



THREE YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2015-2017

**Ministry of Planning and
Sustainable Development**

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ABBREVIATIONS

AATT	Airports Authority of Trinidad and Tobago
ACP	African, Caribbean and Pacific
ACTT	Accreditation Council of Trinidad and Tobago
AIMS	Automated Information Management System
AOPA	Aircraft Owners and Association
ARV	Anti-Retro Viral
ASAPO	Association of Substance Abuse Prevention Organisations
ASYCUDA	Automated Systems for Customs Data
BIR	Board of Inland Revenue
BRICS	Brazil, Russia, India, China and South Africa
CAC	Community-based ICT Access Centres
CAL	Caribbean Airlines Limited
CARTAC	Caribbean Regional Technical Assistance Centre
CBBI	Community-based Business Incubators
CCI	Council for Competitiveness and Innovation
CCLSC	Cipriani College of Labour and Cooperative Studies
CCST	Caribbean Council of Science and Technology
CCTV	Closed Circuit Television
CDA	Chaguaramas Development Authority
CDF	Community Development Fund
CEC	Certificate of Environmental Clearance
CISL	Community Improvement Services Limited
CNG	Compressed Natural Gas
COHSOD	Council for Human and Social Development of the Caribbean Community
COMDESI	Community Centred Design & Innovation
COSTAAT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CREDO	Centre for Socially Displaced Children
CRH	Churchill Roosevelt Highway
CSO	Central Statistical Office
CSP	Citizen Security Programme
CTB	Central Tenders Board
DFH	Defence Force Headquarters
EAU	Environmental Assessment Unit
EBC	Elections and Boundaries Commission
ECB	Enabling Competitive Business
ECCE	Early Childhood Care and Education
ECCL	Export Centres Company Limited
ECIAF	Eastern Caribbean Institute for Agriculture and Forestry
ECRC	Eastern Correctional and Rehabilitation Centre
EDB	Economic Development Board
EDF	European Development Fund
EFCL	Education Facilities Company Limited
EMA	Environmental Management Agency
ENT	Ear, Nose and Throat

EPA	Economic Partnership Agreement
EPOS	East Port of Spain Development Company Limited
ERRAG	Emergency Repair/Reconstruction Assistance Grant
ETAMS	Electronic Time and Attendance Monitoring System
eTecK	Evolving Technologies and Enterprise Development Limited
EU	European Union
EWMSC	Eric Williams Medical Sciences Complex
EXIM Bank	Export Import Bank of China
FPAMA	Forest and Protected Areas Management Authority
FSI	Foundation Services Infrastructure
FSMS	Food Safety Modernisation System
GDP	Gross Domestic Product
GORTT	Government of the Republic of Trinidad and Tobago
GPS	Global Positioning System
HACCP	Hazard Analysis and Critical Control Points
HDC	Housing Development Corporation
HILOC	Housing Investment and Land Ownership Cooperative
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HSSP	Health Services Support Programme
HYPE	Helping You Prepare for Employment
IBIS	Integrated Business Incubation System
IBM	International Business Machines
ICT	Information Communication Technology
ICU	Intensive Care Unit
IDB	Inter-American Development Bank
IDF	Infrastructure Development Fund
IFMIS	Integrated Financial Management Information System
IMA	Institute of Marine Affairs
ISPS	International Ship and Port Security Code
IXP	Internet Exchange Point
LCHG	Low Cost Housing Grant
LGRP	Local Government Reform Programme
LIMS	Laboratory Information Management System
LMR	Land Mobile Radio
MDHF	Mayaro District Health Facility
MDPs	Municipal Development Plans
MFP	Ministry of Food Production
MGYCD	Ministry of Gender Youth and Child Development
MIC	Metal Industries Limited
MIP	Municipal Investment Plans
MLG	Ministry of Local Government
MLSMED	Ministry of Labour and Small and Micro Enterprise Development
MNS	Ministry of National Security
MoE	Ministry of Education
MOU	Memorandum of Understanding
MRRG	Minor Repairs and Reconstruction Grant

MSSPFSU	Marine Ship Safety and Port Facility Security Unit
MST	Ministry of Science and Technology
MTH	Medium Twin-Turbine Helicopters
MTP&SD	Ministry of the People and Social Development
MTPF	Medium Term Policy Framework
MWRE	Ministry of Water Resources and Environment
NAC	National Aquatic Centre
NALIS	National Library and Information System Authority
NAPA	National Academy for the Performing Arts
NBN	National Broadcasting Network
NCC	National Cycle Centre
NCDs	Non-Communicable Diseases
NCSHL	National Commission for Self Help Limited
NCV	National Cycle Velodrome
NEC	National Energy Corporation
NEDCO	National Entrepreneurship Development Company
NEP	National Enterprise Portal
NESC	National Energy Skills Center
NFAP	National Forestry Action Plan
NGC	National Gas Company
NGO	Non-Governmental Organisation
NHP	National Highway Programme
NHSL	National Helicopter Services Limited
NIHERST	National Institute of Higher Education, Research, Science and Technology
NIPDEC	National Insurance Property Development Company
NISTADS	National Institute of Service Technology and Development Studies
NOC	National Oncology Centre
NPMC	National Petroleum Marketing Company Limited
NQF	National Qualifications Framework
NSC	National Science Centre
NSDP	National Skills Development Programme
NTA	National Training Agency
NTC	National Tennis Centre
NUP	Neighbourhood Upgrading Programme
OAS	Organisation of American States
ODL	Online Distance Learning
OSHA	Occupational Safety and Health Act
PADL	Planning And Development of Land
PATT	Port Authority of Trinidad and Tobago
PCEMP	Public Capital Expenditure Management Programme
PIA	Piarco International Airport
PIP	Physical Investments Programme
PLIAP	Point Lisas Industrial Apprenticeship Programme
PLWHA	Persons Living With HIV/AIDS
POSGH	Port-of-Spain General Hospital
PROPEF	Project Preparation and Execution Facility

PSAEL	Palo Seco Agricultural Enterprises Limited
PSIP	Public Sector Investment Programme
PSRIP	Public Sector Reform Initiation Programme
PTSC	Public Transport Service Corporation
PURE	Programme for Upgrading Road Efficiency
R&D	Research and Development
RDC	Rural Development Company
RFP	Request for Proposal
RGD	Registrar General's Department
RHA	Regional Health Authority
SAR	Search and Rescue
SATD	Scholarships and Advanced Training Division
SEA	Strategic Environment Assessment
SEPP	Socio Economic Project Planning
SES	Seamless Education System
SEW	Single Economic Window
SFGH	San Fernando General Hospital
SFTI	San Fernando Technical Institute
SILWC	Sugar Industry Labour Welfare Committee
SME	Small and Micro Enterprises
SOLAS	Safety of Life at Sea
SPSEs	Special Purpose State Enterprises
SRC	Salaries Review Commission
STP	Sewerage Treatment Plant
SWMCOL	Solid Waste Management Company
T&CPD	Town and Country Planning Division
T&TEC	Trinidad and Tobago Electricity Commission
TALPA	Trinidad and Tobago Airline Pilot' Association
TATT	Telecommunications Authority of Trinidad and Tobago
TDC	Tourism Development Company
TGU	Trinidad Generation Unlimited
THA	Tobago House of Assembly
TIC	Trade and Investment Convention
TIP	Tamana Intech Park
TOR	Terms of Reference
TTAG	Trinidad and Tobago Air Guard
TTBS	Trinidad and Tobago Bureau of Standards
TTBS	Trinidad and Tobago Bureau of Standards
TTCAA	Trinidad and Tobago Civil Aviation Authority
TTCG	Trinidad and Tobago Coast Guard
TTCIC	Trinidad and Tobago Chamber of Industry and Commerce
TTDF	Trinidad and Tobago Defense Force
TTFS	Trinidad and Tobago Fire Service
TTMF	Trinidad and Tobago Mortgage Finance Company Limited
TTPOST	Trinidad and Tobago Postal Corporation Limited
TTPS	Trinidad and Tobago Police Service

TTR	Trinidad and Tobago Regiment
UBH	Uriah Butler Highway
UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UIE	Union Industrial Estate
UNDP	United Nations Development Programme
USFDA	United States Food and Drug Administration
UTT	University of the Trinidad and Tobago
UWI	University of the West Indies
VMCOTT	Vehicle Maintenance Corporation of Trinidad and Tobago
WAN	Wide Area Network
WASA	Water and Sewerage Authority
WCU	Water and Compliance Unit
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant
YAPA	Youth Apprenticeship Programme in Agriculture
YFS	Youth Friendly Spaces
YTC	Youth Training Centre
YTEPP	Youth Training and Employment Partnership Programme

INTRODUCTION

1. The Public Sector Investment Programme (PSIP) is one of the key development policy instruments and strategic management tools to translate the national development objectives of the Government into viable programmes and projects which are intended to achieve the country's social and economic development goals and enhance the quality of life of all citizens. In 2015 the Government continues with its three year Public Sector Investment Programme for the period 2015-2017, reflecting a rolling three-year investment portfolio of capital projects aligned to the Medium Term Policy Framework (MTPF) 2011-2014 and which will be the key mechanism for coordinating the implementation of the medium term socio-economic policy objectives.

2. Over the medium term, Government's intent is to detail a core set of programmes and projects that can be sustained, with careful regard to the likely availability of financial resources even in the context of the vulnerability of revenue inflows to external shocks, as well as giving consideration to implementation capability.

3. This multi-year PSIP, as one of the principal implementation mechanisms of the National Policy Framework, will assist in achieving greater coherence and effectiveness in the execution of the national development objectives. The three-year PSIP also enforces the overall focus of the Ministry of Planning and Sustainable Development to integrate and articulate Government's approach to development on the basis of shared priorities and cross cutting interventions.

4. Formulation of the PSIP 2015-2017 was based on an evaluation and prioritization of projects against key policy measures and strategies as outlined in the MTPF, which articulates Government's commitment to socio-economic transformation for a secure, prosperous and sustainable nation and for which five strategic priorities have been identified as follows:

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

5. The three-year PSIP, like its predecessors, will continue streamlining the portfolio of projects to ensure there is:

- i. close alignment with the national priorities
- ii. impact on people and communities
- iii. reduction of development programme expenditures that have become characterised as annual requests for disbursements, without due regard to proper project conceptualization, feasibility analysis and planning principles
- iv. a shift in emphasis from isolated projects to long-term integrated investment activities formulated with reference to a public investment strategy determined by national objectives

6. The main purpose of the Three-Year PSIP 2015-2017 which is built upon the three interconnected pillars of Economic, Social and Environmental Sustainability is to serve as:

- a primary programming tool for identifying and listing specific programmes and projects as well as activities to achieve the broader sectoral goals and targets specified in the MTPF
- a platform to attract investment
- a mechanism for allocating resources to investment programmes that are nationally identified priorities as shown in the MTPF, as well as a tool for monitoring the progress of this alignment over time

7. The Ministry of Planning and Sustainable Development will also monitor and measure performance over the medium term. This will be done not only in terms of expenditure but in accordance with the deliverables of planned activities to measure outputs so as to evaluate these in terms of outcomes and impacts of the key results areas of government policy. This will give greater coherence to governmental action through Ministries and Agencies and will provide a rational basis for the assessment of performance.

8. In this regard, the National Performance Framework (NPF) implemented by the Ministry of Planning and Sustainable Development, will continue to link national policies and strategies with results and outcomes that can be measured against agreed targets and indicators to be achieved in the medium to long term. The national performance measures adopted within the Framework will reflect Government's road map and the 'key results' expected from various interventions. The Annual Report on Performance under the NPF targets the five priorities which have been identified over the medium term for the period 2011-2014 focusing on the achievement of actual outcomes and impact.

THE MACRO-ECONOMIC FRAMEWORK

9. Global economic recovery after the financial crisis of 2008, according to the International Monetary Fund (IMF), continues at a gradual pace with improvements in global economic activity in the latter half of 2013. In 2013, growth in global economic activity averaged 3 percent, grounded on recovery efforts of the advanced economies. Stimulated by the economic growth in 2013, the global macro-economic outlook has strengthened with projected growth of 3.6 percent and 3.9 percent in 2014 and 2015, respectively, propelled by economic activity in the advanced economies, especially the United States where 3.3 percent growth surpassed expectations.

10. Trinidad and Tobago continues to experience moderate economic growth following the global financial crisis of 2008 and negative growth in 2010. In this vein, growth projections for fiscal 2014 are estimated at 1.9 percent – a marginal increase from the 1.7 percent growth recorded in 2013. It is predicted that this growth is expected to continue with annual changes in real GDP projected at 2.2 percent in 2015 and 1.6 percent in 2019 (Source: *World Economic Outlook 2014*).

11. The largest contributor to the economy continues to be the energy sector, however, in 2014 it is estimated that the percentage contribution to GDP by the energy sector will decline slightly from 38.8 percent in 2013 to 38.5 percent in 2014; and down from 41.6 percent in 2010. The output from the energy sector was severely impacted by one of the largest maintenance programmes ever undertaken in Trinidad and Tobago in the third quarter of 2013. The maintenance programme saw the closure of two (2) major natural gas producers and co-ordinated maintenance shut-down in the downstream energy sector. Further impacting the energy sector were major oil spills experienced in the south western peninsula of Trinidad, during the fourth quarter of 2013. However, in early December 2013, the discovery of 50 to 115 million barrels of high quality crude oil was announced. Such discoveries provide a crucial boost to recovery efforts in the energy sector over the medium-term.

12. Although a marginal decline is expected in the energy sector, positive growth is projected to occur in the non-energy sector. In fiscal 2014, the percentage contribution to GDP by the non-energy sector is estimated to increase from 60.5 percent in 2013 to 60.9 percent in 2014; and up from 58.1 percent in 2010. However, the manufacturing sector is also expected to decline further with a decrease in percentage contribution to GDP from 8.7 percent in 2013 to 8.5 percent in 2014.

13. This growth in GDP is expected to be propelled by the services sector whose contribution to GDP is projected to increase from 51.2 percent in 2013 to 51.8 percent in 2014; and up from 48 percent in 2010. Among the services sub-sector, the construction and quarrying sub-sector is expected to grow by 3 percent as major development works continue over the medium term. In addition, the finance, insurance and real estate and the personal services sub-sector are expected to increase by 2 percent each.

14. Unemployment has continued to trend under 5 percent, and in the third quarter of 2013, the unemployment rate measured 3.7 percent. Over the medium term, job creation will continue to be an area of strategic focus propelled by effective strategies and initiatives to disperse economic activity throughout the country and create sustainable employment opportunities for citizens in their communities.

15. The inflation rate remains within single digits. Core inflation remained relatively stable throughout 2013, averaging 2 percent compared to an annual average of 2.2 percent in 2012. Core inflation remained stable up to the second quarter of 2014 however by the end of the second quarter 2014, it stood at 2.5 percent. Headline inflation is well contained and slowed to 5.6 percent by the end of December 2013 as compared to an average of 9.3 percent in 2012. The decline in headline inflation can be attributed to a decline in food price inflation from 13.8 percent in January 2013 to 3 percent in December 2013. By the end of the second quarter 2014, headline inflation slowed to 3.5 percent.

16. In keeping with the objective of energizing the domestic economy through expansionary fiscal policy, Trinidad and Tobago recorded a deficit of 2.6 percent of the GDP during fiscal 2012-2013 well below the budgeted amount. The fiscal balance is expected to improve in 2013-2014 with the deficit declining to 1.5 percent of the GDP. Public Sector debt as a percentage of GDP at the end of 2013 stood at 41.2 percent.

17. Effective and prudent monetary policy will continue to be applied to further stimulate growth in the domestic economy. The Central Bank continues to maintain an accommodative monetary policy to further stimulate growth with the repo rate remaining at 2.75 percent since September 2012. However, despite the relatively low repo rate, private sector growth remains modest.

18. Overall Trinidad and Tobago's outlook over the medium-term remains vulnerable to declines in energy prices requiring structural reforms to diversify the economy and improve its growth potential to boost competitiveness and lay the foundation for sustainable growth. Government has developed policies and strategies to achieve sustained economic growth and to improve the quality of life for citizens as detailed in the Medium Term Policy Framework (MTPF) 2011-2014.

Medium Term Outlook 2015-2017

19. For the medium-term economic outlook, 2015-2017, development strategies will be underpinned with thrusts towards greater innovation, diversification and competitiveness. Hence, the focus will continue to be on developing the policies and strategies, infrastructure development and forging the partnerships to foster growth in existing sectors whilst structuring and sustaining entrepreneurship and new businesses.

20. Over the period 2011-2014, Government concentrated on laying the foundation for economic transformation by the identification of five (5) growth poles which would become centres of economic investment, diversification thrust into seven (7) priority areas namely, Maritime, Culture and Creative Industries, Energy, Financial, ICT,

Tourism and Food and Agriculture; development of an innovation policy and the promotion of competitiveness and productivity. In 2015 the focus will be the preparation of the successor plan to the MTPF – the National Development Plan (NDP) 2015-2021. This Plan will be informed at the national level, by the National Spatial Development Strategy (NSDS) and National Innovation Policy (NIP), which is currently being drafted. This plan will also be guided by the global initiatives being promoted through the post 2015 Development Agenda and Sustainable Developments goals. Preparation of the new development plan has commenced and it will be supported by strong and prudent monetary and fiscal policies to stimulate sustained economic growth over the medium-term.

PUBLIC SECTOR INVESTMENT STRATEGY

21. Socio-economic transformation has become a national imperative as articulated in the Medium Term Policy Framework 2011-2014. Economic Growth, Job Creation, Competitiveness and Innovation; Crime and Law and Order; and Poverty Reduction and Human Capital Development, continue to be high strategic priority areas for the Government, as evidenced by an average allocation of 77 percent of the total Public Sector Investment Budget over the last two (2) Financial Years. Building on the Three Year Public Sector Investment Programme 2014-2016, Government continues to pursue a targeted approach for transformation through national capital expenditure. With this in mind, the medium-term investment strategy remains crucial in providing clear direction for allocation of funds towards lasting and sustainable development.

Investment Budget

22. The total public investment for the medium-term 2015-2017 is projected to be \$22,771.4 million. Specifically, Government estimates its annual investment at approximately \$8,160 million in 2015, \$9,337.8 million in 2016 and \$5,273.6 million in 2017 (*see table 1 below*).

Table 1- Three Year Allocation by Strategic Priority

Strategic Priority	Allocation 2015	%	Projected 2016	%	Projected 2017	%
Crime, Law and Order	1013.7	12.4	1011.2	10.8	407.8	7.7
Agriculture and Food Security	302.2	3.7	378.1	4.0	62.5	1.2
Health Care Services and Hospitals	783.4	9.6	652.0	7.0	421.4	8.0
Economic Growth, Job Creation, Competitiveness & Innovation	2956.0	36.2	3280.4	35.1	2319.4	44.0
Poverty Reduction & Human Capital Development	2442.5	29.9	2633.9	28.2	1471.0	27.9
Facilitative Priority Initiatives	662.3	8.1	1382.1	14.8	591.5	11.2
GRAND TOTAL	8,160.0	100.0	9,337.8	100.0	5,273.6	100.0

Financial Reform Legislation

23. The overall economic reform process cannot be successful without the reform of the financial sector in Trinidad and Tobago. Efforts have been made to enact certain legislation that facilitates electronic monetary transactions with Government (Exchequer and Audit Amendment Act) and for giving legal effect to electronic documents, records, signatures and transactions. (Implementation of the Electronic Transaction Act). Also on stream is the Public Procurement and the Disposal of Public Property Bill, 2014 which is geared to improve public procurement processes and the disposal of public property through fostering good governance, accountability, integrity, transparency, and value for money. This Bill establishes the Office of Procurement Regulation and seeks to repeal the Central Tenders Board Act.

Capitalizing on Community Resources through Growth Poles

24. The Economic Development Board (EDB) which was established to identify and develop strategies for economic development continues to advise Government on achieving its national developmental goals, in particular the development of identified Growth Poles. Research and cluster mapping exercises have been conducted in both the 4Cs (Couva, Chaguanas, Carapichaima, Charlieville) and South West Peninsula Growth Poles. These exercises identified the competitive Growth Drivers for the respective areas. Other achievements to-date include: completion of physical and aerial mapping exercises,

compilation of development plans and policy documents, stakeholder consultations, and economic assessment of traded and non-traded commodities. Completed and upcoming activities are expected to contribute towards greater understanding of the economic, social and environmental features of the Growth Pole regions. This is aimed at increasing the probability of successful economic development and social transformation in the identified regions as well as nationally.

25. The overarching strategy for achieving success in the Growth Pole Regions remains working alongside communities and local business people and capitalizing on the inherent ideas, skills and resources that already exist within these geographical zones. As such, investment in the Growth Poles is geared towards activities that:

- identify the potential growth drivers existing in the region, capable of advancing the growth and development in the specified area
- improve the social, economic and environmental issues experienced in the region
- foster a culture of creativity, entrepreneurship and innovation
- improve the standard of living of the people within the region
- encourage the development of a dominant, competitive private sector
- encourage the development of a diversified production base to drive the regional and national economy

Investment Agencies

26. In addition to the EDB, other agencies have been introduced to guide the effective development of Trinidad and Tobago through building competitiveness, promoting and facilitating diversification and attracting investors. These agencies include the Council for Competitiveness and Innovation (CCI), InvestTT, the National Energy Corporation (NEC), the Trinidad and Tobago International Financial Centre (TTIFC) and the Tourism Development Company (TDC). These organisations continue to be significant in the implementation of the Government's investment strategy.

Public Private Partnerships

27. The Government of the Republic of Trinidad and Tobago recognized that through its budget measures a strategy can be used and developed to provide much needed public services and infrastructure in priority areas. Public Private Partnerships (PPPs) can be used to facilitate this need by involving the private sector to provide 'public goods'.

28. Subsequent to the approval of the National PPP Policy by Cabinet in 2012, which intended to provide an institutional framework for the development and implementation of projects through the PPP modality, IDB resources were accessed to develop two (2) pilot projects in the Health and Education sectors respectively.

29. The projects selected were: (i) National Diagnostic Health Centres; and (ii) ten Primary Schools and ten Early Childhood Care and Education (ECCE) Centres. These are at the Initial Business Case (IBC) stage of the project development process and are being advanced with the support of the Inter-American Development Bank. Consultants were engaged to assist the PPP Execution Teams and to facilitate IBC development. IBC's for both projects are expected to be completed in early Fiscal year 2014/15, after which a preferred private sector partner to implement each project will be engaged.

Multilateral Financing

30. The largest multilateral donor in Trinidad and Tobago is the Inter-American Development Bank (IDB). The IDB's Country Strategy (2011-2015) for Trinidad and Tobago has identified the eight (8) priority areas for funding and technical assistance. These are financial sector regulation and supervision; public sector management; education; social protection; climate change; energy; water and sanitation; and transport. During this period, it is expected that total funding would amount to U.S. \$1.5 billion. In 2014, there were twenty-seven (27) projects at various stages of implementation.

31. Additionally, the European Development Fund, administered by the European Commission, continues to be an integral instrument for development aid to Trinidad and Tobago. This partnership dates back to the mid 1970's. In the past 15 years the EU has allocated grant funding worth more than €100 million towards national development. Recent aid has focused on Poverty Reduction and the fight against HIV/AIDS, Tertiary Education Reform and the Restructuring of the Sugar Sector. Current aid is focused on environmental protection, business competitiveness, innovation and diversification. For the 10th EDF National Indicative Programme, the focal area is Enabling Competitive Business and the non-focal area is Good and Effective Governance with emphasis on the Environment. The 11th EDF which is currently being programmed has been allocated the sum of €9.7 million and covers the period 2014-2020. The focal areas are Innovation and Civil Society Development.

Reform of the Public Investment Management System

32. Investment strategy over the medium-term involves more than the identification of sources of financing. The Strategy also seeks to reform the Public Investment Management System. Through the Public Capital Expenditure Management (PCEM) Loan from the IDB, steps towards reforming the country's public investment management system had been embarked upon. The Final Report on the *Reform of the Preparation and Management of the Public Sector Investment Programme* was completed in June 2013 and is comprised of a diagnostic and analytical report, an Operating Procedures Manual (OPM) and a training programme that is based on the OPM. Recommendations of the Report include:

- adoption of a Medium Term Macroeconomic Framework (MTMF) and a Medium Term Expenditure Framework (MTEF) to improve the alignment between resource allocation and the pursuit of Government's main policy

goals during which explicit policy choices and trade-offs will become necessary

- approval of the Development Programme should be contained within the limits of an acceptable Debt-to-GDP ratio as determined by a continuing process of Debt Analysis
- preparation of a Draft Manual to provide a framework and guidelines for formal and effective development and management of projects in the Public Sector
- implementation of an integrated project management system

33. To-date, two (2) recommendations have already been adopted:

1. The utilization of the Manual and
2. The provision of training for public service workers (twenty-four (24) persons were trained in January 2014 and twenty-three (23) persons in July 2014) on Project Development and Management

34. With regard to the recommendation to adopt an integrated project management system, the pertinent software is in the process of being acquired.

THREE YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2015-2017

Size of the Three Year PSIP 2015-2017

35. The Government of Trinidad and Tobago will invest an estimated \$22,771.4 million over the period fiscal 2015-2017. The Public Sector Investment Programme will realize a 34.5 per cent increase in fiscal 2015 when compared with fiscal 2014 which yielded investments totalling \$14,017 million, and a 0.3 per cent decrease when compared with fiscal 2013 expending \$22,832 million. The total requests by all Ministries, Local Government Bodies and THA for the period (2015-2017) are estimated at \$66,287 million.

36. Table 3 below shows the Total Request in the PSIP and Total Allocated estimates over the three year period 2015-2017.

Table 3
PSIP 2015-2017- Total Request and Total Allocation
(TT\$Millions)

Year	Total Request	Total Allocation
2015	38,741.0	8,160.0
2016	18,965.0	9,337.8
2017	8,581.0	5,273.6
Total	66,287.0	22,771.4

Financing of the Three Year PSIP 2015-2017

37. The Consolidated Fund will provide 45 percent of the total required estimates, in the amount of \$10,247 million.

38. The remaining 55 percent will be funded via the Infrastructure Development Fund (IDF) in the amount of \$12,524 million

39. The main contributors of loan funds will be the Inter-American Development Bank (IDB) and Exim Bank. The European Union has also committed to provide grant funding in this fiscal period 2015-2017, however Government revenue will provide the majority of funding in the PSIP.

Strategic Priority Allocations

40. Table 4 below shows the proposed Total Allocation over the three year period in the amount of \$22,771.4 million distributed across the six (6) Strategic areas as follows:

Table 4
PSIP 2015-2017-Funding by Strategic Priorities
(TT\$Millions)

Strategic Priorities	Total Allocation	Percentage%
Crime and Law and Order	2,432.7	10.7
Agriculture and Food Security	742.8	3.3
Health Care Services and Hospitals	1,856.7	8.1
Economic Growth, Job Creation, Competitiveness and Innovation	8,555.8	37.6
Poverty Reduction and Human Capital Development	6,547.5	28.7
Facilitative Priority Initiatives	2,635.9	11.6
Total	22,771.4	100

Strengthening the Three Year PSIP 2015-2017

41. The Three year PSIP is intended to provide a budgeting mechanism that aligns the GORTT MTPF with the Capital Budget and provide the indication for possible outcomes to further influence long term planning. The Three Year PSIP 2015-2017 provides a mechanism for Ministries and Departments to project expenditure and plan more effectively for the medium term. The Ministry of Planning and Sustainable Development has been actively engaged in strengthening the process of project and programme development and mechanisms to effectively monitor the progress of implementation of the PSIP.

42. Capacity building has been increased at the Ministries, Departments and THA as the Ministry of Planning and Sustainable Development administered two (2) sessions of an intensive month long workshop programme on Project Development and Management with the intention to improve the quality of submissions to the PSIP. Various representatives from line Ministries participated and have provided positive feedback on the lessons. This workshop provided participants with a better understanding towards development of the PSIP projects and programmes and to effectively enhance its usefulness as a development tool. The Ministry of Planning and Sustainable Development expects to administer another session of this training to the line Ministries before the end of 2014.

43. Other measures are also being taken to strengthen the process for the Ministry of Planning and Sustainable Development with an investment in an adaptable and user friendly data management system that will allow line Ministries to share information on a shared information technology platform. Along with this initiative, continued support will be given to all Ministries, Departments and the THA in taking the required steps and providing the required documentation in an effort to maximize efficiency in executing projects.

STRATEGIC PRIORITIES AND SECTORAL EMPHASIS

POLICY FRAMEWORK – THE WAY FORWARD

44. Building on the successes and strengths over the last four years, Trinidad and Tobago's development journey towards attaining economic and social transformation will continue into the medium-term, anchored by investment in strategic areas. The Medium-Term Policy Framework (MTPF) 2011-2014, themed 'Innovation for Lasting Prosperity', is the first of the MTPFs articulated by the Government in achieving its long-term goal of 'prosperity for all'. This articulation of policy for action over the period 2011-2014 has brought development planning into focus and guided investment over the period. As the timeframe of the MTPF 2011-2014 comes to a close, a successor development policy and plan, the National Development Plan (NDP) 2015-2021, will be articulated to further refine strategic interventions and focus future investments aimed at closing the development gap towards achieving prosperity for all.

45. As the forces of globalization continue apace with advances in technology, convergence of trading regimes and seamless movement of capital and labour across national borders, challenges as well as opportunities are presented for countries as they move along their development paths. The geo-political and economic global landscape is evolving, and with the emergence of multiple polarities, countries must now redefine their roles in the international system to create a space for their survival. In addition, donor countries are favouring the graduation of middle and high income developing countries from recipient status. For Trinidad and Tobago, this means leveraging the gains in the oil and gas sector to transform the economy into one that is diversified and competitive. Further, this has intensified the urgency to attract investment and increase employment, exports and revenues.

46. Trinidad and Tobago's classic 'dual' economy based on a diminishing resource, coupled with the affliction of the 'dutch disease,' requires a development strategy that is bold and innovative. As such Trinidad and Tobago has embarked on a multi-pronged approach to development, emphasizing the integration of social economic and environmental sustainability. To ensure that we harness the best, not only for now, but the future all policy are evaluated in terms of innovation, diversification and competitiveness.

47. Economic growth without social justice and respect for the environment is not sustainable. In recognition of this, Trinidad and Tobago's economic success from the oil and gas sector has been utilized to improve the quality of life of the most vulnerable in society. Still, there is room for improvement as Government continues to support initiatives and invest in areas that would allow for the economic empowerment of citizens and create the conditions for equal opportunity for all. This, not only serves to provide sustainable employment for citizens, but also promotes inclusive development.

48. Balancing economic growth while preserving the environment continues to challenge the global community. While the global debate continues on climate change

and assignment of climate change adaptation responsibilities, the Government of Trinidad and Tobago remains committed to implementing measures to mitigate the impact of oil and gas production on the environment and promote the production and widespread use of renewable energy sources. Further, responsible development will take place within the context of the National Spatial Development Strategy 2013-2033 and the Planning and Facilitation of Development Bill 2013, which was recently passed in the two (2) Houses of Parliament.

49. A significant aspect of the post 2015 global development agenda, successor to the Millennium Development Goals (MDE) has been the global debate on environmental issues. Climate change and the potential economic and social impact of changing weather patterns could be catastrophic for Small Island Developing States (SIDS). There is no doubt that climate change concerns and globalization have intertwined the fortunes of nations. As such, Trinidad and Tobago will continue to forge strategic global and regional partnerships which are viewed as integral to its development.

50. In moving forward, strategic policy considerations will build on the MTPF 2011-2014 and lay the foundation required for catapulting the country on a path of sustained economic and social progress. The new NDP 2015-2021 will be premised on, inter alia, the:

- principle of sustainable development, that is maintaining a healthy environment to sustain the desired socio-economic transformation for citizens to enjoy a high quality of life and for communities to flourish and prosper
- National Spatial Development Strategy (NSDS) 2013-2033 which aims to protect and enhance environmental assets, and where appropriate, make economic use of them. More importantly it will prudently use natural resources to guide the nature and location of development and improvements at municipal and local levels
- close alignment with the post 2015 global development agenda and the Sustainable Development Goals
- pursuit of high per-capita income and sustained economic growth based on innovative strategies to diversify the economy, disperse economic activity throughout the country based on clustering of industries, leverage and build on the competitive advantages of the country, increase exports and investment, develop strategic partnerships regionally and globally to build the critical mass needed for economies of scale, markets, skills and innovation capacity, and facilitate enterprise development
- Socio-economic inclusion of the most vulnerable in society by providing opportunities for persons to access sustainable employment, education, health care, housing, food, utilities, etc.

51. Some of the priority areas of investment will centre on: national and personal security; health and wellbeing: youth and ageing, food security, diversification, growth and employment, human capital development, applied research for enterprise development, infrastructural development, climate change and environmental preservation (including alternative energy, disaster risk reduction and water management); and governance and institutional reform.

52. While the National Development Plan is being developed many of the strategies and programmes initiated in 2011-2014 continue.

Strategic Priority – Crime and Law and Order

Strategic Priority	Sectors	Allocation
Crime and Law and Order	Law Enforcement	525.1
	Public Safety And Citizen Security	1,907.4
TOTAL		2,432.7

53. The safety and security of our society and citizens is of paramount importance and over the medium term the Government will continue to use a multi-dimensional approach to crime containment and reduction in order to achieve the overall objective of a safe and secure nation. Accordingly, Government will continue to provide support for the agencies involved in combatting crime in Trinidad and Tobago to improve public safety and citizen security, with strategic emphasis being placed on effective law enforcement and policing and social interventions aimed at curbing criminality, improvement of physical infrastructure and operations of the various agencies and purchase of equipment to aid in combatting crime in Trinidad and Tobago.

Public Safety and Citizen Security

54. The Government will continue to provide support for the agencies involved in combatting crime in Trinidad and Tobago to improve public safety and citizen security. This support will focus on the improvement of physical infrastructure and operations of the various agencies and purchase of equipment to aid in combatting crime in Trinidad and Tobago.

Trinidad and Tobago Coast Guard (TTCG)

55. The **Trinidad and Tobago Coast Guard (TTCG)** in its capacity as the country's primary maritime surveillance and control authority is tasked with surveillance, port security and safety of shipping, anti-smuggling/counter-narcotics maritime, fisheries and pollution protection and enforcement. They continue to strive to improve their service in:

- Search and Rescue (SAR)
- Law Enforcement
- Disaster Management
- Fisheries Protection
- Monitoring of ship movements

56. In recent times, with the emerging boating industry, yards and marinas which provide safe havens and inexpensive service to international ships and the yachting fraternity, there has been the increased potential for marine incidents, pollution, smuggling, narcotics trafficking, poaching and piracy. This can significantly affect the country's economic and social well-being as well as have an impact on the international image of Trinidad and Tobago.

57. In order to achieve its mandate, the TTCG will focus on the acquisition and upgrading of naval assets and equipment which will aid in the achievement of their strategic priorities over the next three years and to securing the maritime borders of Trinidad and Tobago. The TTCG proposes to increase its naval fleet with various types of interceptor vessel, long range patrol vessels, tugs and specialized equipment necessary to boost its capability. Approximately \$236.6 million in funding will be needed over the next three years, 2015-2017 to achieve this.

58. Additionally with the acquisition of new modern vessels and equipment, there is a critical need to improve the support operations of the TTCG by improving and updating the infrastructure at the various bases with a focus on:

- updating and upgrading electrical systems at Coast Guard Facilities to accommodate information technology
- expansion of training facility at Chaguaramas in order to better accommodate the needs of the nation's protective services
- upgrading the quality of facilities at Coast Guard Facilities/Bases
- advancing the communication systems within the TTCG and amongst national security agencies
- establishment of a Coast Guard base at Charlotteville, Tobago a developing area that has been declared an international port of entry
- establishment of Headquarters for the Marine Ship Safety and Port Facility Security Unit in a bid to improve border protection and collaboration with our international and regional stakeholders

The Trinidad and Tobago Coast Guard will require approximately \$412 million over the next three (3) years, 2015-2017, to implement the above activities.

Trinidad and Tobago Air Guard (TTAG)

59. The **Trinidad and Tobago Air Guard** is the aerial arm of the Trinidad and Tobago Defence Force established to provide air support to national security agencies, search and rescue, surveillance, maritime resource protection, offshore and inshore patrol, medical and casualty evacuation, troop transport and pollution monitoring. The aim of the TTAG in its full capacity is to provide the following services:

- forest fire fighting
- counter terrorist activities
- special air operations
- conduct of regional search and rescue, counter drug interdiction, and intra-regional trade route patrol

60. An estimated sum of \$610 million will be required over the period 2015- 2017 for the management of its aviation assets by:

- providing maintenance and training support for the four (4) AW139 Medium Twin Turbine Helicopters
- acquiring six (6) additional helicopters for the National Operations Centre (NOC)
- providing logistic support for the helicopters
- acquiring equipment to support the functioning of the Air Guard Fleet
- constructing and upgrades to Air Guard Facilities in terms of accommodations, technical support facilities, drainage, security fencing and upgrade in compliance to international standards

61. The acquisition of these additional aviation assets is intended to replace the existing aged fleet and enhance the ability of the Ministry of National Security to have the capacity to ensure close to 100 percent availability rate and improve the dispatch rate deployed in the fight against crime.

Trinidad and Tobago Fire Service (TTFS)

62. The **Trinidad and Tobago Fire Service** is undertaking a programme of construction of fire stations over the next three years, aimed at improving the response time to emergencies, particularly in newly developed and rural areas, as well as to contribute to the overall disaster preparedness and management capability of this national security agency. Within recent years the increase in high rise structures and housing developments has raised the risk profile of the country resulting in a greater demand for various emergency services. The construction of these stations will impact on:

- response time to emergencies
- the arrival time at the scene of an emergency
- morale of the officers
- availability of suitable appliances and equipment to do the job

63. Funding totaling \$1.234 billion will be required for the construction and outfitting of these fire stations listed below at:

- Mayaro
- Arouca
- Lady Hailes
- Chaguaramas
- Woodbrook
- Tunapuna
- Point Fortin
- Penal
- Wrightson Road, Port of Spain

64. Designs for Mayaro and Lady Hailes, San Fernando Fire Stations, have been completed and construction has been initiated. Design consultancy contracts totaling \$13.5 million were awarded for the Arouca and Penal Fire Stations.

65. Some of the stations would be purpose designed to service specific communities these include:

- Mayaro fire station will be equipped to handle firefighting and emergency service to the community as well as the off shore oil and gas facilities and environs
- Chaguaramas fire station will be equipped to handle firefighting/rescue and emergency services inclusive of service to hotels, boat yards and alcohol storage facilities
- Point Fortin Fire station will be equipped for incidence at several high risk gas and oil facilities, a hospital and other industrial establishments

The other stations will focus in the increased commercial and residential establishments within the environment.

66. Additionally, the TTFS will require an estimated funding of \$183.5 million for the upgrade and improvement works to existing fire stations, purchase of equipment, refurbishment of equipment and the redevelopment of the water distribution system for Trinidad and Tobago to improve:

- fire suppression services
- life support coverage
- fleet and facility management
- specialized rescue capability with the level of industrialization in certain areas
- supply of water for firefighting

Trinidad and Tobago Regiment (TTR)

67. The Regiment of Trinidad and Tobago will utilize an estimated sum of \$96 million to be invested for major infrastructural works for the 2015-2017 period in its drive to continue development of infrastructure and acquire specialized equipment for the various camps and battalions located throughout the country. The aim is to provide the Regiment with the facilities and equipment for the achievement of their strategic priorities of:

- crime reduction and containment
- territorial, regional and international security
- public safety and citizen security

68. The Regiment proposes to undertake general infrastructure activities as facilities have deteriorated over the last fifty (50) years. This includes the following:

- installation of camera and surveillance security system, upgrade of internal fresh water distribution lines, construction of a Medical Inspection Room and Family Clinic, construction of Warrant Officers and Sergeants Mess and electrical upgrade at camp Ogden
- extensive construction and upgrade works at camp Cumuto including construction of health trail, armoury and equipment stores and saluting dais, purchase of disaster relief equipment, electrical upgrade, upgrade to workshop facilities, range refurbishment and upgrade of guard room and detention centre
- upgrade of facilities at camp Omega including refurbishment of Bunker, construction of car park and retaining wall, road works and drainage, construction of an urban assault house, construction of an obstacle course, construction of a rappelling tower, construction of a Helicopter landing pad and electrical upgrades
- construction and upgrade of facilities at camp Teteron which involves the construction of an Signal stores, upgrade of the Outdoor and Close Quarter Combat (CQB) ranges, installation of an Emergency Electrical System,

construction of Support and Services Battalion, Pioneer Admin Office/Workshop and Civilian Staff Quarters, upgrade of Salt Water Fire Fighting System, and upgrade of roadway and drainage

- construction of canteen and guard room, installation of temporary containerized accommodation, upgrade to the electrical system and standby power and construction of laundry facilities
- relocation of Regiment Headquarters
- upgrade the Workshop facilities of the Engineering Battalion located at Cumuto Barracks
- acquisition of vehicles and equipment for the First Engineer Battalion who are tasked with the responsibility to respond to natural disasters and relief operations within the borders of Trinidad and Tobago as well as regionally

69. Resources totalling \$36 million, expected to be sourced from the Infrastructure Development Fund will fund the following projects over the three year period:

- construction of Dormitory at Camp Signal Hill Tobago
- construction of Detachment Headquarters at Camp Omega Chaguaramas
- construction of Detachment Headquarters at Camp Signal Hill Tobago
- construction and Equipping of Band Room and Training Facility at Teteron Barracks
- construction of Guard Room and Detention Centre and Outfitting of Dining Hall and Kitchen Facility at the Cumuto Barracks
- construction of Regiment Laundry Facility Detention Centre at Teteron
- construction outfitting of dining hall and kitchen facilities at Teteron Barracks

Law Enforcement

70. One of the requirements for ensuring effective law enforcement is to improve the organizational structures of law enforcement agencies in the areas of policing, crime detection, police presence and surveillance. This would require the necessary infrastructure, tools and equipment to support crime detection and prevention.

71. The Trinidad and Tobago Police Service over the three year period, will continue its focus on crime reduction and detection as it provides greater citizen centred policing and safer and more secure communities. Efforts will be made to reduce the incidence of crime as steps are taken to improve public trust and confidence through funding being provided for projects and programmes in key areas namely:

- construction of new facilities
- improvement works to police facilities
- purchase of new vehicles to the existing fleet

72. *Construction of new facilities:* A key area of investment will be the improvement and expansion of police infrastructure. During the three year period the construction of new Police Stations at Brasso, Cumuto, La Brea, Moruga, Oropouche, St Clair, St Joseph, Maracas/St Joseph, Besson Street, Manzanilla, Mathua, and Matelot in Trinidad and at Roxborough and Old Grange in Tobago.

73. The stations will be modern, functional and efficient facilities that serve the needs of the communities and meet the requirements for modern policing and proactive crime fighting. Each station will be a state of the art building, facilitating access by differently abled persons and comprise generic spaces such as:

- public reception areas
- private statement rooms
- finger printing rooms
- in house lecture rooms
- library and gymnasium

Improvement of facilities

74. The Trinidad and Tobago Police service has over 70 facilities, and the less than optimal condition of some of these facilities has negatively impacted the image of the organization as well as the morale of the officers.

75. Over the period 2015 – 2017, several facilities will be relocated or upgraded to properly serve the demands of the police and the public. One project is the reconstruction of the San Fernando Police Station which is a historic landmark in the City of San Fernando.

76. The upgrade and refurbishment of other police facilities will include:

- Police Headquarters
- Police Administration Building
- Scarborough, Penal and Toco Police Stations
- Police Commissioner's Residence

- Canine Units at Caroni, Chaguaramas, Pt Fortin, Tobago

77. Training forms a major process in the development of officers both at the stage of recruitment and ongoing training for Officers in various areas of skill building and professional growth. Expenditure of \$51.8 million will facilitate the construction of a new facility at the Police Training Academy. This Academy when completed, will be expanded to include a 200-bed dormitory, a Simulation Centre, a Mock Court Room, eight classrooms and an indoor firing range.

Vehicles

78. The fleet of vehicles of the TTPS will increase by approximately two hundred and thirty-three (233) vehicles over the next three years with the provision of "fit for purpose" and custom built vehicles, which will facilitate continued standardization of the fleet and allow for greater improved mobility. These vehicles comprise marked and unmarked sedans, and sport utility vehicles, buses, trucks and a bomb disposal vehicle. Additionally, the procurement of equipment will be undertaken in four (4) key areas:

- mobile computer system and license plate recognition for use by police officers on foot and mobile patrol
- expansion of the GPS system installed in vehicles of the Western, Southern, South Western areas in Trinidad and Divisions of Tobago
- installation of CCTV cameras to improve surveillance capabilities in and around police facilities
- acquisition and introduction of speed enforcement devices to aid in road traffic speed enforcement

Strategic Priority – Agriculture and Food Security

Strategic Priority	Sectors	Allocation
Agriculture and Food Security	Agriculture	742.8
TOTAL		742.8

Agriculture

79. As the Government of Trinidad and Tobago seeks to achieve its major goal of food security, during the period 2015-2017, the Ministry of Food Production will continue to focus on programmes for the next three years. The Ministry will then work towards ensuring the sector is highly productive and internationally competitive, making full use of modernized technology in farming, implementing efficient and effective land management, management of water and flood control, as well as development of the Fish Industry including improvement to fishing centres throughout Trinidad and Tobago. The Government will continue to create a viable sector that generates sustainable income levels for farmers and in so doing, increase the contribution of the agricultural sector to the wider economy.

80. Over the years, the Sector has faced a number of challenges which include flooding, praedial larceny, land tenure issues, and low levels of technology. To meet the increased demand for food globally, and to increase the quantity, quality and reliability of locally produced food, the agriculture sector has been identified as a key area for diversification, thus increasing the potential to generate jobs and boost entrepreneurship within the Sector.

81. In an effort to deal with the challenges and ensure the sector is strengthened, Government has adopted a strategy of nine (9) key initiatives:

- increasing agricultural production, distribution and access
- developing a water resources management strategy
- improving land management and the tenure of farmers
- expanding source markets for imports
- encouraging youth participation in the sector
- encouraging higher levels of productivity of locally produced goods
- encouraging the consumption of healthy, locally produced food

- creating the linkages between agriculture and other productive sectors
- control of food inflation

82. The focal point for direct achievement of a greater degree of self-sufficiency over the medium term is identified as the six (6) commodity groups, namely staples, vegetables, legumes and pulses, fruits, livestock and aquaculture. To realize this goal, the agricultural sector will be funded over the next three years to execute the following projects:

- agricultural land management
- water management and flood control
- accessibility to farms and markets
- use of new technology in farming
- development of fishing centres and the Fish Industry

83. Over the period 2015 - 2017, the Government will continue to strive to achieve its objectives of providing an adequate food supply for its citizens by facilitating the establishment of new farmers in new areas, through the *Establishment of Agricultural Settlements in Trinidad*. Under this programme new areas of land development will be undertaken through construction of roads, and other physical infrastructure. In addition, the Regional Administration North and South will undertake construction of access roads and cylinder crossings and implement a water management system. The total amount of funds required for works under this programme over the next three years is \$ 26.9 million.

84. Funds in the amount of \$25.1 million will be required to implement a Water Management and Flood Control Programme under the Ministry of Food Production, over the next three years. The objective of the Programme is to provide and make available, water for sustainable farming in the dry season through the establishment of the following:

- Communal pond Storage and Water Harvesting Systems Reservoir storage in Caroni River Catchment
- Reservoir storage in Ortoire River Catchment
- Reservoir storage in North Oropouche River Catchment

85. Another significant project to continue over the next three years is the Accelerated Pond Construction Programme. To increase agricultural production particularly in times of water shortages and droughts, the Ministry will continue construction of 2,349 irrigation ponds in the 69 agricultural food baskets areas of Trinidad. The estimated cost

for this Programme over the period, 2015-2017 amounts to \$41.2 million and the amount of \$5 million will be provided for on-going work in 2015.

86. One critical programme being undertaken by the Ministry of Food Production and which continues to boost agricultural settlement, farm income, food production and marketing is the Food Basket Programme. The programme continues to facilitate ease of access to and egress from, agricultural holdings located in the 69 major food basket areas in Trinidad through the construction of roadways and bridges. The total amount estimated for this programme over the period 2015-2017 is \$ 661.9 million.

87. The programme Establishment of Small Scale Packing Houses in Agricultural Production Centres continues its focus on providing a sustainable supply of food for the nation. Over the period 2015-2017 the project will provide a secure location to pack and store produce in a controlled environment prior to distribution and marketing, ensuring that food sent to market are of high quality and meet the standards for local, regional and international markets. Funding in the amount of \$22 million is required for on-going works under the programme.

88. A significant measure of attention will continue to be given to the fishing subsector of the Ministry of Food Production. The project Establishment of a Community-based Aquaculture Programme will establish a model aquaculture farm for training, field testing and demonstration purposes at Bamboo Grove. The sum of \$8.5 million will be required for this programme to provide adequate physical infrastructure and develop the fishing industry, fishing centres and related fish facilities.

89. In order to maintain the high quality of honey produced in Trinidad, there is need for the continued development and expansion of the Apiculture subsector. Over the three year period, the ministry will continue to support rearing of bees, planting of flora, extraction and processing, hive technology, and packaging. Specific training of apiaries staff is required for sustained improvement in bee health and increase in stock production and dissemination. The cost of the project over the period 2015 -2017 is estimated at \$15 million.

90. The Ministry of Food Production will continue provide for local farmers a source of supply of high quality forage for livestock through the project, Development of Forage farms at Mon Jaloux and La Gloria. The estimated cost of this project over the 2015-2017 period is \$57.2 million.

91. One of the priority projects of the Ministry is the Redevelopment of the Chaguaramas Agricultural Development Project to provide food security for the nation. The project provides a source of high quality seeds and planting material in sufficient quantities so as to meet production targets as outlined in the Ministry's Action Plan. Funds provided for the project will support upgrade recruit personnel replace field equipment, vehicles and equipment. The estimated cost of the project over the three-year period 2015-2017 amounts to \$7.7 million

92. Another major project is the National Adaptation Strategy for the Sugar Industry and will continue to be implemented over the three year period 2015-2017. The overall goal of the project is to mitigate the adverse effects of the Sugar Reform on ACP sugar producing countries. In this regard, the European Union (EU) offered technical and financial assistance to sugar producing nations which were impacted by the reform initiative. In 2008, the GORTT and the EU initiated a 2007 Financing Agreement whereby, the Consolidated Fund will benefit from annual flows from the EU as sector budget support for the development of adaptation and exit strategies for farmers and sugar cane workers.

93. Establishment of a procedural framework for regularizing the status of farmers who had tenancies or who were squatting on Caroni Lands is being implemented. Phase 1 of the process involved the development of a tenancy database which has been completed. Phase 1 involve the processing and delivery of standard agricultural leases to legitimate tenants. Phase II of the project was scheduled to be implemented in 2014 and will continue over the next three-year period with an estimated total cost of \$64.9 million.

94. The following **new projects** have been identified by the Ministry of Food Production for implementation in 2015 and to be executed over the period 2015-2017.

Establishment of a Praedial Larceny Squad

95. The issue of praedial larceny has plagued farmers for a several years. The Ministry of Food Production address this problem through the establishment of a Praedial Larceny Squad using a hybrid structure involving the assistance of the Ministry of National Security for the recruitment, training and precepting of officers as well as monitoring performance and disciplinary matters. The total cost of the programme is \$23.6 million.

Coconut Rehabilitation and Replanting Programme on the East Coast of Trinidad

96. Another new project proposed by the Ministry, is the Coconut Rehabilitation and Replanting Programme in the East Coast of Trinidad. This project will focus on development of sustainable coconut based enterprises with emphasis on tender coconut water production, through the replanting of 900 acres of land cultivated with coconut. The cost of implementation of this project over the next three years is \$4.4 million.

Strategic Priority – Health Care Services and Hospitals

Strategic Priority	Sectors	Allocation
Health Care Services and Hospitals	Health/HIV AIDS	975.500
	Sport and Recreation	881.200
Total		1,856.700

Health/HIV Aids

97. The provision of quality healthcare and universal access to modern accredited Health Care Facilities will be a major priority for Government for the period 2015-2017. Significant investments will be made in the Health Sector in an effort to upgrade the physical infrastructure of our public health care facilities and ensure that facilities are constructed in areas where they are most needed in accordance with international standards.

98. The National Oncology Centre which is scheduled for completion in fiscal year 2015 will serve as the country's main treatment facility for cancer offering a sustainable comprehensive, state of the art cancer control. The three storey facility will be located on the compound of the Eric Williams Medical Sciences Complex (EWMSC) at Mount Hope will be completed at a cost of \$891 million.

99. The Ministry of Health will also construct new Health Centres in Carenage and Palo Seco and undertake a major upgrade to the Arima District Health Facility. These projects will be funded through the Infrastructure Development Fund under the Physical Investments Programme. Work will also continue on the construction of the Couva Children's Hospital and Multi-Training Facility located at Preysal Couva. The 230-bed Hospital and Multi-Training Facility will provide ultra-modern medical services to a catchment population of approximately 300,000 persons from the Couva district as well as surrounding areas and South Trinidad. The facility will include:

- an 80-bed Tower for Children
- a 150-bed Tower for Adults
- a school of Medicine, Nursing and Pharmacology
- a Diagnostic and Treatment Building

100. The Hospital Enhancement and Development Programme will facilitate the purchase of equipment for health care institutions managed by the Regional Health Authorities (RHAs) and physical upgrades of these facilities will be facilitated through

the Physical Investments programme. The Health Information Management System (HIMS) when fully operational will also positively impact the delivery of health care to citizens of Trinidad and Tobago through efficiencies brought by the sharing of a single record per citizen through all health facilities for all health services.

101. Investments will also be made for testing and the treatment of persons living with HIV and AIDS through the HIV and AIDS Social Marketing and the Special Programme for HIV and AIDS implemented under the Ministry of Health.

Sport and Recreation

102. The Government of Trinidad and Tobago is committed to the promotion of healthy lifestyles through physical activity which will form the backbone of the preventative strategy. In this regard, one of the main objective is the developing and remodelling of recreational spaces to encourage families and individuals to pursue healthier activities. In addition, attention will be placed on the business side of sport.

103. The Government over the medium to long term will continue to invest in Sports and Recreation in an attempt to reverse the trend of sedentary and concomitant lifestyle diseases. A series of projects and programmes have been designed to encourage behavioural change towards living a healthy and active lifestyle.

104. Sport and Recreation has also been endorsed by the GORTT as an industry that can aid the drive towards diversification, by providing the infrastructure and programs necessary to incentivise sport tourism. Sporting infrastructures and programmes will be strategically placed in communities in order to have the greatest impact and enhance the lifestyle of persons living in the communities. Over the three year period the GORTT is projected to invest \$881.1 million towards achieving this target through a host of initiatives.

105. Towards this end approval has been granted to the complete upgrade of sixteen (16) regional grounds strategically located across Trinidad in the medium term. These sixteen grounds are being implemented in two (2) phases as follows:

Phase I	Phase II
Penal Recreation Park, Penal	Buen Intento Recreation, Princes Town
Mayaro Recreation Ground, Mayaro	Pascal Road Recreation Ground, Maraval
India Ground, Malabar	Eddie Hart Ground, Tacarigua
Dass Trace, Cunupia	Coronation Park, Point Fortin
Ojoe Road Recreation Ground, Sangre Grande	Samaroo Recreation Ground, Endeavour
Preysal Recreation Ground, Couva	Moruga Recreation Ground, Moruga
Hickland Village Park, Fyzabad	Alescon Comets Ground, Chaguanas
Irwin Park Sports Complex, Siparia	Battoo Avenue, Marabella

106. Upgrade of these grounds, it is hoped will encourage regional unity through participation among communities and support to regional clubs, community groups and events. The facilities are designed to incorporate various sporting disciplines such as football, cricket, basketball/ netball and tennis simultaneously and are aimed to encourage citizens of all age group and levels of physical ability to participate in healthy recreation habits.

107. Over the next three (3) years, a significant investment will be needed in an effort to provide adequate sporting infrastructure to encourage total participation in sport, In this regard, the Government will undertake the *Upgrading of Corporation Grounds* project designed to upgrade existing facilities and provide new recreational and sporting facilities in a number of communities. Over the medium to long term, Government intends to upgrade over 153 community grounds around the country. These facilities when completed will provide the infrastructure for participation in the following sporting activities:

- Football/ Cricket field
- Multipurpose hard court
- Jogging Track
- Play Park
- Pavilion
- Change/ restroom
- Lighting
- Car Park
- Security Fencing

108. The Ministry of Sport has initiated a consultancy to fully evaluate the state of repair and upgrades needed to reinvigorate the National Multipurpose Stadia across the twin island state. Consultants are expected to report on various alternative designs in order to provide more efficient and effective of its spaces. Major works is expected to begin in fiscal 2016 once the consultancy is completed.

109. Crucial to the management of the many sport facilities in Trinidad and Tobago is the *Development of a Master Plan for Sport Facilities*. This will provide a basic framework for the GORTT to fund, acquire and develop facilities in a systematic process based on evaluation. As stated in the Strategic Plan of the Ministry of Sport, this initiative will define the future direction, philosophy, policies and priorities; and will guide the investment in facility location, facility maintenance and facility planning and development.

Strategic Priority – Economic Growth, Job Creation, Competitiveness and Innovation

Strategic Priority	Sectors	Allocation
Economic Growth, Job Creation, Competitiveness and Innovation	Communication	206.7
	Drainage	564.000
	Economic Restructuring and Transformation	620.300
	Electricity	274.000
	Energy/Renewable Energy Alternatives	474.800
	Foreign Policy and Trade Relation	21.000
	Industrial Development	11.600
	Information Technology and Infrastructure	415.800
	Manufacturing	355.300
	Roads and Bridges	2,686.800
	Science, Research and Development	316.400
	Sewerage	1,342.400
	The Arts and Multiculturalism	155.200
	Tourism	143.500
	Transportation	289.100
	Water Security	678.900
TOTAL		8,555.800

Science, Research and Development

110. Trinidad and Tobago is operating within an increasingly competitive global economy and one of the critical factors for achieving socio-economic progress, fostering job creation and wealth generation is the ability to harness innovation. In the knowledge economy, innovation and production are inextricably linked as ideas: creativity, imagination and talent of the available human capital are increasingly replacing natural resources, raw manpower and industrial activity as the primary catalyst for growth and prosperity.

111. Over the medium term, the Government will use science, research and development, technology, quality, innovation and entrepreneurship as the fundamental ingredients to promote our transformation into a globally competitive economy,

sustainable social economic development, and for the continuous upliftment of the standard and quality of life of its citizens for present and future generations.

The main outcomes include:

- the development of a well-educated, adaptable and technologically capable population, with a strong scientific orientation, such that they can apply research, science, technology, innovation and entrepreneurial skills for economic growth both now and in the future
- support for the country's science and technology infrastructure (teaching research, development, training, standardization etc.) and capacity building. However, this must be co-ordinated, integrated, directed and results driven. Science, technology and innovation must be seen as a continuum and a process for the economic and social upgrading of all our citizens

The National Institute for Higher Education, Research, Science and Technology (NIHERST).

112. A main agency entrusted with the promotion of research and science is the National Institute for Higher Education, Research, Science and Technology (NIHERST). One of the key project over the next three years is the National Science Centre (NSC/also referred to as the Science City). The Science City will change the model of engagement of the public in science and technology, reaching out to broader segments, which will enhance NIHERST's impact in helping to build a more forward-looking society and a diversified knowledge-intensive economy through Science and Technology platforms at a total cost of \$274 million.

113. The NSC facilities which includes the Head Office for NIHERST would be established in phases. The facility is able to accommodate at maximum 5000 visitors at a time. One of its objectives is to complement and help improve science education in the primary and secondary school system and provide training for teachers in self-directed discovery learning.

114. The major components include:

- Yapollo (Discovery) Science Park; an outdoor park with a focus on four areas of green, cutting-edge areas of science and technology:
- Wind Energy
- Solar Energy
- Water Energy
- Agriculture and Science
- Robotics

- A facility to accommodate over 100 exhibits.
- Kiddie Science House
- Amphitheatre.

Competitiveness and Innovation

115. Promoting new and sustainable high value-added industries will strengthen the economy by creating new engines of growth. This effort will be accompanied by initiatives to increase the competitiveness and productivity of existing industries.

116. The Council for Competitiveness and Innovation (CCI) will lead the direct interface with industry required to action this. Initiatives to spur an innovative and diversified economy will continue to be implemented through the i2i competition and the provision of financial support in the form of grants to individuals, micro and small enterprises who would not normally have access to traditional loan instruments to develop their ideas to proof of concept.

Manufacturing

117. Government's agenda for development and transformation of the Trinidad and Tobago economy will continue to be based on diversification of the non-energy sector of the economy. To this end, funding in the sum of approximately \$300 million will be required over the period 2015-2017 to continue to finance several initiatives aimed at developing the manufacturing sector in Trinidad and Tobago.

Wallerfield Industrial and Technology Park

118. The development of Phase I at will be brought to completion in 2015. This facility comprises 1,100 acres, housing a commercially viable industrial and technological facility with academic research and development capabilities. The Park will provide the following six distinct zones:

- *ICT Zone*, which will engage in processing, software development, programming and business process outsourcing
- *High Value Manufacturing Zone* with technology-based specialized manufacturing
- *Mixed Use and Services Zone* to provide technical support, maintenance, medical consultancy and health care
- *Knowledge Based Zone* comprising a campus of the University of Trinidad and Tobago and Research and Development activity

- *Park and Community Service Zone Centre*, providing a recreational facility for children, nature and historical centres as well as amenity areas

119. In 2015, eTecK Limited will lay Fibre Optic Cables on twenty-one (21) lots and construct a Transportation Hub, as basic requirements of prospective tenants. Thereafter, the company will be in a position to execute tenancy agreements with at least three major tenants. The completion of the Flagship Building will also be accomplished in 2015 and it is expected that at least 45 percent of the available floor space of over 100,000 square feet, will become immediately available for tenancy. These two developments will enable the company to more aggressively populate the Park, with a variety of local and international manufacturing concerns, thereby moving the country significantly forward in its drive to develop the manufacturing sector.

New Industrial Estates

120. Along with these developments will be the opening of several new parks in South and Central Trinidad with the attendant possibilities for further development of the manufacturing sector. These Parks will be located as follows:

- Reform Village in Gasparillo
- Dow Village in Couva
- Preysal (just off the flyover)
- Frederick Settlement Extension in Caroni
- Factory Road, Chaguanas
- Endeavour Village, Chaguanas
- Connector Road, Chase Village

Industrial Development

121. In an effort to develop the non-petroleum sector, initiatives geared toward improving competitiveness in the Maritime and Yachting industries will continue over the period 2015-2017 with an estimated total allocation of \$7.5 million to undertake the following activities:

- the Maritime industry will continue to focus on the development of its four key strategic areas: transshipment, ship building and repair, marine construction and ship ownership. Marketing activities will also be undertaken to continue promoting the industry, as well as development of the institutional and regulatory environment, hosting of workshops and seminars and revision of the Merchant Maritime Industry Strategic Plan

- research and development, sector support and training, marketing and promotion activities will continue for the Yachting industry, with the goal of creating an enabling environment for yachting conducive to private sector investment and improving the efficiency and effectiveness of service providers and contractors in the yachting industry cluster

Efforts will continue to further develop alliances for cooperation by the printing and packaging industry which will continue using resources other than PSIP funding.

Energy/Renewable Energy Alternatives

122. A robust and competitive economy requires the development and expansion of industrial sites and ports to facilitate commerce and growth and in the energy sector the focus is on shifting the reliance on mostly upstream and midstream activities to more productive and efficient downstream activities. In this regard, major energy-based infrastructure facilities will continue to be developed by the Ministry of Energy and Energy Affairs based on proposals for new energy-based projects an example being the Methanol to DME Plant for the Union Industrial Estate. The National Energy Corporation will continue with this mandate of development, construction, operation and management of industrial estates, ports and marine infrastructure with works over the period 2015-2017 which will include:

- continued development of the Galeota Port and Facilities Phases 1B and 2 over eighteen months at a cost of \$606 million
- design and expansion of Brighton Port at a cost of \$632.6 million
- undertaking of EIA and feasibility Studies for Point Lisas South and East Port, Point Lisas North Port, and Savonetta Pier V at a cost of \$136 million
- continuation of drainage infrastructure works, construction of an Administrative Building and relocation of residents at Union Industrial Estate at a cost of \$291 million
- redesign of infrastructure works and construction at Point Lisas South and East Industrial Site at a cost of \$217 million and the Point Lisas North Industrial Site at a cost of \$64 million

Electricity

123. The GORTT will continue to allocate resources in the medium term towards the development of the Electricity Programme which will focus on those critical areas that have significant impact on socio-economic development such as street lighting, illumination of parks and recreational grounds, public spaces, disaster preparedness and for meeting bulk power requirements.

The Arts and Multiculturalism

124. The development of the cultural sector is seen as important for the preservation of country's heritage as well as for the promotion of the arts and development of the cultural industries. As such, financial resources in the sum of \$118 million are expected to be invested over the period 2015-2017 for the development of the sector.

125. The Ministry of the Arts and Multiculturalism will seek to develop a number of cultural facilities to foster development of the arts and provide an avenue for showcasing the country's diverse art forms. The emphasis over the 2015-2017 period will be on the following:

- refurbishment of Queen's Hall
- upgrade of facilities at Naparima Bowl
- establishment of a Ramleela Site at Couva
- establishment of Festival Facilities at Arouca, Bonasse Village in Cedros, Laventille, Princes Town and Sangre Grande
- establishment of the Trinidad and Tobago Cultural Institutes in China and Nigeria
- establishment of an Arts Centre at Agostini Compound, Port-of-Spain

126. The country's museums are seen as important establishments of society that help us identify with our country's culture and learn about the unique history of Trinidad and Tobago. The Ministry of National Diversity and Social Integration will continue development of the museums in order to protect the country's rich heritage. Among the key initiatives planned include the following:

- establishment of a Sugar Museum and an Archive and Documentation Centre at the Sugar Heritage Village
- establishment of a National Heritage Site at Nelson Island
- development of Community Museums
- restoration of the Museum of the City of Port of Spain at Fort San Andres
- establishment of a Virtual Museum
- refurbishment of the Chaguaramas Military Museum
- development of an Amerindian Model Village

- establishment of a purpose-built National Art Gallery

Water Security

127. During the period 2015-2017 Government will continue to make significant investments in projects and programmes in an effort to provide a more reliable and sustainable pipe-borne water supply in every community thereby improving the quality of life of its citizens. These projects will also seek to address the high levels of water lost through leakages, undersized and deteriorated pipe networks. The programme of works will include:

- replacement of Transmission Pipelines
- upgrade of Distribution Systems
- construction of Storage Reservoirs

Sewerage

128. The Water and Sewerage Authority (WASA) will continue to implement projects geared toward the expansion and rehabilitation of our wastewater systems to improve the effluent discharge into the environment. The main projects will include the IDB-assisted Multi-Phase Waste Water Rehabilitation programme which will focus on the construction of Wastewater Treatment Plants (WWTP) in San Fernando and Malabar.

Roads and Bridges

129. Government remains committed to improving the poor road infrastructure in many parts of the country. Accordingly, the planned projects/programmes will increase the number of jobs available in the local construction sector while improving the road network to allow for expansion of commercial businesses throughout the country, notably within the five (5) targeted growth poles.

130. Approximately \$6 billion has been projected for expenditure on the construction and maintenance of highways, major and secondary roads, bridges and landslips throughout Trinidad and Tobago. This includes \$520 million for the construction of an overpass at the intersection of the Churchill Roosevelt Highway (CRH) and the Southern Main Road (SMR) along with ancillary works to facilitate free flow of traffic on the CRH between the SMR and the Uriah Butler Highway (UBH).

131. *Road Construction and Major Road Rehabilitation* under the Programme for Upgrading Roads Efficiency (PURE) Unit, Ministry of Works and Infrastructure.

Approximately \$4.4 billion is required to improve the road infrastructure over the period 2015-2017. The programme of works includes projects under the following areas:

- Traffic Management Measures
- Alternate Access Routes
- reinstatement and stabilization of failed slopes
- improvements to existing road infrastructure – reconstruction/repairs to bridges; road rehabilitation/paving

132. *Diego Martin Highway extension – Wendy Fitzwilliam Boulevard to Diego Martin Road* The scope of works will include feasibility studies and design for the area from St. Lucien Road in the east, Diego Martin Main Road in the west and north, and Wendy Fitzwilliam Boulevard in the south and will consider, among other things, the following: economic analyses; environmental studies; traffic analyses; slope stability analyses; surveying; right-of-way studies; pavement design, drainage element design, at grade intersections and elevated interchanges; traffic signalization and signage; street lighting; landscaping. Improvements would comprise significant upgrading and/or expansion of the existing highway network.

133. The proposed improvement works within this project are intended to:

- reduce travel times and operating costs of the traveling public
- maintain adequate levels of service to the traveling public during the construction period
- provide improved accessibility and functionality to the area for commercial, residential and agricultural developments
- improve the traffic flow and road networks system
- alleviate traffic congestion problems within the area

134. Improvements to Diego Martin Highway/Western Main Road Intersection and Related Road Improvements (Bridge) – Construction of a Vehicular and Pedestrian Bridge – Diego Martin. In addition to the need for improved accessibility, connectivity and safety, there have been some new challenges introduced on the completion of the Diego Martin Highway Expansion Project. Namely the closure of the bow-tie turnaround, which inconveniences drivers to some extent; and the restriction of pedestrians to utilise the existing crossing facilities as opposed to crossing the highway as before. These foreseen restrictions are necessary for the safety of both motorist and pedestrian alike; however solutions to these and other challenges will be sought in this study.

135. The scope of works will include feasibility studies and detailed design which will consider, the following: environmental studies; economic analyses; traffic analyses; slope stability analyses; surveying; right-of-way studies; pavement design, drainage element design; elevated interchanges; traffic signalization and signage; street lighting; landscaping; etc.

136. The *Bridges Reconstruction Programme* is specifically aimed at the reconstruction of dilapidated or dysfunctional bridges located primarily along the national road network. To date sixty (62) bridges have been identified as needing urgent reconstruction and will be constructed in various phases over a six year period and is estimated to cost TT\$404.2 million. The first phase will target twenty-two (22) bridges and commenced in 2013.

137. The *Landslip Repair Programme* is specifically aimed at the repair/construction of landslips located along the national road network which has reduced the travelled roadway width and in some cases threaten and have caused the collapse of buildings. Accordingly, four hundred and eighty- six (486) landslips have been identified for urgent work over a five year period at an estimated cost of \$418.0 million. The first phase consists of thirty-three (33) landslips throughout Trinidad and commenced in 2014.

138. The *Port of Spain Northern Valleys Link Project* is a study to determine the feasibility of connecting valleys in northwest Trinidad to improve traffic flow into, out of, and around Port of Spain. The infrastructure under study should ensure improved accessibility to the centre of Port of Spain. The primary components of the study is assessing the feasibility of:

- A 2x2 lane freeway of 10 to 15km
- 3 or 4 interchanges to connect to the existing road network and highways
- 8-9 km of tunnels (plus a possible extension to Tucker Valley with an additional 4.5 km long tunnel)
- Lady Young Road widening to Beetham Highway (approximately 4 km)

Transportation

139. Investment in transportation will continue in order to realise the development of an efficient and diverse transportation system so as to ensure the movement of people and goods within, and between Trinidad and Tobago. The Ministry of Transport will therefore implement several projects in the areas of Land and Sea Transportation.

Land Transportation

140. The Vehicle Management Company of Trinidad and Tobago (VMCOTT) will continue to undertake works which are vital for meeting its objective of increased revenue and better service to its clients.

141. In 2016, VMCOTT will continue to upgrade facilities at San Fernando and the Beetham. Works at the San Fernando facility will involve the completion of the CNG station expected to start in fiscal 2015 while at the Beetham facility funds will be focused on the expansion and upgrade of the body shop, stores, workshop and recreational centre.

Sea Transportation

142. A total of \$57 million is required for the Sea Transport Sector in the medium term, by the Port Authority for the procurement of a ship to shore gantry crane, and by the Maritime Division for the Dredging of the Government Shipping Service Basin and the Installation of New Aids to Navigation at the Scarborough Harbour.

Drainage

143. Government will continue to upgrade drainage infrastructure in an effort to reduce flooding in low lying areas in Trinidad and Tobago. The National Programme for the Upgrade of Drainage Channels, which will require approximately \$173 million in funding will assist in alleviating flooding and provide structural protection to adjacent residential and commercial properties along the banks of the watercourses that have been identified for upgrade. Some of the major projects to be implemented under the programme include:

- L'Anse Mittan Improvement Project located in Carenage at an estimated cost of \$7 million
- Miss Gutter Ravine Project Five Rivers, Arouca at an estimated cost of \$12 million
- Cascade River Improvement Works at an estimated cost of \$10 million
- Arima River Improvement Works at an estimated cost of \$8 million
- La Quesa River Improvement Project located in Freeport at an estimated cost of \$10 million
- Pumpin Canal Works located in La Brea at an estimated cost of \$8 million

144. Work will also commence on the IDB-assisted Flood Alleviation and Drainage Programme which will assist in the reduction of flooding in Port of Spain by improving

the management of the water resource in the drainage channels through development of the new infrastructure. The components of the programme to be implemented include:

- drainage works for the critical flooded areas in Port of Spain
- institutional Strengthening of the Drainage Division
- Linear Park : This component will finance all the civil and landscaping works for the implementation of the 1.8 km linear park located at St. Ann's River

145. Funding in the sum of \$123.4 million will be required over the next three years for the Infrastructure Rehabilitation and Flood Mitigation Programme for projects which include the Santa Cruz Flood Improvement Works, Marie Dulay Flood Reduction Works located in Gasparillo and the Tunapuna River Rehabilitation and Flood Reduction Project.

146. The Major River Clearing programme will focus on the construction of reinforced concrete wall and paving works, desilting and construction of siltation basins and the construction of retention ponds to alleviate flooding and provide structural protection to adjacent residential and commercial properties. Some of the major projects to be implemented include:

- Soledad River Improvement Works located in Gasparillo at an estimated cost of \$20.5 million
- desilting of the Marabella River Mouth and construction of a Siltation Basin at a cost of \$15 million
- desilting of the Vistabella River Mouth and construction of a Siltation Basin at a cost of \$15 million

Information Technology and Infrastructure

147. Government focus on the improvement of the information technology infrastructure aimed at greater efficiency and quality of the Public Service will continue through the (medium term) via the Public Sector Reform Computerization Programme.

148. The creation of digital economy products is a high value, fast growing industry. In Trinidad and Tobago, local firms are increasing their capability to provide a complete suite of ICT services including: web content development, wireless services, end-user equipment, software, professional services, computer systems, and communication equipment. The Government through various initiatives strives to develop and support new industries, thereby creating an environment to stimulate diversification and contribute to the achievement of self-sustaining growth. This thrust will continue through the improvement of its information technology infrastructure during the (medium term) via the Public Sector Reform Computerization Programme.

149. Many improvements have been made to the infrastructure of the Trinidad and Tobago Police Service, the Ministry of National Security, the Forensic Science Center and the infrastructure of the Ministry of Social Development. While efforts have been made to bridge the digital divide by the establishment of ICT Access Centers.

150. To date, over three thousand five hundred users (3,500) have utilized the services at the Star.tt Community-based ICT Access Centres. On a monthly basis there has been a steady flow of approximately four hundred (400) users making use of the facilities and services available. Over two hundred (200) persons have actively been engaged in ICT training under the Star.tt.

151. Statistics have also revealed that over forty (40) senior citizens are engaged in Computer Literacy training. These initiatives created a foundation for greater efficiency and better service to the public and will continue through the medium term to build on previous efforts.

152. In the next three (3) years, information technology activities in the Public Service will focus on the following:

- improvement of the network, upgrade of Versadex, installation of an Interrogator System and expansion of the GPS project at the Trinidad and Tobago Police Service
- implementation of the integrated Social Enterprise System/E-PASS at the Ministry of the People and Social Development
- improvement of the network at the Forensic Science Centre and the continued implementation of the an Electronic Monitoring Programme at the Ministry of Justice

153. In 2015 to 2017, the National Information and Communication Technology (ICT) agenda of the Government will continue implementation, focusing on several key areas including:

- the provision of Community-based ICT Access Centres, to bring affordable and convenient internet access to underdeveloped areas, this will directly and concretely address the objective of closing the digital gap that currently exists between the underdeveloped communities and the rest of the nation
- the Implementation of the tconnect, where the progress with Foundation Services Infrastructure (FSi) will provide hardware and software to establish as well as enhance common services to include; Electronic Authentication and Single-Sign on service and an Electronic Payment gateway service
- the strengthening, simplification and enhancement of the process of content management and e-Service delivery

- accelerating the roll-out of local business and international trade-friendly e-Commerce and e-Business platforms and solutions with a special focus on the entrepreneurs and the Micro, Small and Medium Enterprise Sector

Communication

154. The Trinidad and Tobago Postal Corporation (TTPost) will continue to undertake a number of initiatives seeking to transform the corporation from an emerging postal service to a state-of the-art entity, capable of delivering a whole suite of postal and consumer services to the residents of Trinidad and Tobago.

155. In this regard, TTPost will embark on the following activities during the medium term to continue this process:

- the expansion of the National Postal Code and S42 Addressing System
- refurbishment of retail and delivery offices and the National Mail Centre
- upgrade of the transport fleet
- substantial upgrade to the ICT infrastructure of TTPost

156. During the (medium term) funding will be provided to continue the upgrade of the communication system of the Trinidad and Tobago Police Service (TTPS). This service will allow for increased data transfer, increased coverage, an Integrated Computer Aided Dispatch (CAD) with mapping and Automatic Vehicle Location (AVL) and interoperability capability with Military Tactical Radio Systems.

Foreign Policy and Trade Relations

157. Trinidad and Tobago's Foreign Policy focuses on developing/enhancing relations with strategic countries at the bilateral, regional and multilateral levels and active participation in the multilateral arena. The thrust in foreign policy will focus on strengthening capacity to ensure that the pursuit of foreign relations redound to the benefit of the country and citizens and allow for improved responsiveness to international developments.

158. Investment will be made to ensure our international and regional presence is preserved. Diplomatic buildings will be refurbished and upgraded at a cost of \$22 million to preserve the international benchmark. The Ministry of Foreign Affairs expects to establish three new Consulates over the next three years at a cost of \$45 million in the following locations:

- Panama

- Columbia
- And Saudi Arabia

159. During the three year period the following buildings are expected to be refurbished, constructed and upgraded accordingly:

- the Residence of the First Secretary, Jamaica
- residence of High Commissioner in Abuja, Nigeria
- chancery in New Delhi, India

Strategic Priority – Poverty Reduction and Human Capital Development

Strategic Priority	Sectors	Allocation
Poverty Reduction and Human Capital Development	Capacity Building/Institutional Strengthening	575.200
	Community Development	698.000
	Early Childhood Education	76.500
	Housing and Shelter	1,132.000
	Primary Education	1,139.000
	Secondary Education	316.700
	Skills Development	78.500
	Social Development	274.600
	Special Education	3.100
	Tertiary Education	2,202.900
	Youth Development and Entrepreneurship	50.900
TOTAL		6,547.400

160. Human capital development is a main component of social and economic transformation and is a pivotal strategy for producing a knowledge based, innovation driven and creative society. Over the medium term Government will undertake significant investment in human capital development.

Early Childhood Education

161. A total of \$160 million will be invested in the Seamless Education Programme over the 2015-2017 period. Funding is required to facilitate the construction of twenty-six (26) ECCE centres for the provision of increased opportunities for pre-primary education. The facilities will provide a wide range of programmes aimed at the physical, cognitive and social development of children aged 3-6.

Primary Education

162. Construction and improvements to primary schools will continue over the next three years (2015-2017) throughout Trinidad and Tobago, at an estimated total cost of \$872 million, targeting both Government Primary School and Government Assisted Primary Schools. This is in keeping with Government's strategic approach to poverty reduction by building human capital through education for all.

163. Approximately thirty (30) primary schools are scheduled for completion over the next three years. These include:

- seven (7) Government Assisted Primary Schools: Belmont Boys RC, Flanigan Town RC, Marabella Girls and Boys AC, Rousillac SDMS, Siparia/Union Presbyterian, Woodbrook Presbyterian, Barrackpore ASJA
- ten (10) Government Primary Schools- Chatham Government, Fanny Village Government, Preysal Government, Malabar Government, Santa Flora Government, Egypt Oasis Primary, San Juan Boys Government , Lower Morvant Government, Egypt Village Government and Penal Quinam Government

164. The following thirteen (13) schools will be constructed at an estimated total cost of \$404 million and will commence construction in 2015:

Name of Primary School	Completion Date	Address	District
Monroe Road PS	2015	Corner Ajodha Road, Bejucal, Cunupia	Caroni
Endeavour SDMS	2015	Mangray Trace, Endeavour, Chaguanas	
Caroni Presbyterian	2015 – 2016	Knaggs Street, Frederick Settlement, Caroni	
Charlieville GPS St. Helena SDMS	2015 – 2016 2015 - 2016	To be determined To be determined	
Ramai Trace SDMS	2015	Ramhai Trace, Debe	Victoria
Reform Hindu PS	2015	Guaracara Tabaquite Road, Reform Village	
Cypress Gardens GPS	2015	Cypress Gardens	
Macaulay GPS	2015	Union Hall, San Fernando Heritage Road, Macaulay Village, Claxton Bay	
Mundo Nuevo RC	2015 - 2016	John Dillon Trace, Moudo Nueve, VIA Talparo	St. George East
St. Theresa's RC	2015 - 2016	Naparima/Mayaro Road Rio Claro	South Eastern
Penal RC	2015 - 2016	Abdool Village, Penal	St Patrick
Pentecostal Primary School	2015 - 2016	To be determined	To be determined

165. Other major initiatives under the Primary School Programme continuing in fiscal 2015 are:

- improvement and refurbishments works
- construction of blocks within existing Primary school

- procurement of furniture and equipment and
- upgrading of facilities for computerization at an estimated cost of \$85 million

Secondary Education

166. In an effort to continue with the making education available for all, the Secondary School Construction Programme will continue in the medium term with the construction of the following new schools:

- Siparia East
- Sangre Grande SWAHA
- Holy Name Convent Point Fortin
- Chalieville ASJA Boys Secondary
- Charlieville ASJA Girls Secondary
- Miracle Ministries Pentecostal High School
- Shiva Boys Hindu School
- Parvati Hindu School and
- Caroni Village SDMS Boys

Tertiary Education

167. The Government of Trinidad and Tobago remains committed to increasing the quality and quantity of graduates from tertiary education. Accordingly, the University of the West Indies (UWI) and the University of Trinidad and Tobago (UTT) will continue in fiscal 2015-2017 with an estimated \$1.5 billion dollars for upgrade and construction works at various campuses.

168. These projects will make significant contributions to the human capital development of Trinidad and Tobago, as they will afford opportunities in quality tertiary education in sufficient numbers to drive a knowledge intensive economy. Projects with potential for high impact includes:

- UTT's Main Campus, Tamana E-Teck Park Wallerfield- scheduled for completion in February 2015. Phase I of this project will feature- Signature Building Complex including the buildings of the West Block, East Block,

Central Plaza and Graduation Pavilion, Physical Plant Buildings, Ancillary Installations including a 66/12KV substation and proposed Residence Facility for seven hundred (700) students

- the UWI South Campus in Debe, which is scheduled for completion in February 2015, however, the Faculty of Law is expected to be completed in December 2014 and occupied in January 2015. Included in the completion of this campus is a Moot Court, Central Library, Academic Building, Student Union Building and Hall of Residence with capacity for one hundred (100) students

University of the West Indies (UWI)

169. Developmental works under the University of the West Indies will advance with:

- the extension of Canada Hall continuing with the North Block Renovation (Phase 2), at the St. Augustine Campus. Phase 3 will follow with the construction of a new Post Graduate Dormitory
- works scheduled to commence on the Centre for Spiritual Life, which is primarily a multi functional facility to address the spiritual needs of students and staff on campus. The facility will include a Main Hall, Resource Rooms, Administrative Block and Gardens
- Phase A of the UWI Open Campus in Chaguanas which is scheduled for completion in June 2015. Works are expected to be completed within ten to twelve months of commencement. Phase A is approximately 5 percent completed and projected to be 55 percent by the end of 2014. Phases B, C, and D will follow in 2016 – 2017. Phase A will comprise an Administrative Building and classrooms. This campus will attract and feed students to UWI's main campus
- new UWI projects scheduled for start and completion within the fiscal period 2015-2017 are:

New UWI Projects	
1.	Establishment of an Integrated Campus in Tobago- Inclusive of UTT, UWI and COSTAATT. The Ministry of Tertiary Education and Skills Training is in the process of developing a proposal in collaboration with UTT, UWI and COSTAATT. Preliminary activities such as consultancy services, surveys and site activities will commence in fiscal year 2015.
2.	Construction of a New Building for the Department of Festival & Creative Arts (Gordon Street)- The present residence of the DCFA has deteriorated beyond repairs. This new facility will replace existing spaces and provide additional spaces. Construction is expected to start in September 2014 and end in December 2015.
3.	Construction of an Administration building for the Faculty of Science and Technology- This Faculty is a new faculty at the St. Augustine Campus concentrating on Science and Technology, ICT, Biotechnology, Biomedical technology, Alternative Energy Technology and Nanotechnology while providing accommodation for faculty and staff. Construction is scheduled to commence in 2015 and outfitting will be undertaken in 2016.
4.	Construction of a new Administrative building for Campus Security – Involves the construction of a facility to accommodate the Campus' Estate Police.
5.	Upgrade of the Campus' CCTV System- Upgrade will replace 20 year old deteriorated copper cables, replacing them with fibre optic cables and replacement of approximately 2,000 handsets on campus with voice over IP sets (VOIP). The camera network and surveillance network will also be expanded and upgraded to maximise security.

University of Trinidad and Tobago (UTT)

170. Under the UTT, construction and upgrading works will continue during the period 2015-2017 at the undermentioned campuses:

- the Point Lisas Campus will complete the construction of a Hazardous Chemical Storage Facility, Thermodynamic and High Temperature/ High Pressure Research –Petroleum Lab and establishment of a Lecture Theatre
- San Fernando Technical Institute will place emphasis on upgrades to its drainage system, firewater system, auditorium and playfield. Staff and students will also benefit from the construction of a Staff Lounge/Conference Room, and the establishment of Food Services area
- John S. Donaldson Technical Institute plans to make upgrades to its classrooms, security and lighting facilities. Block D will undergo refurbishment works simultaneous with the construction of an auditorium in

Block C. Both the Student Activity Centre and the Animation Unit will be relocated

- the Eastern Caribbean Institute for Agriculture and Forestry (ECIAF) will continue upgrade works to the electrical and sewage system. Modernization and refurbishment works of existing spaces will be completed to accommodate staff.
- Tobago Campus has been revised to the Establishment of an Integrated Campus in Tobago, to include UTT, UWI and COSTAATT. The Ministry of Tertiary Education and Skills Training is in the process of developing a proposal in collaboration with these three organizations. Preliminary activities such as consultancy services, surveys and site activities will commence in fiscal year 2015 with the roll out to follow.

New UTT Project
<p><i>Establishment of the Aviation Institute- UTT Camden Campus-</i></p> <p>This institute will combine the expertise of a consortium of organisations including; University of Trinidad and Tobago (UTT), Caribbean Airlines Limited (CAL), National Helicopter Services Limited (NHSL), Trinidad and Tobago Air Guard, Trinidad and Tobago Airline Pilot' Association (TALPA), Aircraft Owners and Association (AOPA), Trinidad and Tobago Civil Aviation Authority (TTCAA) to create a multitude of aviation positions, jobs and careers. Phase 1 is scheduled to be completed in 2015 and will include the construction of Classrooms and Flight Device Training Facilities. Other phases of the project will include laboratories, specialised learning spaces and workshops.</p>

171. COSTAATT strategy is to expand its role as a National Community College catering to the needs of the wider society and providing for different modes for articulation into higher levels of education and training in order to meet Government's goal of achieving a participation rate of 60 percent.

172. The College's programme of activities over the period 2015-2017 will include the establishment of a campus on thirty (30) acres of state land located at Pierre Road Connector, Chaguanas. The building, estimated to cost \$157.7 million vat exclusive for construction and outfitting, will provide 75,000 square feet of space for teaching and learning, with an enrolment capacity of three thousand (3,000) persons.

173. The National Library and Information System (NALIS) which falls under the purview of the Ministry of Education, will continue to implement its programmes at an estimated cost of \$350 million for the period 2015 to 2017. The NALIS network of public libraries and those in schools, Ministries and Departments is essential to the achievement of the government's goal of Human Capital Development.

174. Recognizing the importance of libraries to the provision of information especially to rural communities, NALIS has begun a programme of expansion of public library services using pre-engineered construction methods. Accordingly, NALIS plans to construct libraries at Toco, Siparia, Moruga, Arouca, San Juan, Caroni, Tunapuna, Fyzabad, Oropouche, Naparima, Pointe-a-Pierre, Diego Martin and Penal. Additionally, existing libraries will be refurbished in densely populated areas and its mobile library services expanded to service sparsely populated and remote areas. Furthermore the upgrading of public libraries at San Fernando, La Brea, Cedros, Diego Martin and Point Fortin are planned for the period 2015-2017.

175. Following numerous requests from primary schools for guidance in establishing libraries in schools, NALIS, in collaboration with the Ministry of Education, has developed a plan to guide the implementation of library services in primary schools throughout the country. Accordingly, to provide qualified librarians in libraries under its control, in schools as well as the Public Service and Government Ministries, NALIS will continue to promote the award of undergraduate and postgraduate scholarships as part of its accelerated scholarship programme to alleviate the dearth of qualified librarians.

Scholarships

176. The Scholarships and Advanced Training Division (SATD) which falls under the Ministry of Public Administration projects to spend \$686.5 million over the period 2015-2017. This funding will administer scholarships and long term technical assistance in a range of disciplines, while offsetting tuition and related expenses for recipients at local and foreign institutions.

177. Through this Governmental thrust for human capital development, Undergraduate and Post Graduate scholarships up to the Doctoral level will continue to be made available to citizens of Trinidad and Tobago through the following scholarships:

- Training of Librarians at Master's Level
- President's Medal and Non Advanced Level Examinations
- Teachers on Full Pay Study Leave at Local Institutions
- National/Additional Scholarships based on Advanced Level Examinations
- Annual Scholarship and Technical Assistance Programme
- Undergraduate Scholarship Scheme for Students with Disabilities
- Programme of Development Scholarships for Public Servants
- Postgraduate Scholarships

178. Areas of studies will include: Library & Information Science, Medical, Natural , Social, & Physical Science, Education, Mathematics, Law, Engineering, Finance,

Information Technology, Arts & Humanities, Philosophy, Drawing & Painting, Accounting, Economics, International Relations, Youth Studies & Community Work, Environmental & Occupational Health, Cinematic Arts and Physical Education.

Skills Development

179. Priority is being given to building quality human capital through skills training and development to improve our competitiveness.

Metal Industries Company Limited

180. The Metal Industries Company Limited (MIC) intends to further promote investment in our human resources by constructing new Technology Centres in Sangre Grande and Rio Claro at costs of \$30 million and \$15 million respectively. Upgrades for facility and security as well as equipment purchases will be carried out at a cost of \$28 million for the following;

- Hype Administration and O'Meara Centre
- Tobago Technology Centre and
- Moruga Technology Centre

National Energy Skills Center

181. Over the medium term NESC will upgrade and refurbish the following Technology Centres located at; Brechin Castle, Point Fortin, La Brea, Ste Madeline and Mayaro Skills. Works will also be completed on the Hall of Residence in Point Lisas, the construction of an Administration Building in Point Lisas and a new drilling school at Forest Reserve in Santa Flora in South Trinidad. The estimated cost of these initiatives is \$89 million.

Youth Training and Employment Partnership Programme

182. The Youth Training and Employment Partnership Programme (YTEPP) provides skills training to persons 15 years and over who are out of school, and unemployed. Training is available in seventy (70) vocational skills, micro-enterprise development and career enhancement.

183. YTEPP continues to upgrade, equip and invest in facilities for the furtherance of development to the benefit of their student populace and assists the Government in restructuring the economy. The emphasis on the vocational courses will be directed to expanding the services sector, spurring the development of the knowledge and creative sectors especially in niche segments with the potential for building competitiveness, greater adaptation and use of technology, and innovation that is driven by indigenous

knowledge, expanded research, and the development activity vision of investment for quality human capital and a diversified economy .

184. An Integrated Training Facility at Woodford Lodge in Chaguanas will be constructed to accommodate programs for three intuitions: Youth Training and Employment Partnership Programme, Metal Industries Company Limited and The National Energy Skills Center. This is estimated to cost \$84 million and will be completed by 2017.

Capacity Building/Institutional Strengthening

185. Initiatives in the area of capacity building and institutional strengthening continue to be regarded as critical for improving the efficiency and effectiveness of the Public Service over the medium-term. Such initiatives however must be focused and well-coordinated within the context of approved Training Plans and Strategic Plans and that such training should be focused on developing the core competencies of the respective organizations. This approach is designed to establish and build a critical mass of competencies within the Public Service in the shortest possible timeframe.

186. Towards this end, an estimated \$450 million is required over the 2015-2017 period for capacity building and institutional strengthening initiatives across the public service of Trinidad and Tobago.

The Service Excellence Model for the Trinidad and Tobago Public Service

187. The Ministry of Public Administration will continue the rollout of the Service Excellence Model for the Trinidad and Tobago Public Service (also referred to as the Citizen-centric Service Delivery Model) which seeks:

- to develop a more responsive, efficient and effective Public Service
- to ensure continuous and sustained service improvements and service integration within and across Ministries and Government Departments and
- to improve productivity in the Public Service

188. It will comprise of the following four components:

- Diamond Standard Certification Initiative
- Customer Service Charter Initiative
- Business Process Reengineering / Improvement
- Integrated Service Delivery

189. Its targets over the duration of its implementation will be as follows:

1. Service Charters and Service Improvement Plans developed and implemented in thirty-six (36) Government Agencies over the period
2. Technical/professional support provided to twelve (12) Ministries/Government Agencies in Service Charter Development each year
3. Technical/professional support provided to three (3) Ministries/Government Agencies in Business Process Reengineering (BPR) each year
4. BPR Training provided to Agencies participating in the Service Charter and Certification Initiative
5. Change Management Training provided to Agencies participating in the Service Charter and Certification Initiative
6. e-learning videos developed for Service Charter, BPR, Change Management and Customer Service Delivery

Public Financial Management Reform Programme

190. The implementation of the \$650 million IDB-funded Public Financial Management Reform Programme is another example of sector-wide reform that will continue over the period 2015-2017 at a cost of approximately \$18 million. With the objective of supporting the Government's major reform initiatives in public capital expenditure management while contributing to the Government's overall objectives of enhancing efficiency, effectiveness, transparency and accountability in the use of public resources, the reforms will continue to focus on:

- policy design and public investment management
- public procurement
- public financial management and audit

191. Apart from this enterprise-wide initiative, specialised training and capacity building will also be continued over the medium term to meet the specific needs of key organizations within the Public Sector. Included among such organizations will be the following utilizing both Government and IDB loan resources:

- the Auditor General's Department
- the Service Commissions Department
- the Personnel Department
- the Ministry of Public Administration

- the Ministry of Finance and the Economy
- the Ministry of Planning and Sustainable Development

192. Training will also continue across the Public Service in the following areas in order to maintain a critical mass of expertise in the areas of Project Cycle Management, Strategic Planning, Change Management, Business Process Re-engineering, Conflict Management, Quality Customer Service, Total Quality Management and Organizational Development.

Specialised Training

193. Additionally, specialised training will also continue to be undertaken for the Security forces to build and maintain competencies in areas specific to their needs. The Transformation of the Police Service through a variety of interventions is noteworthy. Some interventions which will continue include:

- the instilling of public trust and confidence through the use of covert cameras installed on the uniforms of on duty officers for capturing their interaction with the public
- the conduct of a National Survey on the Anatomy of Fear by UWI in combatting the fear of crime
- the staging of various events geared towards building relationships with youths under the establishment of Police Youth Clubs
- the continued use of Community Caravans as an opportunity for making and maintaining contact with the public

Social Development

194. The Government of Trinidad and Tobago is committed to the reduction of poverty and improvement of the standard of living of all its citizens. As is espoused in the MTPF , “All of our citizens have the right to and deserve a decent standard of living that conforms to the tenets of a just, humane and civilised society”. The Ministry of the People and Social Development (MPSD) and its agencies is charged with the responsibility for coordinating the implementation of Government’s social and human development objectives. The MPSD is mandated with responsibility for addressing the social challenges of poverty, social inequality and social exclusion. Particular emphasis is placed on developing and executing programmes and services that protect and assist vulnerable and marginalized groups in society such as persons with disabilities, the elderly, the poor/indigent, the socially displaced, ex-prisoners, deportees and single parent households.

195. Guided by the tenets ‘Helping, Empowering and Transforming Lives’, the Ministry seeks to empower its clientele through rehabilitative and skill enhancement initiatives, which promote human prosperity in the context of sustainable development. The MPSD is also responsible for developing, coordinating, monitoring and evaluating social sector policies and programmes to ensure sustainability, cultural relevance and economic viability. Over the medium term (2015-2017 focus would be given to key areas as identified below.

Poverty Reduction

196. Over the medium term, the Ministry of the People and Social Development will continue to engage in initiatives geared towards reducing the number of persons living below the poverty line by 2 percent per annum. To achieve this goal, the Ministry will continue its major focus on the implementation of the following initiatives:

- provision of support to poor and vulnerable groups via the administration of Social Welfare grants
- development of a National Poverty Reduction Strategy to guide the formulation and implementation of poverty reduction programmes in Trinidad and Tobago. This is expected to increase social sector efficiency by articulating clear roles for stakeholders and providing time-bound targets, necessary for transparent monitoring and evaluation
- conduct of the Survey of Living Conditions which measures the incidence of poverty in the country
- monitoring of the implementation of the RISE-UP (Rights of Individuals to Social and Economic Security-Universal Prosperity) co-responsibilities under the Targeted Conditional Cash Transfer Programme (TCCTP) – the food support programme to assist poor and needy families
- continuation of work on the Consolidation of Cash Transfer Programmes under the MPSD, as part of the Inter-American Development Bank (IDB) assisted *Reform of Social Safety Net Programme* which would seek to expand programme coverage to the poor, strengthen existing administrative systems and eliminate duplication in processes
- implementation of the UNDP Joint Programme: Reducing Inequities and Promoting Social Justice through MDG 1 Progress which aims to improve the efficiency of public spending by enhancing coordination in the area of poverty reduction

Social Integration

197. The Ministry promotes a range of initiatives to facilitate social integration and inclusion of special groups in society such as persons with disabilities, socially displaced persons, ex-prisoners and the elderly. The following initiatives would be the focus for fiscal 2015-2017:

- establishment of a National Development Centre for Persons with Disabilities at Carlsen Field, Chaguanas and the Day Activity Centre for Persons with Disabilities
- implementation of the National Policy for Persons with Disabilities to ensure full integration into society
- establishment of new facilities to accommodate and rehabilitate socially displaced persons
- enhancement of programmes to upgrade the physical environment at existing facilities for socially displaced persons
- continuation of support services for Older Persons
- establishment of an Adult Daycare Services Programme

Improvement in the Social Service Delivery System

198. The MPSD in keeping with its mandate to deliver a network of integrated, effective and accessible social services to the nation's poor and vulnerable citizens will establish and operationalize a number of units and centres to bring service closer to the people. Access to high quality services that are timely and people-focused is critical to the well-being of the Ministry's clientele. The focus on people's issues seeks to resolve challenges including bottlenecks and insufficient resources within various Ministries. The monitoring and evaluation of these issues assist in the formulation of recommendations for continuous improvement in the service delivery of Ministries, enabling them to better serve the people. This will be achieved through the Targeted Conditional Cash Transfer Programme (TCCTP), Poverty Reduction Programme and Social Welfare services provided by the Ministry. Continued efforts to reach poor and vulnerable persons will be undertaken in the three-year period to target potential clients with limited or no access to conventional media. To this end, the following initiatives would be the focus for 2015-2017:

- establishment of an Integrated Social Enterprise Management System/ E Pass
- computerisation of the Social Welfare Division
- continuation of decentralisation of Social Services Delivery

- inculcation of a more customer-focused culture through the training of staff in quality customer service, among other initiatives
- establishment of a Social Services Centre in Point Fortin
- establishment of an NGO Unit to effectively manage the system of delivery of social service by service delivery partners
- expansion of the 'Direct Impact' and 'Direct Effect' Outreach Programmes
- development of an electronic-based monitoring and evaluation mechanism for the resolution of people's issues

Gender, Youth and Child Development

199. Over next three (3) years, the Government through the Ministry of Gender, Youth and Child Development (MGYCD) will continue to pursue its mandate to lead, facilitate, and monitor the advancement of gender equality and the holistic development of children and young people in Trinidad and Tobago. The primary function of the MGYCD is to ensure that gender equality and the holistic development of children and young people in Trinidad and Tobago is furthered through policy development and program implementation. To this end, the Ministry of Gender, Youth and Child Development has adopted an integrative approach that offers services encompassing an individual's lifecycle with the key target audiences comprising:

- children up to the ages of seventeen (17) years including adolescents between the ages of twelve (12) to seventeen (17) years old
- young adults between the ages of eighteen (18) to twenty-nine (29) years old
- adults over the age of thirty (30) years old who may have specific challenges

National Policy of Gender and Development

200. One of the areas that continue to be high on the agenda of the Ministry of Gender, Youth and Child Development is the review of the Draft National Policy on Gender and Development. The development of the national policy framework on gender affairs hinges to a large extent on the finalization of the National Policy. The Ministry has been successful in implementing some key flagship programs aimed at positively impacting the lives of both the average and underprivileged men and women. In the short to medium term, the ministry will seek to finalise this Policy.

Youth Development

201. The Youth Affairs Division continues to focus its efforts on strategies that give young people the opportunity to enhance themselves in both a personal and professional capacity. As such, in-depth youth participation in the policy-making process was reflected in the formulation of the National Youth Policy 2012-2017. The implementation of this policy has since been a continuous process geared towards bringing various initiatives to fruition. One such initiative is the establishment of the National Youth Commission of Trinidad and Tobago which was approved by Cabinet, along with the appointment of a Committee to draft a report detailing the composition and operations of the Commission.

202. In partnership with the Toco Foundation, the Save the Youth in Marginalized Communities - The Gatekeepers Project was successful in both Diego Martin and Santa Cruz and continues to take a proactive approach toward curbing negative behaviours of young males in communities. The program has also been introduced into the communities of Carapo in East Trinidad and Marabella in South Trinidad with a similar anticipated outcome.

203. One of the Ministry's new initiative entitled, "*Youth in Especially Challenging Circumstances*" (YECC) is intended to highlight the various challenges that vulnerable groups within the youth age bracket face. The Ministry however, is very aware that any youth may face challenging circumstances and may not necessarily be from a marginalized, deprived or depressed community.

Child Development

204. Trinidad and Tobago has seen an increase in all forms of violence against children, many times resulting in tragic endings as reported by the media. The Child Protection Task Force was established and mandated to undertake an in-depth analysis of the factors which cause an increased risk of crime against children, and to make proposals on how legislation, government, non-governmental organizations, parents, and other stakeholders can better protect children.

205. The Children's Act 2012 is one of pieces of children's legislation that endeavours to strengthen the child protection system and also introduces a new criminal regime to address sexual misconduct against children. As such, the Ministry's "*Break the Silence Campaign*" raises awareness about child sexual abuse and has to date hosted two (2) training workshops with Non-Governmental Organizations (NGOs) and the media in March and April 2014 respectively. Moreover, a third workshop will be hosted for the members of the Judiciary of Trinidad and Tobago.

206. The Ministry has identified a number of Key Result Areas for the period 2015 to 2017 to be targeted for development. The following projects, which will be geographically dispersed across the country, have been identified as critical at this point, for the Ministry to accomplish its aims and objectives:

- establishment of a Model Children's Home
- establishment of Transition Homes for Children leaving homes
- construction of three (3) Inter Disciplinary Child Development Centres
- construction of three (3) Safe Houses
- construction of an Institute of Healing
- construction of two (2) Respite Centres and
- construction of four (4) Assessment Centres

207. The National Commission for Self Help will benefit from investments totalling \$140 million over the period 2015-2017 for the continued implementation of infrastructure projects. The Commission will continue to provide financial assistance to underprivileged citizens and low income households through the Minor Repairs and Reconstruction Grant (MRRG), Emergency Repairs/Reconstruction Assistance Grant (ERRAG) and the Low Cost Housing Grant (LCHG). Additionally, funding will be provided for the construction of activity centres, retaining walls, drains, roads, steps and bridges.

Community Development

208. The Ministry of Community Development will continue in its thrust to transform communities with investments totalling \$337 million for the period 2015-2017.

209. Community facilities play an important role in helping to foster a sense of unity. These facilities are important for the development of the recreational, cultural and personal welfare of members of the community and also serve as a meeting place for voluntary organisations and other groups that require accommodation. Resources totalling \$312 million will be made required for the development of community facilities including the construction/refurbishment of community centres, export centres, civic centres and regional complexes.

210. The Community Development Fund, which is an important programme for poverty alleviation, will expend an anticipated \$30 million for implementation of various initiatives. The goal of all projects under the Community Development Fund is to initiate sustainable livelihoods for the groups involved towards closing the poverty gap. Another key characteristic of the fund is the technical assistance component which focuses on the institutional strengthening of the NGO network and other community-based organizations. Among the initiative to be expanded are:

- Basket of Funding
- Community Volunteer Programme
- Organizational Development Programme
- Community Enhancement and Regeneration Programme

Housing and Shelter

211. The Government through the Ministry of Housing and Urban Development is committed to ensuring that there is a decent roof over the head of every citizen. The Ministry's work in the housing sector aims to provide adequate and affordable housing solutions to citizens, facilitate the maintenance of housing stock, particularly for low and middle income families, and the development of sustainable communities.

212. Over the period 2015-2017 the Housing Development Corporation (HDC) is aiming to complete approximately 1,200 housing units through the completion of suspended projects and new home construction in infill development. In addition, construction on new sites will be continued. These sites are expected to yield a total of 1,600 housing units by 2015.

213. The Corporation's plan to reduce the backlog of housing applications through the implementation of the following initiatives:

- pursuit of the completion and close-out of its on-going projects, to facilitate the turnover of those units to the Trinidad and Tobago Mortgage Company Limited to provide much needed revenue to the Corporation
- increasing the rate of distribution of houses
- completing repairs on houses to increase the number of units for distribution
- resumption of construction work on suspended projects
- initiation of new projects on new sites
- seeking new land from the public and private sectors for future housing developments
- construction of more multi-family units to increase the housing output per site, and
- providing housing accommodation through the mechanisms of rent-to-own and rental accommodation, to persons who cannot access mortgage financing due to their financial status

214. The HDC is expected to commence work on the refurbishment and retrofitting of its high-rise apartment buildings at Pleasantville, Laventille, Morvant and Gasparillo to make them health and safety compliant.

215. To facilitate a more equitable distribution of its housing stock, the Ministry of Housing and Urban Development was able to secure a decision of the Cabinet to amend the selection criteria of the Housing Allocation Policy in respect of the qualifying income for accessing HDC housing, by increasing the qualifying annual income for applicants (combined) from \$25,000 to \$45,000.

216. Over the years the HDC has been receiving an increasing number of housing applications from professionals in the public and private sectors, due largely in part to the reduced supply of housing on the market by private home developers. The existing qualifying income of \$25,000 for an HDC housing unit was causing many of these persons to be excluded from benefitting from Government housing because of their relatively higher income, while the State was providing an estimated 40 percent subsidy on housing units. This initiative will facilitate an improvement in the distribution of State housing, as well as it will encourage the growth of mixed housing developments, which will foster the development of sustainable communities.

217. The Ministry's Housing Policy and Facilitating Unit (HPFIU) will continue to assist citizen to undertake home improvement through the provision of grants to low income families, including persons who are differently-abled, up to a maximum of \$15,000, to undertake improvement works on their homes, to improve sanitation, safety, security, and to alleviate overcrowding.

218. The Ministry of Housing and Urban Development will continue work on the upgrading of infrastructure in housing settlements under the management of the Sugar Industry Labour Welfare Committee (SILWC). Many of these settlements have infrastructure that are over twenty-four (24) years old, and due to limited maintenance work carried out by the SILWC and the Regional Corporations, roads and drainage systems have deteriorated.

Facilitative Priority Initiatives – Good Governance

Strategic Priority	Sectors	Allocation
Facilitative Priority Initiatives	Administration	2,137.600
	Environment	492.000
	Regional Development Planning	6.200
	TOTAL	2,635.900

Administration

219. Preservation of historical buildings involves maintaining the integrity of the structure through protection and restoration using both old and new materials. The preservation of historical buildings may involve several stages which may include rehabilitation, restoration and reinforcement. Historical establishments serve as reminders of the past and this is one of the major reasons for restoration. A sum of \$565 million is estimated to be utilized for the restoration of historical buildings including the President's Official Residence, Mille Fleur and the Red House.

220. The government will continue its extensive programme of constructing new OSH compliant public buildings in keeping with its policy of decentralisation and attempting to reduce the high rental costs incurred annually. Some of those targeted for completion over the next three (3) years include:

- the construction of one three-storey and one ten-storey building Headquarters Complex for the Ministry of Tertiary Education and Skills Training and for YTEPP, NTA, and ACTT at an estimated cost of \$475 million
- two Human Capacity Development Centres by the Ministry of Tobago Development at a cost of \$38 million
- Immigration Head Office Building in San Fernando at an estimated cost of \$92 million
- a new Arima/ Piarco Elections and Boundaries Registration Office estimated to cost \$11 million
- Meteorological Services Division Building for Tobago at an estimated \$69 million
- building complex in Couva for use by Quasi-Judicial bodies such as the Equal Opportunity Commission, Equal Opportunity Tribunal, the Environmental Commission and the Tax Appeal Board at a cost of \$134 million

- a new south office for the Ministry of the Attorney General estimated at \$80 million
- New state-of-the-art Forensic Laboratory and Pathology Centre in central Trinidad

221. Existing government buildings and offices will also continue to be refurbished, customised, furnished and equipped to meet Occupational Safety and Health (OSH) Standards and create a comfortable working environment to better serve the public. Some of the works carded for 2015-2017 include:

- refurbishment and re-tooling of constituency offices and sub offices of Members of the House of Representatives, estimated at \$10 million
- refurbishment of the Ministry of Works and Infrastructure offices and sub offices throughout the country estimated to cost \$22.8 million
- major and minor refurbishment and upgrade works to the Finance Building estimated at \$35.2 million
- rehabilitation and outfitting of the Central Administrative Services Tobago Building at a cost of \$11.8 million
- refurbishment of the Tunapuna Administrative Complex at an estimated \$8.5 million
- establishment and customising of regional one stop shops for the Ministry of Labour, Small and Micro Enterprises at an estimated cost of \$13.4 million

Regional Development Planning

222. The development of Regional Plans has been identified as a vehicle for reducing regional inequalities through infrastructural development while building communities through citizen participation and fostering community commitment and volunteerism.

223. Under the guidance of the Ministry of Local Government, projects and programmes under the Municipal Investment Plans (MIPs) will continue to be rolled out over the three-year period 2015-2017 by twelve of the fourteen Regional Corporations at a total estimated cost of \$200 million. These projects cover a wide range of activities, mainly geared towards developing the local economies, particularly the local tourism sector, through the improvement of the physical amenities. Included among them are:

- Chaguanas Borough Corporation – development of the Ramsaran Street Boulevard to stimulate business development

- Couva/Tabaquite/Talparo Regional Corporation – enhancement of domestic tourism through the phased development of sites including Knolly’s Tunnel, the Gran Couva River Lime, and La Vega Estate
- Penal/Debe Regional Corporation – enhancement of the Debe-to-Penal Entrance through the installation of a Feature including a flag display
- Point Fortin Regional Corporation – upgrade and expansion of recreation facilities in the Borough focusing on the relocation of tennis facilities to Coronation Park and the provision of a multi-level carpark for Mahaica Oval
- Princes Town Regional Corporation – enhancing the domestic tourism through the development of the Moruga Beach Facility, the L’Anse Mitan Spring Bridge, The Devil’s Wood Yard and the Ste. Medeleine Recreation Facility
- San Fernando City Corporation – redevelopment of the waterfront including the upgrade of the fish market and the restoration of the Old Railway Building
- Sangre Grande Regional Corporation – Town Centre redevelopment involving the relocation of the PTSC Garage and the redevelopment of that site
- San Juan/Laventille Regional Corporation – Croisee Renaissance project
- Siparia Regional Corporation – facilitating domestic tourism through the development of entrance features at the three points of entry into the town, the construction of a band stand and plaza at Irwin Park and the development of a transportation hub along the SS Erin Road
- Mayaro/Rio Claro Regional Corporation – development of the Town Centre with emphasis on the street-scape, vendors mall and construction of public washrooms

224. It is envisaged that the MIPs will continue to be a source of new and region-specific projects which will continue over time to be employment-creating as well as revenue-generating at the regional and community levels, within the context of Local Government Reform and the proposed devolution of Physical Planning to Regional Authorities, that will be rolled out. It should also be emphasized that alternative sources of funding should be explored aggressively including the local private sector and international lending agencies for grant funding to complement the seed funding that the PSIP offers.

225. Another strategy employed by government to promote regional development, is the establishment of five Growth Poles throughout the nation. While employed as a strategy to diversify the economy through the development of the manufacturing sector, this has the added benefits of contributing to decentralization and regional development. Four Growth Poles (excluding the North-East Region Growth Pole of Tobago) have been

identified among four Regional Corporations for the development of new economic spaces, as follows:

- Couva Tabaquite Talparo Regional Corporation - Central Trinidad Growth Pole – light industrial development, service industries, software development and creative industries
- Point Fortin Regional Corporation - the South Western Peninsular Growth Pole - port development, energy services, fishing industry and manufacturing
- Port of Spain City Corporation - East Port of Spain Growth Pole – creative industries, music and entertainment, craft and small and micro-enterprise development
- Sangre Grande Regional Corporation - North Coast Growth Pole – hotel development, fishing, marina, agriculture and services

These Growth Poles along with the Tamana Intech Park, and Invaders Bay will continue to provide impetus for comprehensive development at the regional level.

Environment

226. At the core of the Government’s social and economic development strategy lies a fundamental respect for the environment in protecting and conserving the natural resources of the country. Recognizing the importance of balancing social and economic transformation with environmental conservation and management, the pivotal shift to ‘green’ policy planning is therefore the key to meeting present demands without compromising, but guaranteeing environmental security and the well-being of future generations.

227. The Ministry of the Environment and Water Resources (MEWR) and its Divisions and agencies, along with the Trinidad and Tobago Solid Waste Management Company Ltd (SWMCOL), and the Tobago House of Assembly (THA), will continue to advance the environmental agenda over the 2015-2017 period.

228. In this regard, efforts by the various arms of the Government charged with the responsibility for environmental management will continue towards implementing the environmental agenda as a facilitating mechanism for the implementation of the five (5) Strategic Priorities governing the management of renewable and non-renewable environmental resources. Therefore, updating the National Environmental Policy to incorporate all recent international commitments will strengthen Trinidad and Tobago’s obligation to the global community and enhance the consistency and integrity of policy and execution at home.

229. In addition, a number of key initiatives will be advanced under the three-year PSIP 2015-2017. Among these is the implementation of the EU-funded Environment

Programme which was approved in 2013. The MEWR will steer the implementation of this Programme, over the period 2014-2019, utilizing grant-funding from the European Union (EU) totaling €8 million (approximately TT\$68 million). This Programme will support the Government's efforts in pursuing a low-carbon development path whilst promoting sustainable management of environmental resources in the extractive, transportation and forestry sectors through the implementation of:-

- the National Environment Policy, which now sets the stage for Trinidad and Tobago to implement action with respect to mitigation and adaptation to climate change
- the Forest and Protected Areas Policy (implemented through the proposed Forest and Protected Areas Management Authority)
- and the Climate Change Policy of which will increase the use of new and innovative technologies that have lower levels of emissions; encourage the use of clean energy technology and renewable energy; and, promote the adoption of more energy-efficient technologies and practices

230. The Programme will have the following as its performance targets:

- establishment of 300 hectares of protected forest areas for carbon sequestration and climate resilience
- increase of community environmental awareness of the extractive sector
- the rehabilitation of abandoned state owned mined areas for carbon sequestration and climate resilience

231. Important policy initiatives which were completed in fiscal year 2014 will be rolled out commencing in 2015 and continuing. Among these are:

- approval of the National Wildlife Policy
- development of an approach to facilitate the Main Streaming of Climate Change into the National Development Strategy

The above mentioned policy initiatives have obvious implications for the future development of Trinidad and Tobago, and will provide the basis for a new slate of environmental programmes and projects. Included among such developmental programmes which are currently at various stages of being implemented by Government are:

- increasing use of innovative technologies
- retrofitting of government buildings

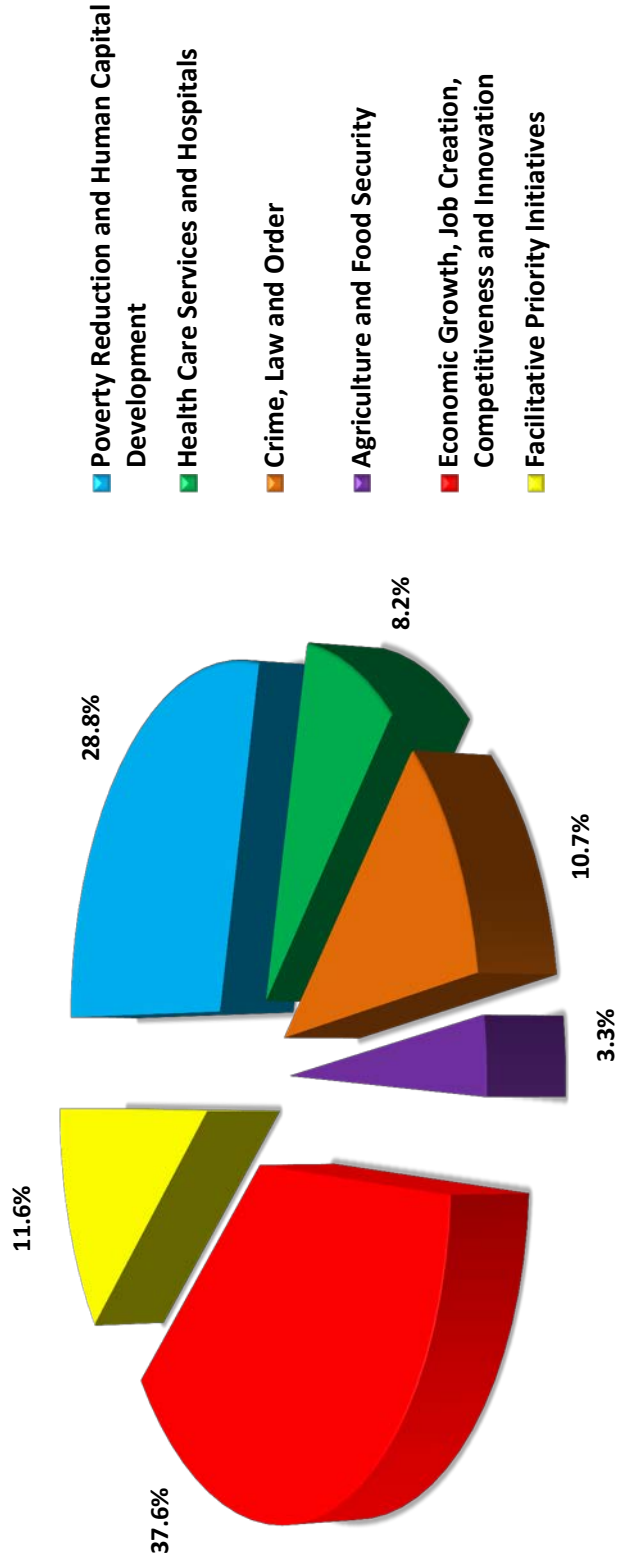
232. The EMA and SWMCOL are the most significant of the implementers of the environment agenda, because of their potential for significant revenue generation. Consistent with its mandate to coordinate, facilitate and oversee execution of the national environmental strategy and programmes, the EMA has proposed three projects Pollution Control and Monitoring, Management of Environmentally Sensitive Species; and Institutional Strengthening of the EMA, all of which undertakes different activities over a three year period.

233. SWMCOL has the overall responsibility for waste management with specific responsibility for the management of three landfill sites, industrial and commercial solid and liquid waste collection as well as paper and cardboard recycling activities. The Company continues to reorganize and re-strategize to better discharge its present and future responsibilities undoubtedly linked to the implementation of the recently completed Solid Waste Management Policy by the Ministry of Local Government.

234. The Forestry Division will continue to replant over 600 hectares of forest cover under the Forest Regeneration Programme among the five Conservancies of Trinidad. Additionally contracts are scheduled to be awarded over the period for the upgrade of Forestry Access Roads to enable harvesting of the timber, at an approximate cost of \$50 million. The increasing frequency and severity of flooding particularly in Northern Trinidad bears testimony of the need for a comprehensive and aggressive programme of forest regeneration in the medium term.

235. The THA is also charged with the responsibility of maintaining the pristine nature of its natural environment as it seeks to advance its economic development. The brand image of Tobago as “Clean, Green and Serene” must be maintained through a carefully crafted strategy of sustainable development. The potential cost over the medium term to implement such a strategy is still to be determined.

Chart 1
Three-Year Public Sector Investment Programme 2015-2017
Projected Funding by Strategic Priority



APPENDIX I
PUBLIC SECTOR INVESTMENT PROGRAMME 2015-2017 (TT\$Mn)
INDICATIVE ALLOCATION BY STRATEGIC PRIORITY AND SECTOR

Strategic Priority	Sector	3-Year Total	%
Agriculture and Food Security	<i>Agriculture</i>	742.8	3.3
	Total	742.8	3.3
Crime and Law and Order	<i>Law Enforcement</i>	525.3	2.3
	<i>Public Safety and Citizen Security</i>	1,907.4	8.4
	Total	2,432.7	10.7
Economic Growth, Job Creation, Competitiveness and Innovation	<i>Communication</i>	206.7	0.9
	<i>Drainage</i>	564.0	2.5
	<i>Economic Restructuring and Transformation</i>	620.3	2.7
	<i>Electricity</i>	274.0	1.2
	<i>Energy/Renewable Energy Alternatives</i>	474.8	2.1
	<i>Foreign Policy and Trade Relation</i>	21.0	0.1
	<i>Industrial Development</i>	11.6	0.1
	<i>Information Technology and Infrastructure</i>	415.8	1.8
	<i>Manufacturing</i>	355.3	1.6
	<i>Roads and Bridges</i>	2,686.8	11.8
	<i>Science, Research and Development</i>	316.4	1.4
	<i>Sewerage</i>	1,342.4	5.9
	<i>The Arts and Multiculturalism</i>	155.2	0.7
	<i>Tourism</i>	143.5	0.6
	<i>Transportation</i>	289.1	1.3
<i>Water Security</i>	678.9	3.0	
Total	8,555.8	37.6	
Facilitative Priority Initiatives	<i>Administration</i>	2,137.7	9.4
	<i>Environment</i>	492.0	2.2
	<i>Regional Development Planning</i>	6.2	0.0
	Total	2,635.9	11.6
Health Care Services and Hospitals	<i>Health/HIV AIDS</i>	975.5	4.3
	<i>Sport and Recreation</i>	881.2	3.9
	Total	1,856.7	8.2
Poverty Reduction and Human Capital Development	<i>Capacity Building/Institutional Strengthening</i>	575.2	2.5
	<i>Community Development</i>	698.0	3.1
	<i>Early Childhood Education</i>	76.5	0.3
	<i>Housing and Shelter</i>	1,132.0	5.0
	<i>Primary Education</i>	1,139.0	5.0
	<i>Secondary Education</i>	316.7	1.4
	<i>Skills Development</i>	78.5	0.3
	<i>Social Development</i>	274.6	1.2
	<i>Special Education</i>	3.1	0.0
	<i>Tertiary Education</i>	2,202.9	9.7
	<i>Youth Development and Entrepreneurship</i>	50.9	0.2
Total	6,547.4	28.8	
Total		22,771.3	100.0