service, in keeping with one of the components of the Programme: ‘Support for the Trinidad and Tobago Police Service (TTPS).’ Within this component, the CSP will finance activities to increase public confidence and enhance the quality of Police interaction with the public, complementing the ongoing transformation efforts of the Service. It includes the purchasing of computer equipment and provision of basic IT training to improve the processing of reports in Police Stations.

**Institutional Strengthening of the Forensic Science Centre**

A new policy was introduced in the second quarter of fiscal 2008 whereby holders of Firearm User Licences are required to submit test fires from their weapons for entry in the Integrated Ballistics Identification System (IBIS) database. This will allow law enforcement to determine whether crimes were committed with these weapons. Since the introduction of this policy, the Centre accommodated requests from 3,560 persons as well as 61 private companies to register test fires.

Moreover, the Centre strengthened its human resource capacity with the creation of fourteen additional positions on the permanent establishment of the Centre with effect from July 1, 2008. In addition, in fiscal 2009, Cabinet approved the creation of 2 contract positions of Pathologist at the Centre.

The Centre also continued work on the Quality Manual, Validation of Methods and Standard Operating Procedures as well as other necessary measures to achieve its goal of accreditation of all laboratory services by 2010.

**Key Projects**

- Citizens’ Security Programme
- Organisational Development Project in the Trinidad and Tobago Police Service (Phase III)
Institutional Strengthening of the Forensic Science Centre
Computerisation of the Forensic Science Centre
Reconstruction of the Vocational Workshop – Golden Grove Prison
Establishment of an Anti-terrorism Measures

**Target to 2010**

<table>
<thead>
<tr>
<th>Number of road accidents reduced</th>
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</table>

**Progress**

Efforts are underway to provide the most up to date information regarding road accidents. Latest statistics for 2008 revealed that the total number of road accidents still remains unacceptable at 35,414.

Additionally, in an effort to improve road safety, the Ministry of Works and Transport commenced upgrading existing road signs as well as installing new ones. Signs throughout Port of Spain are being repainted or replaced and new ones were installed at high incidence locations such as the Solomon Hochoy Highway, near the Claxton Bay Flyover. In addition, the New Jersey Type Safety Barriers continued to be installed in places within our main city centre such as Chacon Street and Independence Square, as well as sections of our nation’s highways.

**Key Projects**

- National Highways Programme
- Port of Spain East/West Corridor Transportation Project
- Programme for Upgrading Road Efficiency (PURE)
**Targets to 2010**

- New fire stations constructed at Sangre Grande, Couva, San Fernando, Rio Claro, Mayaro, Arouca, Tunapuna, Four Roads, Point Fortin, Siparia, Princes Town, Belmont, Chaguanas, Black Rock and Plymouth
- Number of domestic and industrial accidents reduced

**Progress**

*New fire stations constructed*

In an effort to provide effective fire fighting and emergency service to new communities and housing developments, the construction of several fire stations located in strategic locations throughout the four Fire Service Divisions continued. As such, new fire stations were constructed at Piarco, Sangre Grande and Couva South in fiscal 2008. With respect to the facility at Piarco, while it is 97 per cent complete, officers of the Fire Service have occupied the building since the Fifth Summit of the Americas which was held in April 2009.

In addition to these constructions, preliminary meetings and site visits have been held to finalize the functional requirements of Fire Stations being constructed in a UDeCOTT managed project. These Stations are as follows:

- Rio Claro
- Mon Repos
- Siparia
- San Fernando
- Woodbrook
- Port-of-Spain
- Pt. Fortin
- Princes Town
- Arouca
- Four Roads
- Tunapuna
- Chaguaramas

*Domestic and industrial accidents*

The Trinidad and Tobago Fire Service remains responsible for ensuring that all safety measures relating to fire and emergencies are satisfactorily met. In light of the growing number of high-rise structures, the Fire Service established a dedicated *High-Rise Emergency Readiness and Response Team* in fiscal 2008. The project has since been expanded as every Division of the Trinidad and Tobago Fire Service now has a *High-Rise Emergency Readiness and Response Team* with the requisite equipment and vehicles and the services of a qualified Emergency Medical Technician.
on staff. The Teams are mandated to:

i. Record and confirm all fire, life and safety requirements necessary for each individual high-rise

ii. Ensure the establishment, approval and testing of all required evacuation plans, emergency management structures and procedures

iii. Facilitate the testing, inspecting and maintenance of emergency protection, alarm and response systems

iv. Coordinate liaisons, training and information necessary for the development and maintenance of personnel and property safety at all high-rise buildings

v. Establish and test emergency response plans for all high-rise structures

Each team comprises more than 18 members in the four Divisions of the Fire Service. Sixteen (16) officers attached to these Teams will further their training at the Fire Service College at Moreton-in-Marsh, United Kingdom in September 2009.

Outlined hereunder is the number of fire calls responded to for the first three quarters of fiscal 2008 and the comparative period for fiscal 2009:

For October 2007-June 2008 the Fire Service responded to 521 residential fire calls and 137 Commercial/Industrial fire calls.

For October 2008-June 2009 the Fire Service responded to 779 residential fire calls and 130 Commercial/Industrial fire calls.

**Upgrading Infrastructure of the Fire Service**

For fiscal 2009 the Trinidad and Tobago Fire Service invested in a number of firefighting appliances and equipment in order to better respond to citizens in distress throughout the country. The majority of these appliances and equipment was purchased in the 2nd and 3rd quarters of fiscal 2009. Some of the major purchases included:

14 Water Tenders
12 Water Tankers
8 Passenger Buses (16-seater)
4 Hazmat Vehicles
2 Emergency Tenders
14 High Pressure Portable Pumps
The total cost of these appliances and equipment amounted to more than one hundred million dollars ($100M).
In addition to the purchase of new appliances and equipment, the Fire Service also sought to maintain its existing fleet with refurbishments and upgrades of more than 100 appliances, ambulances and utilities at a cost of $332,200.

**Key Projects**
- Construction of New Fire Stations
- Improvement Works to the Fire Services Buildings
- Purchase of Equipment for Fire Services
- Computerization of the Fire Services Division

**Target to 2010**

New police stations constructed at Carenage, Matelot, Manzanilla, Maracas Bay, Oropouche, Matura, Moruga, La Brea, Arima, St. Clair, Belmont, Gasparillo, Roxborough and Old Grange

**Progress**

Transformation of the Trinidad and Tobago Police Service continues to be pursued in order to create a more suitable work environment for Officers to function and in which to serve members of the public. As part of the overall efforts towards addressing crime and security, the need for the provision of appropriate physical facilities within police stations was recognised. For fiscal year 2008, 5 Police Stations were completed at Gasparillo, Toco, Mayaro, Tunapuna and Belmont. In addition, in response to the need for an increased police presence, 3 police posts were constructed at Brasso, Las Lomas and Manzanilla.

More recently, in June 2009, an inception meeting was held to initiate a UDeCOTT-managed project to construct 19 Police Stations. It is envisaged that the design stage of this project will last for 2 months, following which construction will commence. The scheduled completion date for these stations is December 31, 2010. The nineteen (19) communities which will benefit from the construction of these Stations are:

- Maracas Bay
- Besson Street
- St. Joseph
- Maracas/St. Joseph
Key Projects
Construction/Refurbishment of Police Stations

Targets to 2010

- New prison complex constructed in Tobago
- Multilevel Correctional Complex established in Central Trinidad

Progress

Over the next fiscal year, the Prison Service will continue to pursue its strategy to rehabilitate prisoners and reduce the recidivism rate. In this context, efforts continue to be placed on improving conditions in prison facilities. Consequently, plans are ongoing to construct a new prison complex in Tobago. At present, arrangements for site acquisition are ongoing, in collaboration with the Tobago House of Assembly (THA).

Additionally, a proposal for the construction of a Multilevel Correctional Complex has been completed and is currently under review. It is envisaged, that this facility will house, among other things, a Remand Facility, a Psychiatric Unit and a Juvenile Female Facility.

Key Projects
- Construction of Prison – Tobago
- Construction/Refurbishment of Prison Service Facilities
- Construction of Prison in Central Trinidad
**Targets to 2010**

- Disaster management capacity strengthened
- Public education campaign on disaster preparedness conducted
- Early Public Warning System developed
- Creation of an Information Database for Disaster Mitigation

**Progress**

**Disaster Management**

A vital part of improving our disaster management capacity includes the institutional strengthening of the Office of Disaster Preparedness and Management (ODPM). As such, the ODPM continued to focus on developing meaningful partnerships with several agencies. In keeping with this focus, the ODPM has provided training to various partners in the areas of: Damage Assessment and Needs Analysis, Initial Damage Assessment, Shelter Management, Training for Instructors, Medical First Responder, Mass Casualty Management, Emergency Care and Treatment (ECAT), Incident Command Systems (ICS) and, Search and Rescue. Participating agencies included the Trinidad and Tobago Defence Force (TTDF), Police Service, Fire Service, Prisons Service, the Special Anti Crime Unit of Trinidad and Tobago (SAUTT), Immigration Division, Ministry of Local Government, the Regional Corporations, NEMA TOBAGO, Ministry of Works and Transport, Ministry of Social Development and, Ministry of Community Development.

Furthermore, in an effort to enhance operations, major refurbishment works were also completed within the ODPM, including the Emergency Operations Centre, Radio Room and Call Centre. These areas were outfitted with new equipment and furnishings such as, VHF radios, computers and flat screen monitors. In addition, dedicated phone lines for the Call Centre were also installed.

Additionally, the development of a plan of action to ensure coordinated inter-agency collaboration for emergency and disaster management continued to a priority, particularly because during and after a disaster, the adequacy and quality of water and electricity service are usually compromised. In this regard, WASA and T&TEC continued work in order to upgrade and equip their Emergency Operating Centres (EOCs) to meet emergency demands and to facilitate rapid response and recovery after a disaster. Such initiatives included:

- Installation of standby generators to supply electricity to critical areas e.g. hospitals, wells,
water treatment plants and areas prone to electricity system failure as a result of flooding or landslides

- Training selected personnel in emergency and disaster response
- Upgrading and equipping of main stores
- Procurement of emergency storage containers
- Drilling of high capacity wells
- Public education in the print and electronic media on the prevention, preparation and mitigation of disasters, response during and recovery after a disaster

Moreover, in order to enhance our human resource and institutional capacity for accurate weather forecasting and early warnings of impending adverse weather conditions, emphasis continued to be placed on training of weather forecasters and meteorologists so that they would be able to use state-of-the-art equipment and systems that are now available at the Meteorological Office to enhance weather forecasting and storm tracking. Such equipment and systems include:

- TerraScan Satellite Receiving equipment which accesses high definition satellite images, and can provide every half an hour, environmental data over large expanses of ocean.
- SmartMet system which micro analyses general weather forecast and produces micro weather forecasts
- Doppler radar which was installed at Brasso Venado and could produce real-time coverage of weather events

Public Education Campaign

The ODPM continued its public education campaign which is intended to instill a sense of awareness as it relates to public safety and proper procedures to adopt in the event of an emergency or disaster. As such, the ODPM continued its Riskland Schools Tour across the country which benefits thousands of students and teachers by increasing their knowledge of disaster preparedness.

Key Projects

- Institutional Capacity Strengthening – Office of Disaster Preparedness and Management (ODPM)
- Preparation of the National Disaster Management Policy
- Revision of the National Disaster Plan
- Strengthening of the National Disaster Management System
- Public Education Campaign
- Project for an Early Warning System (EPWS)
- Development of Disaster Preparedness Capabilities of WASA
- Development of Disaster Preparedness Capabilities of T&TEC

**Targets to 2010**

- Integrated Border Management System in Operation
- Machine Readable passport being used

**Progress**

The implementation of the Integrated Border Management System (IBMS) continued in order to ensure that travelling nationals are equipped with travel documents that meet international standards and which reduce exposure to identity and passport fraud. Over the last year, significant advances were made with respect to the system and making Trinidad and Tobago compliant with the mandate of the International Civil Aviation Organisation (ICAO).

In a bid to optimise Government’s capacity to receive MRP applications, full-time services are now offered at Point Fortin and Chaguanas. A total of 57 new Immigration Officers I also joined the Division in an efforts to boost productivity and capacity. Additionally, as at March 2009, 82 Immigration Operations Assistants were recruited on contract.

In April 2008, the Immigration Division launched an Appointment System for passports, in order to eliminate congestion at Immigration Offices. Calls from the public were received through the services of the TTPost Call Centre and appointments are scheduled for the various Immigration Passport Offices. However, TTPost Call Centre for passport appointments ended operations on 7th November, 2008 and a new Call Centre was established. The service of DirecOne was acquired and commenced operations with effect from 10th November 2008. The Call Centre service allows for a maximum of four minutes per client and communication by call back, text messaging and e-mail. From January 2009, the Call Centre began issuing reminders to persons one week prior to their appointment via text messaging, e-mail and telephone.

In order to facilitate the receipt of MRP applications at the Overseas Missions, services are now

The Immigration Division also continued to expand operations with the acquisition and refurbishment of Moonan Building located at 116 Frederick Street, Port of Spain. As a result, this building now houses 4 sections of the Division including, Traffic Index, Other Immigration Matters (OIM), Permanent Residence and Citizenship and Extension Services. Refurbishment work was also undertaken at the Immigration Office located at 67 Frederick Street, which has seen the establishment of 2 additional interview booths and six pre-qualification booths.

As a result of these initiatives, the passport production rate has increased from 350 to 600 per day. It is anticipated that with a reduction of backlog and the introduction of a third shift, the production rate should increase to 1200 passports daily. This should reduce delivery time from the present eleven weeks to four weeks and eventually to the industry standard of ten to fifteen working days.

**Key Projects**

- Automation of Passports
- Electronic Scanning of Passports and other Travel Documents