



Republic of Trinidad & Tobago

Budget Promises Made and ... Delivered

- **Free Tertiary Education for all**
- **Personal Income Tax reduced from 30% to 25%**
- **Corporation tax reduced from 30% to 25%**
- **Small and Micro-Enterprise sector have greater access to Government Contracts**
- **Chronic Disease Assistance Programme (CDAP)**

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Glossary

Acronym	Meaning
ACTT	Accreditation Council of Trinidad and Tobago
APAT	Agro-processing Association of Trinidad and Tobago
ASYCUDA	Automated System for Customs Data
BLAC	Business and Labour Advisory Committee
CAD	Consumer Affairs Division
CANS	Customs Automated Network System
CARE	Community Action and Revival Programme
CARICOM	Caribbean Community
CARICRIS	Caribbean Information and Credit Rating Services Limited
CBO	Community-Based Organisation
CCC	Civilian Conversation Corps
CCP	Community Connection Programme
CDAP	Chronic Disease Assistance Programme
CEPEP	Community-Based Environmental Protection and Enhancement Programme
CET	Common External Tariff
CETT	Centres of Excellence for Teacher Training
CICTE	The Inter-American Committee Against Terrorism
CNMG	Caribbean New Media Group Company Limited
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
COTED	Council for Trade and Economic Development
CSEC	Caribbean Secondary Education Certificate
CSME	CARICOM Single Market and Economy
CTSP	CARICOM Trade Support Programme
ECCE	Early Childhood Care and Education
ECCL	Export Centre Company Limited
ECIAF	Eastern Caribbean Institute of Agriculture and Forestry
EMBD	Estate Management and Business Development Company
FAO	Food & Agricultural Organisation
GAD	Gender Affairs Division
GAPP	Geriatric Adolescent Partnership Programme
GATE	Government Assistance for Tuition Expenses
GDP	Gross Domestic Product
HACCP	Hazard Analysis and Critical Control Points
HAFS	Home Application and Fulfillment System
HDC	Housing Development Corporation
HELP	Higher Education Loan Plan
HYPE	Helping Youth Prepare for Employment
IADB	Inter-American Development Bank
IhRIS	Integrated Human Resource Information System
IMCC	Inter-Ministerial Consultative Committee
IPO	Intellectual Property Office
IRIAD	Infrastructure Renewal Improvement and Development
ITRS	Inter-American Tourism and Recreational Facilities Security Programme
LIAT	Leewards Islands Air Transport
LSA	Land Settlement Agency
MIDC	Maritime Industry Development Committee
MOU	Memorandum of Understanding
MRRG	Minor Repairs/Reconstruction Grant
MuST	Multi-Sector Skills Training
NALIS	National Library and Information System Authority
NAMDEVCO	National Agricultural Marketing and Development Company
NBN	National Broadcasting Network
NEDCO	National Entrepreneurship Development Company
NEMA	National Emergency Management Agency
NGO	Non-Governmental Organisation
NTA	National Training Agency
NUGFW	National Union of Government and Federated Workers
OAS	Organisation of American States
ODPM	Office of Disaster Preparedness and Management
OJT	On the Job Training
OSH	Occupational Safety and Health
PAC	Patient Care Assistants Programme
PIRLS	Progress in International Reading Literacy Study
PISA	Programme for International Student Assessment
PSIP	Public Sector Investment Programme
PURE	Programme for Upgrading Road Efficiency
SAFFL	Spanish as the First Foreign Language
SAUTT	Special Anti-Crime Unit of Trinidad and Tobago
SEMP	Secondary Education Modernization Programme
SHARE	Social Help and Rehabilitative Efforts
SILWC	Sugar Industry Labour Welfare
SIS	Secretariat for the Implementation of Spanish
SME	Small and Micro Enterprise
TASU	Technical Advisory Services Unit
TATT	Telecommunications Authority of Trinidad and Tobago
TLI	Tertiary Level Institution
TTTIC	Trinidad and Tobago Tourism Industry Certification
THA	Tobago House of Assembly
UDeCOTT	Urban Development Company of Trinidad and Tobago
UECCE	Universal access to Early Childhood Care and Education
URP	Unemployment Relief Programme
VAT	Value Added Tax
VIP	Visually Impaired Persons
WTO	World Trade Organization
YAPA	Youth Apprenticeship Programme in Agriculture
YTC	Youth Training Camp
YTEPP	Youth Training and Employment Partnership Programme



ECONOMIC REVIEW



INTRODUCTION

In 2002 Government identified the achievement of developed nation status by the year 2020 as its principal developmental goal for the country.

In pursuit of this vision, Government sought to sustain strong economic growth by pursuing prudent fiscal and monetary policies, maintaining a favourable balance of payments and adopting measures to stimulate savings and investment. Government has also placed greater emphasis on the development of certain key sectors aimed at (1) improving the growth potential of the economy, (2) improving the manufacturing and services sectors by accelerating structural transformation, (3) developing the agricultural sector and (4) enhancing the competitiveness of exports.

ECONOMIC GROWTH

Trinidad and Tobago displayed an impressive economic performance during the 2000 – 2005 period, reaffirming its place as the economic and financial powerhouse of the Caribbean.

Trinidad and Tobago can boast of having:

- The largest energy and manufacturing sectors in the English-speaking Caribbean;
- A rapidly emerging financial services sector;
- Non-energy growth averaging 6.1 percent per year;
- Energy sector growth averaging 13.3 percent per year;
- Annual economic growth averaging 8.4 percent per year since 2000; and
- One of the fastest growing economies in the Western Hemisphere.

In 2005 Trinidad and Tobago's economy recorded its twelfth successive year of positive economic growth.

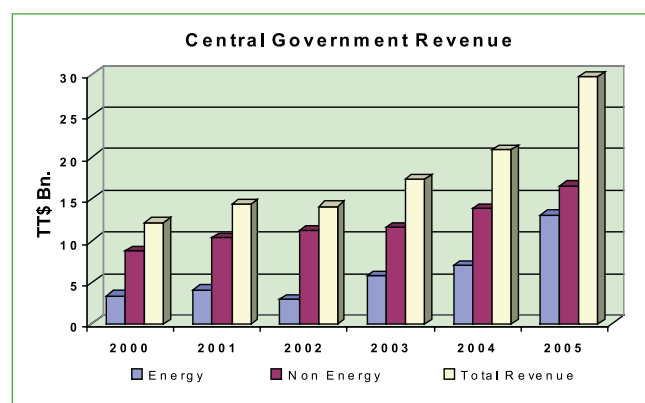
Gross Domestic Product (GDP) has increased from \$51.4 billion in 2000 to \$95.1 billion in 2005, and is projected to

reach \$114.5 billion in 2006. The size of the Trinidad and Tobago economy has therefore more than doubled since 2000.

CENTRAL GOVERNMENT FISCAL OPERATIONS

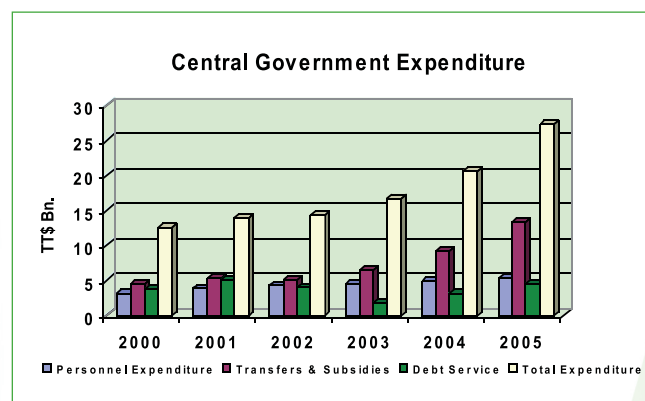
Revenue

Between 2000 and 2005 Central Government Revenue increased by 142.6 percent from \$12.2 billion to \$29.6 billion.



Expenditure

During the same period Central Government Expenditure and Net Lending, inclusive of the Revenue Stabilization Fund, increased by 117.6 percent from \$12.5 billion to \$27.2 billion.

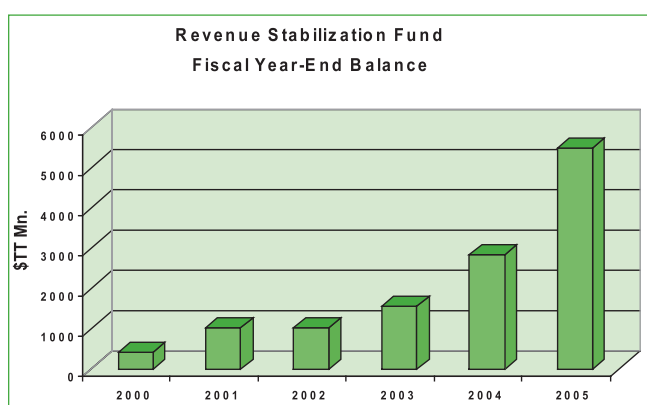


The notable rise in Government Expenditure between 2000 and 2005 was primarily due to increased expenditure on transfers and subsidies which reflects the additional resources that Government has devoted to many critical areas, some of which are highlighted below:

	2000 (\$M)	2005 (\$M)
Current Transfers	3,275.1	10,602.5
of which:		
Educational Institutions	400.4	773.6
of which:		
University of the West Indies	353.3	462.0
University of Trinidad and Tobago	0.0	66.3
Grants to Government Secondary Schools	0.0	95.6
Other	47.1	149.7
Households	1,441.8	2,691.0
of which:		
Public Officers Pensions and Gratuities	706.1	1,092.3
Old Age Pensions	457.1	900.7
Social Assistance	86.2	155.6
Disability Grant	43.2	123.5
School Feeding Programme	68.5	151.0
Other	80.7	267.9
Other Transfers	916.3	5,623.2
of which:		
Infrastructure Development Fund	0.0	500.0
Revenue Stabilization Fund	415.3	2,593.1
Government Assistance for Tuition Expenses (GATE)	0.0	75.0
Regional Health Authorities	272.0	1,180.1
Community Based Environmental Protection & Enhancement Programme	0.0	244.3
National Social Development Programme	0.0	226.1
Petroleum Relief for CARICOM States	0.0	298.4
Other	229.0	506.2
Transfers to State Enterprises	368.1	1,202.5
of which:		
Caroni 1975 Limited	317.0	222.3
Subsidy re-sale of Petroleum Products	0.0	650.0
Other	51.1	330.2
Loans and Grants	0.0	122.0
of which:		
Trinidad and Tobago Electricity Commission	0.0	122.0
Residual Transfers	148.5	190.2

Revenue Stabilization Fund

- During fiscal 2003 Government transferred \$497.4 million to the Revenue Stabilization Fund;
- During fiscal 2004 Government transferred \$1.26 billion to the Fund;
- During fiscal 2005 Government transferred \$2.59 billion to the Fund; and
- Between 2000 and 2005 the size of the Revenue Stabilization Fund increased thirteen-fold from \$415.3 million to \$5.484 billion.



Results Of Fiscal Operations

In 2005 Central Government recorded a fiscal surplus for the third consecutive year by registering a positive overall balance of 1.8 percent of GDP. This is a marked improvement on the budget deficits of 0.6 percent in 2000 and 0.2 percent in 2002.

OTHER ECONOMIC INDICATORS

Public Debt

Trinidad and Tobago's Public Debt Stock, as a percent of GDP, declined significantly between 2000 and 2005 to well below the international benchmark of 50 percent.

Gross Public Sector Debt		
Year	Million \$	% of GDP
2000	26,792	52.2
2001	29,758	54.1
2002	32,794	58.3
2003	35,491	50.2
2004	36,911	46.2
2005	35,858	37.7

Central Government Debt		
Year	Million \$	% of GDP
2000	20,749	40.4
2001	20,044	36.4
2002	20,637	36.7
2003	21,461	30.3
2004	22,043	27.6
2005	20,287	21.3

Balance Of Payments

Trinidad and Tobago registered its fifth consecutive Balance of Payments surplus in 2005 with an overall external balance of US\$1,893 million. This outturn is not only in stark contrast to the Balance of Payments deficit of US\$441 million recorded during 2000 but exceeds the combined positive balances achieved during the 2001 – 2004 period.

Foreign Reserves

Between 2000 and 2005 the country's Gross Official Reserves increased from US\$1,405.5 million to US\$4,781.4 million. Gross Official Reserves as at December 31, 2005 represented 9.5 months of import cover.

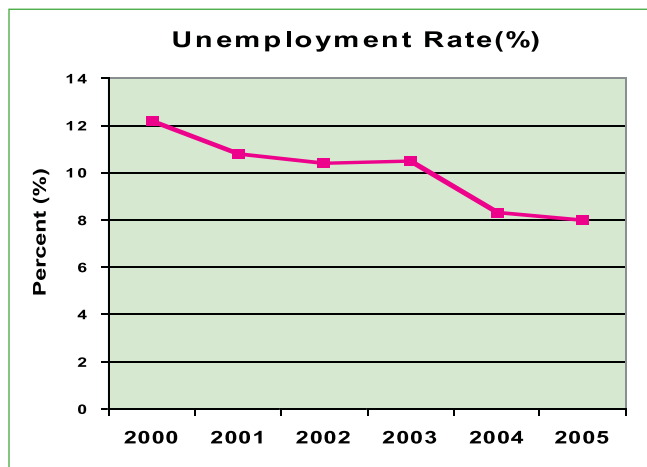
Foreign Direct Investment

Trinidad and Tobago has developed one of the most positive business investment climates in the Western Hemisphere and has continued to attract significant inflows of Foreign Direct Investment.

Year	FDI Inflows
2000	US\$680 million
2001	US\$835 million
2002	US\$791 million
2003	US\$808 million
2004	US\$998 million
2005	US\$940 million

Employment

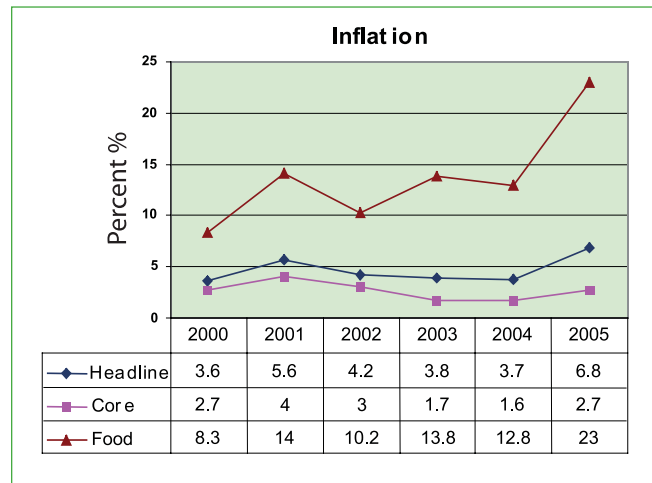
The number of employed persons in Trinidad and Tobago rose to 574,000 in 2005 representing an addition of 70,900 new jobs since 2000. Unemployment as a consequence declined from 12.2 percent in 2000 to a historic low of 8.0 percent in 2005.



Trinidad and Tobago is now close to attaining full employment with an unemployment rate of 6.8 percent being recorded for the October, 2005 – March, 2006 period.

Inflation

As the rate of economic activity accelerates, a major challenge for Trinidad and Tobago continues to be the control of inflationary pressures.



Both Government and the Central Bank of Trinidad and Tobago are aggressively utilizing policy instruments to contain increases in the general price level brought about by a combination of strong external in-flows, rising Government spending and strong demand pressures.

Sovereign Credit Rating

Since 2000 Trinidad and Tobago's investment grade credit ratings with Moody's Services and Standard and Poor's have improved and are among the highest in Latin America:

Standard and Poor's Sovereign Credit Rating for Trinidad and Tobago						
Year	Foreign Currency			Local Currency		
	Outlook	Long-term	Short-term	Outlook	Long-term	Short-term
2005	Stable	A-	A-2	Stable	A+	A-1
2004	Positive	BBB+	A-2	Positive	A	A-1
2003	Stable	BBB	A-2	Stable	A-	A-2
2002	Positive	BBB-	A-3	Positive	BBB+	A-2

Moody's Sovereign Credit Rating for Trinidad and Tobago							
Year	Outlook	Foreign Currency Ceiling				Government Bonds	
		Bonds & Notes		Bank Deposits		Foreign Currency	Local Currency
		Long-term	Short-term	Long-term	Short-term		
2006 (July)	Stable	A1	-	Baa1	P-2	Baa1	-
2006 (May)	-	A2	P-1	-	-	-	-
2005 (Aug.)	Stable	Baa2	P-3	Baa2	P-3	Baa2	-
2000 (April)	Stable	Baa3	-	Ba1	-	Baa3	Baa1
2000 (Jan.)	-	Ba1	-	Ba2	-	Ba1	Baa3

In 2005 Trinidad and Tobago's Credit Rating compared favourably with those of other Oil Exporters as outlined below:

2005 Credit Rating: Oil Exporting Countries

Standard and Poor's		
Kuwait		A+
Saudi Arabia		A
Trinidad and Tobago		A-
Mexico		BBB
Russia	<i>(Investment Grade)</i>	BBB-
Venezuela	<i>(Speculative Grade)</i>	B+

Moody's		
Kuwait		A2
Saudi Arabia		A3
Mexico		Baa1
Trinidad and Tobago		Baa2
Russia	<i>(Investment Grade)</i>	Baa2
Venezuela	<i>(Speculative Grade)</i>	B2



**PILLAR 1:
NURTURING A CARING SOCIETY**



SOCIAL SECTOR

The Government of Trinidad and Tobago has demonstrated its commitment to improving the quality of life of the people of Trinidad and Tobago, by paying considerable attention to advancing the social well-being of the population, particularly of the most vulnerable members of our society.

Government has adopted People-Centred Social Initiatives with a focus on principles of Dignity, Equity, Participation and Empowerment. In addition, a concerted effort has been made to ensure that an acceptable balance is maintained with respect to expenditure on rehabilitative and developmental programmes as opposed to remedial type initiatives, with significant investments in the building of social capital.

During fiscal 2004 and 2005, Government spent \$2.8 billion and \$3 billion respectively on 132 social sector programmes and projects including the School Feeding Programme. These programmes were geared to address a range of social needs and comprised:

- 78 developmental programmes;
- 25 remedial programmes; and
- 29 preventive programmes.

Among the many vulnerable groups to benefit from these programmes were the following:

Socially Displaced Persons - A survey of socially displaced persons was conducted and a programme to relocate the socially displaced elderly to homes for older persons has begun.

Adolescent Mothers - Counselling, remedial and continuing education, skills training, child care training nursery or other services have been provided to young mothers and infants at six (6) Centres nationwide.

Ex-Prisoners - In conjunction with the ongoing work of the Halfway House for ex-prisoners, comprehensive proposals have been made for the effective rehabilitation

and reintegration of ex-prisoners into the society, including addressing their employment, accommodation, health and networking needs.

Social Sector Investment -Training Component

Government has undertaken several critical social sector programmes geared towards training and equipping persons with marketable skills. Seventeen (17) of these programmes were identified for implementation, review, rationalization, and where necessary, strengthening and expansion to a national level, namely:

- (i) On-the-Job Training Programme (OJT);
- (ii) Retraining Programme;
- (iii) Multi-Sector Skills Training (MuST) Programme;
- (iv) Helping Youth Prepare for Employment (HYPE) Programme;
- (v) Military Led Academic Training (MILAT) Programme;
- (vi) Military Led Youth Programme of Apprenticeship Re-orientation Training (MY PART);
- (vii) Civilian Conservation Corps (CCC);
- (viii) Youth Training and Employment Partnership Programme (YTEPP);
- (ix) Geriatric Adolescent Partnership Programme (GAPP);
- (x) Non-Traditional Skills Training for Women;
- (xi) Export Centres Programme;
- (xii) Transformation and Development Centres (TDC);
- (xiii) Youth Apprenticeship Programme in Agriculture (YAPA);
- (xiv) Community Education Programme;
- (xv) Women in Harmony;
- (xvi) Adult Education Programme; and
- (xvii) Patient Care Assistants (PAC) Programme.

Survey of Living Conditions

In 2005 Government commenced a Survey of Living Conditions in conjunction with the European Union's Poverty Reduction Programme. The survey is expected to produce current data on poverty within Trinidad and Tobago to enable a more targeted approach to poverty reduction. The survey will be finalized in 2006.

Pillar 1: Nurturing a Caring Society

The last survey of living conditions was conducted in 1992 and indicated the following:

Unemployment Rate	-	15 %
GDP	-	TT\$23.1 billion
Poverty Rate	-	30 %

State Funded Old Age Pension

In 1992 the old age pension was \$356

In 2000 the old age pension was \$620

In 2001 the old age pension was \$720

In 2002 the old age pension was \$800

In 2003 the old age pension was raised to \$1,000

In 2005 the old age pension was again raised to \$1,150

The total value of the old age pension assistance that Government provided to Trinidad and Tobago's elderly citizens, almost doubled from \$457.1 million in 2000 to \$900.7 million in 2005.

Other Benefits For Pensioners

Pensioners can:

- Access free medicine and drugs;
- Qualify for free bus passes;

Unemployment Relief Programme (URP)

- 28,456 unemployed men and 29,616 unemployed women received short term employment through the URP during fiscal 2004; and
- In fiscal 2005, 48,301 unemployed men and 72,816 unemployed women were employed with the programme.

Community Environment Protection and Enhancement Programme (CEPEP)

- 6,100 persons received employment through CEPEP during fiscal 2004; and
- 6,240 persons were employed during fiscal 2005.

Minimum Wage

In 2000, the minimum wage was \$7 per hour.

- The minimum wage was increased to \$8 per hour in 2004; and
- The minimum wage was further increased to \$9 per hour in 2005.

Social Assistance

The total value of the social assistance payments that Government has provided to Trinidad and Tobago's most needy citizens increased by 80.5 percent from \$86.2 million in 2000 to 155.6 million in 2005.

Disability Grants

Government's total disability grant payments to the differently abled members of our society increased by 185 percent from \$43.2 million in 2000 to \$123.5 million in 2005.

Social Help And Rehabilitative Efforts (SHARE)

Government's SHARE Programme is geared towards Poverty Reduction through the distribution of hampers on a monthly basis, via partnership and collaboration with Non Governmental Organizations (NGO's) and Community Based Organizations (CBO's) throughout Trinidad and Tobago. The programme also engages recipients in developmental and micro entrepreneurial activities.

Between 2000 and 2005 Government's financing of the SHARE Programme more than quadrupled from \$10.1 million to \$43.7 million.

HOUSING

The Ministry of Housing and its agencies are responsible for the formulation and execution of Government's policy in the Housing sector. The Ministry operates as facilitator and executes its policies through its associated agencies and private sector enterprises. The main agencies include the Housing Development Corporation (HDC) (formerly the National Housing Authority), the Land Settlement Agency (LSA), and the Sugar Industry Labour Welfare Committee (SILWC).

Housing Policy for Trinidad and Tobago

A new and comprehensive Housing Policy for Trinidad and Tobago "Showing Trinidad and Tobago a New Way HOME" was publicly launched in March 2002. In accordance with this policy, Government has embarked on several initiatives aimed at making housing more accessible and more affordable. These include:

Mortgage Financing

The Ministry of Housing in collaboration with the Trinidad and Tobago Mortgage Finance Company Limited grants mortgage financing as follows:

- Mortgages for prospective homeowners at reduced rates of 6 to 8 percent for homes costing under \$450,000. These rates were reduced from a high of 12 percent; and
- Reduction in the deposit requirement for accessing mortgage loans. Prospective homeowners could now obtain mortgages of 95 percent of the construction cost. This is a 5 percent increase on the 90 percent limit that previously obtained.

Rent-to-Own Programme

Government introduced a Rent-to-Own Programme in fiscal 2003/2004 to ensure that individuals are able to achieve, on a phased basis, their long term goal of acquiring a house. This Programme targets low and middle income persons who do not meet the financial requirements to secure mortgage

financing. These persons will be given consideration for rental accommodation based on their income levels. The Ministry commenced implementation of the Rent-to-Own programme in its developments in Almond Court, Morvant and Oropune Gardens, Piarcó.

Home Improvement Grant

The Government embarked on a Home Improvement Grant Programme in March 2004. This Programme is geared towards providing persons with financial assistance to enable them to bring their dilapidated homes to acceptable standards. During 2004 the SILWC began assisting with the field operation of the Home Improvement Grant Programme. Home owners with a maximum household income of \$36,000 per annum are eligible for a grant of \$15,000 to effect home improvements and repairs.

- A total of 567 persons benefitted from this Programme in fiscal 2003/2004 and a total of 888 persons in fiscal 2004/2005.

Housing Construction

Housing construction is a critical component of the Government's housing policy. Government therefore implemented an Accelerated Housing Programme during fiscal 2003/2004 to respond to the low level of housing construction activity in the sector. The major components of the Accelerated Housing Programme are the Infill Lots Programme, the Joint Venture Programme and the Urban Renewal Programme. Housing construction under the Accelerated Housing Programme has been phenomenal.

Infill Lots Programme

The Infill lots programme is aimed at constructing houses on lots which were already developed by the National Housing Authority, under the First National Settlements Programme, but had remained vacant. By the end of 2003, the Infill Lots Programme delivered 578 units at Caroni Village; Union Hall; Buen Intento; Harmony Hall; Bon Air West; Malabar; Couva; Debe; La Paille; Edinburgh 500; Charleville; Boys Lane; Dyette Estate; Cunupia; Plaisance, Mayaro; and Graham Trace, Sangre Grande.

Pillar 1: Nurturing a Caring Society

During fiscal 2003/2004, twenty-eight (28) housing projects were initiated on sites throughout the country. The implementation of these 28 projects resulted in the involvement of seventy-six (76) small contractors and the construction of 986 housing units at a cost of \$147.9 million.

During fiscal 2004/2005, work commenced on 1,100 housing units at 48 sites at a cost of \$187 million.

In fiscal 2005/2006, twenty (20) housing projects are expected to be implemented to construct 750 units at an estimated cost of \$131.3 million.

Joint Venture Programme

Through Joint Venture Initiatives, Government has been partnering with the private sector to fund the construction of housing units. By the end of 2003, the then National Housing Authority delivered 691 units under the Joint Venture Programme at Pleasantville; Rio Claro; Palo Seco; Malabar; Boys Lane; Barataria; Ramgoolie Trace; Tarouba North; Carlsen Field; Ojoe Road; Mayaro; Buen Intento; Mount Hope; and Valsayn. UDeCOTT also facilitated the construction of 99 housing units at Carib Gardens, Arima and Oropune Gardens, Phase 1B Arouca.

In fiscal 2003/2004, the implementation of 18 housing projects with the involvement of 17 small contractors resulted in the construction of 3,157 housing units at a cost of \$536.7 million.

During fiscal 2004/2005 works commenced on 6,336 housing units utilising 20 contractors at 14 sites at a cost of \$1.37 billion. This included units at: Pleasantville; Rio Claro; Palo Seco; Plaisance; Malabar; D'Abadie; Kelly Village; Barataria; Debe; Tarouba North; Carlsen Field; Sangre Grande; Valencia and Mount Hope.

Urban Renewal Programme

The Urban Renewal Programme was designed to improve the quality of life in low and middle-income areas and to address re-development problems in the urban centres with improved services and infrastructure. The programme

commenced in July 2003 and continued in 2004/2005 with the reconstruction of Government owned apartment complexes at Beverly Hills, Laventille; Roy Joseph, San Fernando; Almond Court, Morvant and Barataria.

- 4,143 housing units were constructed in fiscal 2003/2004;
- an estimated 7,436 housing units were constructed in 2004/2005; and
- approximately 1,153 housing units are expected to be constructed in 2005/2006.

IADB Home Improvement Subsidy

The IADB Home Improvement Subsidy is a grant programme which provides persons with low household incomes with a matching subsidy from Government of one (1) dollar for every dollar they use for carrying out home improvements.

During fiscal 2005/2006 Government increased the maximum value of the subsidy from \$15,000 to \$20,000 and raised the qualifying annual household income limit from \$30,000 to \$54,000 per annum, subject to the provision of the match in a combination of funds, materials, and labour.

Disbursement of subsidies commenced in Trinidad in March 2005 with 433 persons benefitting from the programme as at June 2006. In Tobago, from 2004 to June 2006, a total of 234 persons received home improvement subsidies. A total of 1,100 persons are expected to benefit from the programme.

Distribution of Completed Units

In fiscal 2002/2003, the NHA accelerated its distribution of Deeds of Lease and Mortgage Deeds to beneficiaries of housing units and building lots. A total of 3,512 Deeds of Lease and Mortgage Deeds were delivered to beneficiaries as at September 30, 2003 and a total of 506 housing units were allocated at El Dorado Heights, Savannah Villas, Ramdial Mahabir Phase 2, Almond Court, Morvant and Cook Street in fiscal 2003/2004.

During 2004/2005, the NHA distributed an estimated 1,054 housing units to successful beneficiaries at Oropune Housing

Development, Piarco; Oasis in Diego Martin; Almond Court, Morvant; Barataria; Bittern Boulevard; Boy's Lane, D'Abadie; Carib Gardens; El Dorado Heights; Malabar; Medine Street, San Fernando; Mt. Hope; Oasis Site "A"; Oasis Site "B"; Oasis Site "C"; Ojoe Road; Oropune; Palo Seco; Pleasantville; Plaisance, Mayaro; Ramdial Mahabir; and Rio Claro.

Refurbishment/Repair of Apartment Buildings

In its commitment to improve the quality of life for the citizens of Trinidad and Tobago, Government has undertaken several projects to upgrade the NHA's housing facilities. In 2001/2002, two hundred and thirty-seven (237) apartment buildings were identified for repair works which included:

- Repairs to roofs on buildings in Plaisance Terrace, John John and Cocorite, and similar repairs to 7 buildings in Port-of-Spain West and Central;
- Commencement of painting work on buildings in Port-of-Spain East and West and Cane Street, San Fernando; and
- Commencement of plumbing work in 10 buildings in Central, Port-of-Spain.

The NHA's housing estates continued to be upgraded through a programme of refurbishment of apartment buildings in 2002/2003 which covered seven NHA office jurisdictions at an initial cost of \$42.5 million. The scope of works was subsequently expanded to address the most urgent maintenance problems associated with the entire 351 rental stock including buildings over 50 years old.

During fiscal 2003/2004, Government engaged 50 contractors in 64 projects for maintenance and upgrading works to maintain the aesthetics of its housing settlements. Government also engaged in an exercise to upgrade properties at 7 sites at a cost of \$3.2 million in order to maintain its housing stock.

During the 2004/2005 period:

- Contracts were awarded to small contractors to perform remedial works to infrastructure such as roads, drains and sewer connections throughout

the new Housing Development Corporation sites and projects including Ibis Gardens, Caroni; Wellington Road, Debe; Graham Trace, Sangre Grande; Union Hall and Harmony Hall;

- Electrical installations were completed at Plaisance Terrace; Foster Quevado Road; Piccadilly Street; St. Joseph Road; Beetham Gardens and Pension Quarters;
- Refurbishment works were completed on 6 houses at Pleasantville 200; and
- Contracts were awarded to small contractors to perform remedial works to apartment complexes in Port-of-Spain and surrounding areas.

Recovery of Vacant Lots

During 2002/2003 the NHA commenced a programme aimed at recovering and re-assigning vacant lots in its existing housing estates. Consequently, the Agency initiated the process of lot retrieval and reallocation at areas including Cedros; Dyette Estate; Cunupia; Edinburgh 500; Chaguanas; Debe; Harmony Hall; Gasparillo; Boys Lane, D'Abadie and other areas across the country.

Institutional Strengthening

In 2001/2002, the Legal Section of the NHA was upgraded to accelerate the delivery of land titles to beneficiaries. At that time, 250 Deeds of Lease were prepared and were awaiting Execution by the Board of the NHA and approximately 107 Deeds of Lease were registered.

In 2002/2003, the Housing Sector's Information Technology Infrastructure was upgraded to provide the Ministry of Housing, its Agencies and Stakeholders with Integrated Systems needed to efficiently and effectively fulfil the Government's objectives for the housing sector.

These systems included:

- Development of the Home Application and Fulfillment System (HAFS);
- Installation of a new Telephone System that allows

- access to the Ministry and its Agencies via 623-HOME; and
- Launch of the Ministry's Website which allows persons to apply online and view the status of their application.

During the period 2004-2005 the Information Technology Unit implemented YARDI – a rental application implemented at HDC to accept rental payments on properties owned by the HDC. Work also commenced on the Land Bank GIS and Database Application which will provide for a range of Strategic, Management and Operational Functions.

Restructuring of National Housing Authority (NHA)

To increase the efficiency and effectiveness of the NHA, the Government undertook an organisational assessment of the Authority in 2002/2003. The outcome of this exercise facilitated the establishment of new organizational units to facilitate the realization of Government's objectives for the Housing Sector.

During 2004/2005, the NHA underwent further structural changes. In order to better streamline its operations and to increase the effective implementation of Government's Housing Policy, the Housing Development Corporation (HDC) was established to replace the NHA.

Land Settlement Agency

In fiscal 2002/2003, the Land Settlement Agency (LSA) commenced infrastructure works at various sites to yield 837 serviced lots. These included the construction of roadways, drainage systems, water reticulation and sewage lines, on 5 squatter sites located at Southern Gardens; La Paille, Caroni; Rice Mill, Arouca; La Platta, Valencia; and Harmony Hall, Gasparillo. These projects generated employment for approximately 206 persons. During the 2002/2003 period the LSA's operations were reviewed and the organisation subsequently restructured to focus exclusively on squatter regularization and squatter containment.

In 2003/2004, under the First Cycle of the Squatter Regularisation Programme, which targeted the regularization of approximately 5,400 squatter families, the LSA completed physical infrastructure works on 5 regularised squatter sites, yielding 859 lots, at Harmony Hall, Gasparillo, Southern Gardens, Pt. Fortin, La Paille, Caroni, La Platta, Valencia and Rice Mill Road, Arouca. During 2004, 190 house units were also constructed for the relocation of squatter families at Thompson Gardens and KP lands in Valencia. Planning, design and infrastructure works were also undertaken on 12 other sites.

In fiscal 2004/2005, the LSA under its Squatter Upgrade Programme, commenced work on the Second Cycle sites, yielding 5,328 lots at Picton Road Extension, Sangre Grande, Jacob Hill, Wallerfield, Samaroo Village, Arima, Ackbarali Trace, Arima, John Boodhoo Trace, Brazil Village, Pine Settlement, Sangre Grande, Race Course, Arima, Bon Air North, Arouca, Milton Village, Couva, Squatterville, Macaulay, River Estate, Diego Martin and Port of Spain Sites.

In keeping with its mandate, during 2004-2005 the Containment Division of the LSA also demolished 117 illegal structures.

Sugar Industry Labour Welfare Committee

During 2001/2002, the Sugar Industry Labour Welfare Committee (SILWC) performed its mandate, mainly in the areas of land development, maintenance of its housing settlements and the provision of housing loans to its client group.

Housing Loan Programme

Over the period October 2001 - September 2005, the SILWC facilitated the construction of 237 houses and the repair of 66 houses under its Housing Loan Programme.

Land Development

In 2002 the SILWC completed physical infrastructure works on its Brothers Garth Housing Development, Princes Town (140 lots) and on its Bien Venue Housing Development (Extension), La Romain (21 lots). Fifty (50) lots were allocated to sugar workers/cane farmers, prior to the closure of Caroni (1975) Limited.

In 2003/2004, the SILWC commenced preliminary land development work at Orange Field Road Housing Development (Phase II), Carapichaima; Woodland Housing Development; Picton Housing Development (Phase II), Diamond, via San Fernando; and Hermitage Housing Development (Phase II). Outline permission was also obtained to develop these sites for residential purposes. The SILWC subsequently handed over the four sites to the Estate Management Business Development Company (EMBDC) in 2005 for distribution to Caroni (1975) Limited VSEP-availed workers.

Regularisation of Squatters on SILWC Sites

During fiscal 2001/2002, initiatives were pursued to regularize the tenancy of residents at Frederick Settlement, Caroni and Kumar Village, Williamsville, as well as, the security of tenure of squatters on its housing settlements. During 2002/2003, the SILWC also awarded contracts to Consultants for layout design at a number of sites, two (2) of which were expected to yield approximately 60 lots to regularize squatters at Golconda and Tarouba.

Home Improvement Grants for the Disadvantaged

During 2003/2004 under its Home Improvement Grants Programme, Government issued 1,006 grants in the sum of \$10,000 per beneficiary to old age pensioners and the less fortunate in society to assist them in effecting home repairs. Approximately 577 grants were issued during 2004/2005.

Employment Generation

A total of 10,511 new jobs were generated under the various programmes of the NHA during the period October 2003 to September 2004 and during 2004/2005 approximately 25,000 jobs were created through the Joint Venture and Infill Programmes.

Government has encouraged and supported on-the-job training by contractors, and the Helping You Prepare for Employment (HYPE) training programme has been used to supplement construction skills in the Housing Programmes at Carlsen Field, Tarouba, Chaguanas, Corinth and Ramgoolie. Approximately 300 HYPE graduates were employed in the housing construction programme during 2003/2004.

Community Development

Commercial complexes were constructed at Maloney and La Horquetta, at a cost of \$10.2 million, and at Pleasantville, to house a mix of commercial activities and further encourage the entrepreneurial spirit among residents.

During 2004/2005, construction commenced on additional Complexes at Bon Air, Couva and Edinburgh 500. Four (4) additional Complexes are proposed for construction in 2007 at Rushworth Street; Buen Intento; Strikers Village, Point Fortin and Sangre Grande.

HEALTH

Health Promotion and Primary Health Care

Chronic Disease Assistance Programme (CDAP)

The Chronic Disease Assistance Programme was first introduced in 2003 and has since been expanded to provide universal coverage to persons suffering from the following eleven (11) diseases and who are in need of drugs:

- Diabetes;
- Hypertension;
- Cardiac disease;
- Depression;
- Arthritis;
- Parkinson Disease;
- Glaucoma;
- Asthma;
- Enlarged Prostate;
- Acid Reflux; and
- Epilepsy.

The driving principle behind the CDAP programme is to reduce the burden on dispensaries and patient waiting time at the public health institutions by providing additional dispensing facilities across the country. In other words the programme is actively bringing health care services closer to the population.

Another aim of the programme is to reduce the cost of health care for those who are eligible but unable to pay privately.

- As at July 2006, 230,000 persons or 20% of the population of Trinidad and Tobago benefited from CDAP; and
- A total of 240 pharmacies participated in the programme.

School Health

The School Health Programme was introduced in October 2005. This initiative targets the young, those at the foundational

stages of their learning development. The programme effectively addresses major health issues that can impede the ability of the nation's children to learn and to develop to their full potential, and ultimately contribute to the continued development of their nation.

Phase I of the Project focused on the re-introduction of screening services for early detection of hearing and visual impairment among actively enrolled students in government and assisted primary schools in Trinidad and Tobago. The population targeted for screening was 38,055 students nationally. As of March 2006, 19,462 students or 51 percent of the target population were screened. It is expected that 100 percent of the target population would be screened within the coming fiscal year.

Tobacco

There is clear evidence in many countries of the world that tobacco is a major risk factor for leading causes of illness and death, such as heart disease, lung disease and cancer. There is also evidence that in developing countries tobacco successfully competes with food and educational needs for the earnings of many poor families.

To address this health and development challenge and in an effort to promote healthy lifestyles among the population, Trinidad and Tobago, in 2004, became the first country in the region to ratify the Framework Convention for Tobacco Control. To give effect to this treaty, Cabinet has instructed the office of the Attorney General to commence drafting the relevant legislation. The Ministry of Health views the introduction of such legislation as critical to the health and well-being of the population at large and to its health promotion initiatives.

Other steps to protect non-smokers in public offices have already been implemented through the no smoking policy in public buildings.

Prevention and Control of Communicable Diseases

HIV/AIDS

Government launched a five-year national strategic plan for the prevention and control of HIV/AIDS in September 2004.

Current national strategies to address the disease, particularly expanding access to anti-retroviral and anti-fungal drugs for persons living with HIV/AIDS are proving successful, as evidenced by a 50 percent reduction in AIDS deaths over the 2002 - 2005 period.

Laboratory testing, as well as a programme for voluntary counselling and testing for HIV are being expanded.

National Voluntary Counselling and Testing Policy, Plan and Guidelines are currently being developed. Some of the objectives identified in the Plan include: the promotion of safe and healthy sexual behaviour and healthy sexual attitudes among the general population, particularly among vulnerable/high risk populations; and the reduction in the rate of mother to child transmission.

Tissue Transplants

Regulations to effect the Tissue Transplant Act, which legalizes harvesting, storage and transplanting of tissue from cadavers and live donors have been completed.

A Tissue Transplant Unit is now in operation and tissue transplants, using live donors, have commenced.

Improvements in Health Care Service Delivery

Infrastructure Upgrade

The upgrade of the Guayaguayare Outreach Centre was completed this year.

The country's 5 main hospitals have received state of the art diagnostic imaging equipment, such as mammography and Magnetic Resonance Imaging (MRI) machines. Tenders for additional machines are also in various stages of processing.

Surgical Waiting Lists

Significant inroads have been made in the reduction of waiting lists for cataract, orthopaedic and certain gynaecological surgeries. The waiting list for hernias has been eliminated and is now down to same day surgery.

Health Financing

The establishment of viable strategies for the financing of health care is a major component of the Health Sector Reform Programme. A National Health Insurance Unit has been set up within the Ministry of Health to provide technical support in the introduction and implementation of the new National Health Insurance System.

Other Successes in Health Care

In its commitment to improving health care for its citizens, Government has:

- Introduced the North Central Regional Health Authority (NCRHA) to govern the Eric Williams Medical Sciences Complex, the Caura Chest Hospital and 19 Health Centres;
- Opened New Health Centres at Brasso Seco, Maloney, and Blue Basin;
- Commissioned additional operating theatres at major health institutions;
- Purchased 136 additional beds at the San Fernando Hospital with the opening of the new wing and Urology Ward;
- Provided 68 additional beds at the Eric Williams Medical Sciences Complex with the expansion and refurbishment of its Adult Medical and Surgical Wards and the Chaconia Suite;
- Facilitated 100 cataract surgeries in fiscal 2004 and over 4,000 surgeries in fiscal 2005 under the joint initiative between Government and the Ophthalmology Society of Trinidad and Tobago;
- Facilitated 30,000 surgical procedures, significantly reducing the waiting list at our public health institutions;
- Facilitated over 11,000 CT Scans at the nation's health institutions;

- Provided free mammograms at all major health institutions;
- Launched the School Hearing Programme and commenced screening of some 40,000 primary school children for hearing impairments;
- Trained over 1,000 nurses and assistants;
- Trained over 1,000 Patient Care Assistants; and
- Introduced Customer Relations Officers at major Health Institutions.

SPORT AND YOUTH AFFAIRS

National Sport Policy

The First National Sport Policy of Trinidad and Tobago is presently being implemented to guide the development and direction of physical education and sport in Trinidad and Tobago.

National Youth Policy

The First National Youth Policy of Trinidad and Tobago and its accompanying Strategic Implementation Plan charts the course for development of youths aged 12 - 29.

New Sports Company

Government established the Sports Company of Trinidad and Tobago in September 2004 with a mandate to:

- develop ten (10) major sports through their National Sporting Organisations;
- construct, manage and maintain sporting facilities; and
- initiate suitable programmes for total participation and high performance sport.

The new Company has brought additional resources to fast track the development and implementation of community sport programmes.

Training of Sport Administrators

Under a bi-lateral agreement between the Republic of Cuba and the Republic of Trinidad and Tobago, five (5) nationals/scholars graduated from the Escuela de Deportes in Cuba

having attained their Bachelor's Degree in Physical Recreation and Sport. Seven (7) additional T&T scholars are at varying stages of completing their degree programme under this agreement and upon graduation are expected to improve the level of Sport Administration locally.

Financial Assistance to Olympic Athletes

Thirteen (13) High Performance Athletes received over \$2 million to facilitate their preparation and training for the 2004 Olympic Games in Athens. Over \$1.5 million in financial assistance was provided in the 2005-2008 quadrennial to six (6) high performance athletes to assist in their preparation, training and other requirements for the 2008 Olympic Games.

Combating the Use of Illegal Drugs In Sport

In March 2004 Trinidad and Tobago became the 100th signatory to the Copenhagen Declaration on Anti-Doping in Sport. This requires Government to support the World Anti-Doping Code adopted by the World Anti-Doping Agency in the promotion of a drug free sporting environment. Legislation to this effect is in train.

Grants to Sport and Youth Organizations

Government has provided over \$14.2 million in annual grants to over 50 National Sport and Youth Organizations to advance the development of Sport in general, elite athletes in particular and youth-led and youth serving institutions.

Financial Support for the Hosting of ICC Cricket World Cup 2007

Government has committed \$90.2 million for the hosting of the matches and events over a three-year period directed at facilitating Trinidad and Tobago's hosting of the ICC Cricket World Cup in March 2007. This includes refurbishment works to the Queen's Park Oval.

New Database of Youth Organizations

A database of 800 youth organizations which collectively comprise 30,000 young people was created in 2005. This database is being used to identify and co-ordinate existing programmes for youth development.

New Multi-purpose Sporting Facility

Government has approved the construction of a world class Multi-purpose Sporting Facility at Tarouba, to be named the Trinidad and Tobago Multi-Purpose Caribbean Sporting Complex. Construction has commenced on the Sporting Complex which is expected to cost approximate \$500 million, and which will include sporting facilities for Cricket, Swimming, Basketball, Netball, Volleyball, Tennis and Hockey. The Cricket facility to be named after Mr. Brian Lara will be used for warm-up matches for the ICC Cricket World Cup in 2007.

Other New Sporting Facilities

New sporting facilities have been constructed at Pleasantville, Sangre Grande, and Mayaro for the playing of indoor court games, cricket and volleyball to meet the community needs in those areas.

National Youth Council

Since 2004 Government has been holding public consultations with the aim of building consensus among young people on the role, function and structure of the proposed National Youth Council of Trinidad and Tobago which is to serve as an umbrella group to unify the activities of youth organisations.

Youth Education on HIV/AIDS

Over 50 Youth Health Caravans were conducted in communities throughout Trinidad including Moruga, Valencia, Charlieville, Mt. D'or, Pt. Fortin, La Romaine, Sangre Grande, Tacarigua, Williamsville, Cushe, Felicity, Brothers Road, Woodland, Aranguez, Manzanilla, Pleasantville, Libertville and Edinburgh and other areas to bring the message of education on HIV/AIDS to young people.

Government has also facilitated the project preparation and appraisal of youth development activities initiated by members of the Trinidad and Tobago Youth Councils, such as the conduct of an HIV/AIDS workshop to develop a better response to HIV/AIDS in Trinidad and Tobago and the Caribbean.

Maintenance and Improvement of Sporting Infrastructure

Continuous improvement works have been undertaken on facilities at the Hasely Crawford Stadium, including installation of a warm-up track, replacement of stadium seats, construction of a ready room for athletes using the facility, replacement of the Mondo Track, and facilities for field events.

Refurbishment and maintenance works to the value of over \$22 million annually has also been undertaken on 8 Youth and 19 Sport facilities to keep them fully functional for programme delivery.

New Ministry Sub-offices

The Ministry of Sport and Youth Affairs has established sub-offices at Chaguanas and Rio Claro to expand youth and sport services to those communities and their environs.

Ministry Outreach

Over 1,200 young persons participate in the Ministry's Youth Training programmes per cycle while an estimated 1.3 million patrons utilize its 19 Sport Facilities each year.

Regional Youth Networking

In 2004, Trinidad and Tobago hosted a Commonwealth Youth Programme Biennial Youth Exchange with 112 participants from 17 Caribbean countries to provide a forum for the empowerment of youth in the Caribbean, encourage Caribbean Integration and assist in strengthening networks among youth in Commonwealth Caribbean countries.

COMMUNITY DEVELOPMENT, CULTURE AND GENDER AFFAIRS

The Ministry of Community Development, Culture and Gender Affairs facilitates the empowerment of communities and the enrichment of the lives of the citizens of Trinidad and Tobago. In 2004, the Ministry was re-configured to include the Culture Division and it is in this regard that Government's policy imperatives relating to the Vision 2020 projections and the focus on the family and family life have been incorporated into the Ministry's programmes.

Community Development Division

The Community Development Division provides outreach services to communities throughout the country. This includes the registration, strengthening and facilitating the formation of community groups. The achievements of the Division are therefore the result of efforts to promote people centred development through the processes of education empowerment, integration and community mobilization.

The Community Education Programme has a total of 104 basic courses targeting the unemployed, the under-employed, the vulnerable, the less fortunate and those "at risk" in society. Over 54,000 persons have graduated from this programme to date.

The Government is also committed to Community Sensitization and Awareness Programmes and Group Leadership Development/Management Programmes. Over the period 2002-2005, over 21,500 persons benefitted from the seventy-nine (79) programmes conducted by the Ministry.

In 2004, two Regional Complexes were constructed in Mon Repos and Point Cumana, as well as a Community Centre in New Village, Point Fortin, which aim to benefit approximately 12,000 residents in those communities. Construction on four (4) Community Centres have commenced in 2006. During the period 2002-2005, eighteen (18) Community Centres

were refurbished at Sobo, Vance River, Dally Village, Bournes Road, Petite Valley, Piparo, La Fortune, Boos, Embacadere, Bon Aire West, Wharf Trace, Cane Farm Kandahar, Mayo, Upper Seventh Mallick, Oplay Esperanza, Arima and Carapo.

Gender Affairs Division (GAD)

The Gender Affairs Division of the Ministry of Community Development, Culture and Gender Affairs is the national focal point for gender and development. The Division works collaboratively with State Agencies, academia and civil society to promote an active and visible policy of mainstreaming a gender perspective in all policies, programmes, and projects.

National Gender and Development Policy

In 2002 Trinidad and Tobago launched the development of a National Gender and Development Policy. In-depth research and thematic studies were conducted to identify gender gaps and concrete strategies by which these gaps could be addressed. Work is ongoing to ensure its alignment to other National Government Policy Frameworks, such as Vision 2020. This document, which is in the final stages of completion, will guide an effective approach by state and private institutions to promoting gender equality in Trinidad and Tobago.

Public Sensitization and Education on Gender and Development

In order to promote gender equality, the Division of Gender Affairs exposes various publics to gender training and sensitization. These initiatives target the general public through various approaches. Gender Training Workshops are offered consistently to agencies such as schools, the armed forces, Government Ministries, Non Governmental Organisations and Community Based Organizations. Over the period 2002-2005, three hundred (300) policemen, prison officers and army personnel, eleven hundred (1100) students from thirty-six (36) schools and approximately twenty-four hundred (2400) persons from sixty (60) NGO's/CBO's benefitted from this training.

In 2005, Permanent Secretaries appointed Gender Focal Points within their Ministries, as these individuals can be trained to promote gender equality within the work of their

various individual Departments. Ministries which participated in this initiative include Health, Education, Trade and Industry, Social Development, Public Administration and Information, Legal Affairs, Finance, Office of the Prime Minister (Social Services Delivery) and Housing.

In 2005 the Division developed the concept for a six-part television panel series entitled "Gender on Your Agenda". Taping of the programme commenced in 2006. The Programme focuses on the areas of Popular Culture, Masculinity and Manhood, Leadership and Decision-making, Labour and Workplace Issues, Gender and Education, Gender Health and Wellness.

Gender Equity Institute

The Gender Equity Institute was established and restructured within the period with responsibility for the implementation of programmes and projects to advance gender equality. This Institute facilitates a myriad of gender related training and institutional strengthening programmes to various NGO's, community interest groups, and members of the general public. Some of these have included courses in Parenting, Leadership, Team Building, Training for Community Lay Counsellors, Business Development Programmes, Food and Nutrition and the Non-Traditional Training Programme for men. The Programmes have benefitted over 900 participants.

Domestic Violence

The National Domestic Violence Unit features a 24 hour, seven days per week Hotline. The Unit was restructured in 2004 with additional human and physical resources to facilitate the demand for the service. This Hotline received approximately twelve thousand (12,000) calls within the period under review. The Hotline provides information, active listening support, and referrals to rapid intervention by the Police, to Shelters and Counselling Services. Community Drop-in Centres and Resource Facilities are also available within communities to assist in the prevention and treatment of Domestic Violence. The unit provides information, referrals, training and support to reduce and respond to the incidence of domestic violence in Trinidad and Tobago.

Skills Training Programmes

The Women in Harmony Programme commenced in 2002. It was designed to address the problem of unemployment among women between the ages of twenty-six (26) and forty-five (45) who are single heads of household with low/no skills, and low/no income. The Programme consists of an intensive eight week full time training course in two modules; Elderly Care and Agriculture and Life Skills; and is conducted in regions across Trinidad. Since its inception over two thousand seven hundred (2,700) women have been empowered and became employable.

The Defining Masculine Excellence Programme

The Defining Masculine Excellence Programme is an ongoing series of "Train the Trainers" Workshops, targeting men from various state and private agencies with the knowledge and skills to improve their social relationships, and to provide training, community support and outreach to other men and boys in vulnerable circumstances. Since its inception in 2003, over eight cycles of the Programme have been conducted, targeting over three hundred and twenty (320) men, several of whom are now in partnership with the Gender Affairs Division to reach other men and boys with personal development skills.

Outreach and Capacity Building of NGO's and CBO's

An important aspect of the work of the Gender Affairs Division relates to the development and capacity building of gender related NGO's and CBO's. The Division gives support to the work of such agencies by providing training, and technical and financial assistance. During the period over one hundred (100) NGO's received support to implement approved programmes and projects, conduct training and assistance to acquire property and participate in local, regional and international gender forums.

Non-Traditional Skills Training Programme for Women

This programme is aimed at assisting unemployed women, to benefit from the rapidly growing opportunities in the construction and wood making industries. To date, over 2,000 women have been exposed to training in several technical areas at institutions throughout Trinidad and Tobago.

Culture Division

Government has recognized the need to reinforce policy and practice to safeguard and preserve Trinidad and Tobago's cultural heritage. The Division of Culture has therefore been charged with the responsibility of facilitating, promoting and preserving our cultural heritage and it was therefore critical to conduct and develop programmes that would ensure the fulfilment of this mandate.

Community Cultural Training Programmes/

Open School for the Arts

A community based project open to all persons in Trinidad and Tobago, with an emphasis on the youth, aimed at fostering human development through training in the Arts was introduced. Training was provided in all communities throughout Trinidad and Tobago in Drama, Dance, Technical theatre, Stage management, Lighting, Song Writing, Event Management, Indian Heritage and Traditions and Pan Tuning.

Financial Assistance

Grants were distributed to over five hundred (500) organizations and individuals to assist with the presentation of training, sponsorship or community projects and cultural programmes.

Queen's Hall

Extensive renovation work transformed Queen's Hall into an eight-hundred seat theatre space with the technical capacity to host any theatre production.

National Cultural Policy

The Division is presently working on establishing a draft National Cultural Policy document. It is in the midst of redefining its mission in keeping with the Government's goal of transforming its society by its vision to the year 2020.

Statutory Authorities and Other Bodies

National Commission for Self Help

For the period 2002-2005, the Commission has successfully undertaken approximately 1,900 projects with over 222,000 beneficiaries. The main types of activities include MRRG

followed by road works. Further, there was an increase of 300% in projects (1,177) in 2004 – 2005, when compared with projects (327) in the previous year (2003 – 2004). However, there were more beneficiaries from projects (72,367) in 2003 – 2004 than any other year.

Financial Assistance to Students

The Government provides grants for students who experience difficulties benefitting from existing funding facilities but whose programme of studies could contribute to national development.

Community Action and Revival Programme (CARE)

The Community Action and Revival Programme is designed to simplify the process for providing financial assistance for projects which are developmental in nature and which contribute to the sustenance of group life and individual goal attainment. For the period 2003-2005, the Government spent over \$13 million on several CARE projects.

Export Centre Company Limited (ECCL)

The Export Centre Company Ltd seeks to move clients from dependency to self sufficiency, that is, from receiving a stipend to earning a sustainable income, revitalize the growth of the local craft industry and to contribute towards community development, poverty alleviation and crime reduction. The core activity is the provision of basic training in nine (9) craft disciplines at fourteen (14) centres, located throughout Trinidad. For the period 2004-2005, 229 persons were trained.

Planning and Implementation Unit

Retirees Adolescent Partnership Programme

This is a Community-Oriented Programme utilizing the skills of retired professionals in the process of nation building while providing youths of junior secondary school age with access to supplemental and remedial classes and guidance on character formation as their needs dictate. The Programme began on October 17th 2004 and has now touched the lives of 439 students in six (6) centres.

Community Safety And Enhancement Programme

This programme commenced in July, 2003, and aims to promote community safety and security through the medium of safety and enhancement groups. The major activities of the programme are crime prevention sensitization project and project aimed at the general enhancement of the community. To date, thirty-two (32) Safety and Enhancement groups have been formed and Safety and Enhancement desks have been established in Diego Martin, Laventille, Beetham Estate, Chaguanas and La Romain.

The Geriatric Adolescent Partnership Programme (GAPP)

The Geriatric Adolescent Partnership Programme, (GAPP), began in 1993. It was designed to sensitize young men and women between the ages of 17-25 to the aging process and prepare them through lectures/workshops and field visits (household and institutions) to develop practical skills in caring for the elderly, and life skills and the personal enhancement of the trainees. The programme expanded within the past five years from two centres in 2001 to twelve in 2004 – the highest number of centres during the period under review.

Prime Minister's Best Village Programme

The Prime Minister's Best Village Programme is a social interactive initiative, designed to promote, develop, enhance and preserve the nation's diverse and indigenous culture. It exposes the nation's cultural art forms on the national stage to allow the people of all communities to develop a greater awareness and appreciation for the customs rituals, folklore and oral traditions of their neighbours.

In the year 2002, the Best Village Programme was revived and resumed on a full-scale following a hiatus in 2001. For the first time a prize of \$200,000 (towards a project in the community supported by a proposal and budget) was awarded to the village community council that emerged as the overall winner.



**PILLAR 2:
DEVELOPING INNOVATIVE PEOPLE**



EDUCATION

From 2001/2002, the Government of Trinidad and Tobago signalled to the national population that education was to be accorded the highest national priority. This was in keeping with the Government's vision to take Trinidad and Tobago to developed country status by 2020 and to create a caring, innovative and creative people who have the highest standard of living.

Immediately therefore the Ministry of Education began to take steps to deepen and expand the reforms which had been started under the Education Policy Paper 1993-2003.

The Ministry of Education is pleased to report that the education system in Trinidad and Tobago has made a quantum leap in terms of overall improvements in the system as a whole and most importantly in ensuring an education of high quality for each and every child – ranging from the gifted to the most challenged. The performance of the Ministry of Education particularly the education system of Trinidad and Tobago has been outstanding in the previous years as indicated in the international report, Education for All Development Index (EDI). The performance rates in all the four indicators given are very high, the highest of which is the Adult Literacy rate which got a rating of 98.5% and the lowest was the Net Enrolment Ratio in primary education with 94.1%. No wonder then that the Education For All Global Monitoring Report 2005 rated Trinidad and Tobago among the highest countries in the world as far as the Education for All Development Index is concerned.

This is a valid source of national pride for Trinidad and Tobago to stand out among the top 27 countries of the world, among which are Norway, United Kingdom, Finland, Barbados and Canada from among 127 countries. What makes it more significant is the fact that most of these countries have been existing as independent countries for centuries while Trinidad and Tobago is just a young country – less than half a century as a fully independent nation. It can be said therefore, that

from the beginning, Trinidad and Tobago has been successfully performing its job in giving quality education to its people along the four indicators identified in the report.

Indeed the strengthening, deepening and expansion of the reform efforts sought to address not only policy of governance and management, but also to address access at all levels quality, equity and equality of opportunity. Thus the period under review shows strong and steady growth and improvement in the system.

Access

In general, the system now provides education to some 238,000 students in the public school system at the primary and secondary levels. Universal primary education (UPE) has been effectively maintained and indeed improved. While universal primary education was achieved in the early 1950s with a classroom accommodation factor of 8 square feet per student, today in 2006, universal primary education is achieved and maintained with an accommodation factor of some 16 square feet per student. This pedagogically appropriate spatial factor is supported by textbooks, as well as adequate library, science, visual and performing arts and appropriate administrative facilities. The net enrolment ratio at the primary level was estimated at 94.4% in 2002/2003.

Universal secondary education (USE) was achieved in 2000 but there were concerns with the matter of the suitability of the accommodation and quality of some of the private schools which were used for the placement of primary graduates. In 2005/2006 USE was achieved in more educationally sound/appropriate infrastructure and also with greater scrutiny in the selection of private institutions to partner with the government. The net enrolment ratio at the secondary level was estimated at 82.7%, while the transition rate from secondary to tertiary represents some 10%.

Specifically at the Early Childhood Care and Education (Pre-Primary), Primary and Secondary levels, the situation reflects one of continued enhancement and progress.

Pillar 2: Developing Innovative People

A major achievement has been opening up access at the pre-primary level for children ages 3-5. In Trinidad and Tobago, a total of 975 Early Childhood Care and Education (ECCE) Centres are now in existence. These centres have an enrolment of approximately 29,685 three to five year olds. In a shared arrangement between Government and Government-assisted schools, some 6,179 preschoolers are publicly provided with early childhood care and education. The majority of preschoolers (79%) are enrolled in private institutions. However, Government and Government-Assisted Centres are in the main of higher quality.

It is noteworthy that Government and Government-Assisted Centres account for 170 centres or 17% of the total number of centres now in existence. In 2000, there were only some 145 Government and Government-Assisted Centres. 20 ECCE centres are now under construction. Tender notices (invitations to bid) for the construction of 30 others have been made. By year's end, 51 centres will be under construction at varying levels of completion.

Cognizant that the majority of the preschoolers are now accommodated in private centres, and of the standards and policies on management and governance, the Ministry of Education aims through a process of licensing schools and teacher certification, to bring all ECCE Centres up to the required standard of quality. The goal is to have 600 centres of high quality by the year 2010, to cater for 30,000 three to four year olds. Through the Education Facilities Company, the Ministry of Education has begun to build these centres and some 30 are earmarked for completion by December 30, 2006. These new centres of high quality design with appropriate furniture and equipment are in keeping with the teaching, learning and developmental requirements for cognitive and social development of preschoolers. This is a marked improvement on the former state of affairs from 2001 when the centres which were built were little more than cow pens with poor workmanship and inferior materials. Some 30 of these centres are in total disrepair and it will now cost some \$45 million to bring them up to the new model standard of quality. The others are in need of some form or level of rehabilitation to bring them to the required

standards according to Government policy. But the Ministry of Education is moving swiftly along to success. In order to have an early childhood care and education sub-sector of high quality, the Ministry has developed a White Paper on Standards; a new curriculum and a policy on governance.

The Ministry of Education is in the process of developing a Training and Professional Development Policy and is conducting research studies on the transition from ECCE to primary to reduce any phenomenon of early school failure.

Primary

Enrolment ratios are high and in keeping with international standards - UPE having been attained and maintained with high quality. The goal now is to intensify strategies to improve student performance and student achievement. The Ministry has revived and restructured the Continuous Assessment Programme (CAP) at the primary level. All schools have this system. Administrative support – school clerical officers are in all schools. Some 19,000 children progress through the system to write the SEA on an annual basis and their performance is improving. The percentage scoring 30% and under have been less in 2005 than it was in 2002. Whereas in 2002, 16% of the SEA students scored less than 30% of the total marks, in 2005 only 8.4% of the students scored less than 30% of the total marks.

The focus is on a robust system of support for this level through:

- Teacher training and curriculum support
- Audiological testing and vision screening in a school health partnership with the Ministry of Health. Some 41,632 students have been screened.
- Psychosocial support
- Enhanced provision of textbooks
- Increased provision of school meals
- A Centre of Excellence for teacher and administrative professional development as well as learning materials

The impact of these measures is tremendous. The Ministry of Education has completely revised the National Test which had fallen into a meaningless activity prior to 2001. It now

holds its own as a quality standard of assessment of school performance at the Standard 1 and Standard 3 level. National Tests held in 2004, 2005 and 2006 tested an average of some 19,000 children on an annual basis in all 8 educational districts. These test results are being used to employ remediation measures to improve student/school performance across the board and such measures include:

- The strengthening of Science and Mathematics through improved teacher training and revised curricula
- The development of a National Reading Policy
- Review of student/teacher ratios, etc.
- Review of staffing of ancillary staff, the practice of semi-specialisation and the introduction of senior teachers

The Ministry of Education has also begun the process of international benchmarking through participation in the International Reading Literacy Study (PIRLS). This study is conducted by the International Association for the Evaluation of Educational Progress (IEA) and involves more than 50 countries. This study looks at reading literacy behaviour and attitudes of nine year old pupils. In March and May 2006 the study was administered to a sample of 4,252 pupils of 149 public and private primary schools in Trinidad and Tobago.

Secondary

At the secondary level, the Continuous Assessment Programme (CAP) has been restructured and enhanced considerably. The old system of 14+ has given way to a new National Certificate of Secondary Education (NCSE) which addresses the skills and competencies, as well as the social, emotional and spiritual development of school leavers. Some 15,300 students from 109 schools were enrolled to write the NCSE Level 1 in 2006. This new approach places greater emphasis on the continuous assessment of students' work and incorporates practical and oral components with the traditional modes of assessment. This new type of assessment responds to the modernized National Curriculum which is now in place, providing education in 8 core subject areas – English, Mathematics, Social Studies, Science, Spanish, Visual And Performing Arts, Physical Education and Technology Education. This curriculum has 6 essential learning outcomes, viz, Aesthetic Expression, Citizenship, Communication,

Personal Development, Problem Solving and Technological Competence.

The aim is to provide as wide a choice as possible for all children, and to develop the educational foundations with a skill and competency base on which they can build, at the tertiary level. In this vein, the Ministry of Education is providing:

- Specialist (magnet) schools/programmes that were recommended by principals in twelve specialist subject areas
- Physical Education up to Caribbean Secondary Examinations Certificate (CSEC)
- Trinidad and Tobago National Vocational Qualifications (TTNVQs) and Caribbean Vocational Qualifications (CVQs). This will enable some graduates to enter the labour market directly or to go on to tertiary level education.

Performance at Caribbean Secondary Examinations Certificate, Advanced Levels and the Caribbean Advanced Proficiency Examination (CAPE) has been excellent. At the secondary level, while in 2001, 6,514 students graduated with five or more passes at the Caribbean Secondary Examinations Certificate, in 2005 that figure increased to 7,617. This was an increase of 1,103 over the period or a 16.9% increase. At the post fifth form level, it is important to note that the CAPE was fully introduced in 2005. This therefore had a negative impact on the number of students writing the Advanced level examinations (since the majority of students opted for the CAPE). The tables below show the performance statistics for recent years for those students who wrote the Advanced level examinations:

Performance of Students Writing GCE Advanced Level Examinations, 2004-2006

Year	No. of Students Attempting Full Certificate	No. of Students Obtaining Full Certificate	Percentage of Students Obtaining Full Certificate
2004	4429	3060	69%
2005	4284	2890	67%
2006	1063	720	68%

**Performance of Students Writing CAPE,
2005-2006**

Year	No. of Students Attempting Full Range of Subjects	No. of Students Obtaining Grades 1-4	Percentage of Students Obtaining Grades 1-4
2005	4383	3903	89%
2006	7829	7148	91%

The 18 year-olds continue consistently to do the country proud by being included among the top ten places in the World Rank Order for performance in the A'levels. In the international arena, the Advanced level students performed exceptionally well in 2005, where despite the size of the population (1.3 million) the students managed to cop 47 out of a total of 250 recognized places worldwide at GCE A'Levels in a number of subjects.

So far, the students have performed creditably in the Caribbean Advanced Proficiency Examinations. More and more schools are adopting the Caribbean Advanced Proficiency Examinations syllabus and by 2008 the Ministry of Education hopes to have all secondary schools with sixth form classes doing Caribbean Advanced Proficiency Examinations. The preparation it allows for tertiary transition is fantastic – in terms of the student centeredness, project-based learning and research and communication skills. In the 2006 Caribbean Advanced Proficiency Examinations results, 5 students from Trinidad and Tobago won top prizes for excellence in performance. Actually, one of the students was the overall outstanding performer in the examinations.

The Ministry of Education continues to be concerned about the pace of the 6th form expansion. In keeping with the national goal of 50% tertiary participation, the Ministry of Education aims to increase the number of 6th form places from 9,000 to 25,000 in 2007-2010.

Continuous attention is given to the development and review of strategies to improve student performance at the secondary level. These strategies include:

- **Teacher training and professional development.** In addressing this matter, the Ministry of Education has so

far ensured training for teachers through the conducting of 2,368 professional development courses.

- **Leadership and management training for secondary school administrators.** In this area, all principals and some vice-principals were professionally developed in Leadership and management.
- **Appointment of Heads of Departments and Deans in all secondary schools.**
- **School discipline initiatives and the appointment of 278 school safety officers.** The Ministry of Education has established a special unit – the School Discipline Initiative - to deal with the matter of development of positive attitudes in schools by students. This unit works in collaboration with the Ministry of National Security and together they have developed a programme to address the problem of indiscipline among young students. This initiative has yielded some measure of success and will continue in the future. To date, 90 secondary schools throughout Trinidad and Tobago are benefiting from services provided by School Safety Officers. A vacation training programme was undertaken in July/August 2005 to provide officers with ongoing post deployment training in areas relevant to their functions, roles and responsibilities.

A number of initiatives were completed by the School Intervention Strategies Unit in order to address school indiscipline. Approximately 1,500 students were trained in Conflict Resolution, and 800 teachers in 12 secondary schools were trained in anger and stress management. Six homework centres were established and 110 students and 6 facilitators were trained in 2005. Based on the outcome of a consultancy to address violence and delinquency in secondary schools, follow-up research activities were conducted in 10 schools in 2004 and research works will commence in an additional 20 as part of Phase II of this project. These 20 secondary schools have already been surveyed and the reports on these schools are being prepared. The objective is to develop a blueprint for discipline in schools to inform changes in the culture of schools.

- **Peace Promotion Programme.** This was launched in March 2003 and is one of the main thrusts of the Ministry

of Education to reduce violence and indiscipline in schools. The long-term goal and mission of the Peace Promotion Programme is to create a Culture of Peace in the individual, the home, the school and the community. The main strategy is to cultivate Peace in the individual child – a Peace that entails self-discipline, self-esteem, respect, a non-violent approach to resolving disputes and a sense of democracy. By imparting these qualities, attitudes and techniques, the Ministry of Education will be building up in each child in a preventative and proactive way, the resilience and capacity to withstand temptations to violence and indiscipline and to adopting peaceful, democratic alternatives to resolving conflicts.

Teachers are the key agents and front-line “soldiers” as the Ministry of Education wages peace against violence and indiscipline. They have been and continue to be trained and assisted to be able to manage their classroom more effectively and deal with their own stress and anger, so as to build up confidence to reclaim their classrooms. The Ministry of Education must ensure that no classroom is ever without a teacher throughout the day. The implementation strategy involves the extensive use of NGOs with the appropriate experience and capability of “getting the message” across to children and young people. The Ministry of Education recognizes that the enormity and complexity of the problem of violence and indiscipline require co-operation and coordination with other Ministries especially National Security, Social Development, Community Development and Health and the private sector as a whole. The overall aim of the education that the Ministry is providing for the children of this nation is the holistic development of each and every child. No child should be left behind and the Ministry must attend to every aspect of the child’s total personality.

The Programme comprises many projects:

i. Project Peace, which is the main thrust of this Programme to address this disturbing trend of violence and indiscipline in schools. Project Peace has evolved into a full-scale programme, with a clear mission, Management Committee,

defined structure and a coordinated set of activities and areas of responsibility for personnel.

ii. Joint Action Plan is directed towards Parenting, Homework Centres and Classroom Management in primary schools. This Joint Action Plan is executed in collaboration with the Ministry of National Security and is a project co-funded by the J.B. Fernandes Memorial Trust Fund.

iii. Training in Mediation, Peer Counselling and Conflict Resolution. The basic concepts of mediation have been introduced by contracted NGOs with long experience and high expertise into 50 schools and the process is continuing until all the secondary schools are covered. Reports from principals, teachers, parents and students testify to the success of this project in reducing the fighting and aggressive behaviour which are among the most prevalent types of misbehaviour and indiscipline in schools.

iv. Mediation Project. This provides teachers with training in Conflict Resolution for equipping them to promote the appropriate skills and attitudes among their students and for their own utilisation of these skills in their day to day activities, especially with their own peers. All this has been contributing to the creation of a Culture of Peace and reduction in violence and indiscipline in the classroom.

v. Together We Light The Way. This Project promotes the development of respect and other positive values, self-esteem and peaceful peer relationships in students. This behaviour modification activity has been introduced throughout the secondary school system.

vi. Homework Centres. A Project which is co-funded by the J.B. Fernandes Memorial Trust. The inability of students to cope with school assignments is a major cause of disruption and indiscipline in schools. These Homework Centres cater particularly to students in Junior Secondary schools on double shift in order to provide meaningful supportive education and all round development during the time of day when they are not in school.

Pillar 2: Developing Innovative People

vii. Skill-Based or Alternative Education Project. This Project constitutes a special extension of the ongoing curriculum reconstruction and modernisation effort of the Ministry. The Project is designed particularly to meet the needs, special interests and learning styles of those low-achiever students who are being transferred from primary to secondary schools.

viii. Driver Responsibility Education Project. This Project is co-funded by Toyota Trinidad Limited, with workshops conducted by the Drewsyl Driving Academy, in an effort to stem the tide of violence and slaughter on the roads due to irresponsible driving. This Project provides training for the secondary school students as tomorrow's drivers, to cultivate in them a sense of responsibility in the use of the roads.

ix. Out of School Suspension. This Project is being conducted at three (3) centres in the school system in which students on suspension are given special education and training to facilitate their return to the classrooms.

x. Pre-Carnival Preparation Programme. NGOs and other well-known local artistes have been conducting interactive and dramatic workshops to guide students in avoiding the pitfalls associated with Carnival such as alcohol and other drug abuse, sexual promiscuity, fighting and aggressive behaviour. This project has had some of the most tangible indicators of behaviour and positive attitude modification among students.

xi. The Ministry of Education continues its focus on the holistic development of all students, developing and promoting a Drug Prevention and No-Smoking Policy, as well as commencing awareness activities with various stakeholders.

The Ministry firmly believes that it must stay the course towards the ultimate creation of a Culture of Peace in the individual, the school, the family and society at large.

• **Provision of textbooks to all students.** So far all students are now benefiting from the provision of textbooks. These

are provided under two programmes viz; the Textbook Rental Programme and the Book Grant Programme.

Special Initiatives

• **School meals.** One of the recognised enabling factors of student learning is nutrition. Thus the government has over the years deepened its efforts in the provision of school meals. These efforts have resulted in an increase in the provision of breakfast and lunch to students. On the whole, provision in 2003 was 125,934 daily meals, broken down into 32,928 breakfast meals and 93,006 lunch meals. By 2005 the total number of daily meals served was 145,000, broken down into 45,000 daily breakfasts and 100,000 daily lunches. This figure represents an increase of 19,066 daily meals over the period or an increase of 15.1% daily meals.

It is important to note that the Ministry, recognising the importance of breakfast in particular, in contributing to the improvement of the nutritional well being of the student and its role in enhancing student learning, focused on increasing the number of breakfasts. To this end, breakfast provision increased by some 36% over the period. The total expenditure for the provision of school meals over the fiscal years 2003/2004 and 2004/2005 was \$266,488,182.94. The projected expenditure for fiscal 2007 was \$211,718,000, to cater for an increasing target group to include 8,000 daily lunches for early childhood care and education students, 100,000 daily lunches for primary and secondary students and 45,000 breakfasts for students at all levels.

• **Transportation.** The provision of school transport seeks to address the matter of student fatigue on arriving at school. Indeed, student punctuality and physical readiness are other enabling factors to student learning. Government therefore continues to pay attention to the provision of school transport to students. While in fiscal 2004, 36,500 students benefited from this activity, in fiscal 2005 the number of beneficiaries rose to 43,368. Thus an additional 6,866 students were able to benefit from the provision of school transport. Over the two year period, the total expenditure was \$63,082,626.

• **The Student Support Services Division** was established in October 2004 to address the barriers to learning, especially those which impact on the psychosocial development of school children. This is being done through the implementation of a comprehensive system of support services on a phased basis over a 10 year period from 2003-2005, 2005-2008 and 2008-2013, starting at the primary school level. The year 2005-2006 saw the continued implementation of services at the primary, secondary and special schools. Psychosocial support is provided in the areas of guidance; counselling; process referrals; diagnostic testing; special and inclusive education; parent education; drug abuse; and HIV/AIDS awareness (in collaboration with the National Drug Abuse Programme [NADAP]).

At 58 out of 70 primary schools, comprehensive services of guidance and counselling, special education and social work were provided using a team approach. 2,189 students received intervention services, of which 52 were evaluated by the school psychologist and 27 are currently on Individual Education Programmes. 1,358 students were seen by school social workers. Of these cases, 30 presented problems of sexual abuse, 78 suffered physical abuse and maltreatment, 80 had problems of trauma and grief/loss and 112 had peer conduct problems. School social workers commenced intervention services by making 400 home visits and have assisted in the removal of 24 students to places of safety. In conjunction with the Ministry of Health, 90% of all infant students in primary schools were screened for auditory problems. Guidance and counselling services are delivered at approximately 55 out of 130 secondary schools. 70 received indirect services of consultation, information sessions and counselling on a referral basis.

• **Physical Infrastructure.** The Ministry of Education is moving apace to create the physical infrastructure to support the implementation of the national curriculum and to create spaces that are conducive for teaching and learning. Data on the school construction and upgrade programme reveal the projected cost over the period 2007 – 2010 is some \$1 billion. This project will embrace the reconstruction and/or upgrade of all secondary schools to facilitate the teaching and

learning activities of the modernised curriculum. The Ministry of Education has demonstrated and indeed continues to demonstrate its commitment to safe, sound and appropriate physical infrastructure. In this context, it is noteworthy that over the period 2002-2006, the Ministry has conducted a programme of school rehabilitation and upgrade works on some 889 projects and installed furniture and equipment in some 279 schools. Thus over the period 2002-2005, capital expenditure amounted to \$1,362,132,494. For this year, works were programmed for 229 schools including:

- 39 Government primary schools
- 55 Government-assisted primary schools
- 90 Government secondary schools
- 40 Government-assisted secondary schools

The estimated cost of these works including furniture and equipment is some \$103 million. Over the 2001-2005 period, some 35 ECCE centres were refurbished and upgraded; some 21 primary schools were rebuilt and some 12 secondary schools saw the completion of construction and refurbishment works. Thus over the period 2002-2005, a total of 14,650 students and approximately 723 teachers benefited from improved facilities.

• **Special Schools.** In 2005/2006, 9 Public Special Schools were physically upgraded and are about 90% complete. A provider has been contracted to provide 197 computers for the special schools. By May 2007, all public special schools will have computer labs with the appropriate software. Cabinet agreed to the payment of school fees of students of registered private special schools, the partial funding of the upkeep of school premises as well as the full cost of utility bills at a cost of \$15 million annually. To date, 6 private special schools have signed Memoranda of Understanding with the Ministry. Payment was scheduled for the end of September. It is hoped that an additional 10 private special schools will be registered by December 2006 and would be recipients of the funding for 2006/2007.

• **Deshifting.** The Ministry of Education has accorded highest priority to the deshifting of Junior Secondary schools. Already 4 schools have been deshifted, providing some 4,000 more

children with full whole day schooling. Some 12 additional schools will be deshifted and this will be completed by 2008/2009 when 12,000 additional children will benefit from all-day schooling. The projected capital cost for school construction and rehabilitation works in this regard is estimated at \$1.8 billion.

• **Equitable Investment.** The Ministry of Education has invested considerable effort in revising its policies and procedures to ensure that there is equity in the resources devoted to educational achievement across the system. In particular the Ministry of Education has targeted considerable investments in:

- Textbooks to all public and private students via the Book Grant, established in 2002 which enabled students to purchase essential textbooks; and the Textbook Rental Programme, which was established in the system at the secondary level in 2003/2004. Over the period 2002-2006, 925,000 students benefited from these programmes at a total cost of \$704,662,248.
 - A brand new system of teacher training including:
 - i. The University of Trinidad and Tobago, which will provide a 4 year pre-service professional degree and facilitate the provision of a qualified teacher for every classroom; and
 - ii. The Teacher Professional Development Unit, which provides continuous in-service teacher training to all teachers
 - Special needs students - financial assistance to schools and students as well as physical upgrade of special schools
 - The Centre of Excellence in Teacher Training will be established in rural areas and an incentive allowance of 6% of salary will be offered to teachers to work in rural areas. This is a special project designed to enhance the literacy skills of students.
 - Equitable distribution of furniture and equipment – This is expected to cost some \$150,000,000.
 - Laboratory resources for Caribbean Secondary Examinations Certificate (CSEC) and the Caribbean Advanced Proficiency Examinations (CAPE). For the CAPE, the Ministry has ensured equal provisioning for government and assisted schools. The estimated cost of this Project is \$50 million.
- The provision of Information and Communications Technology across the board. Some 3,500 new computers are required and all secondary schools will be provided with computers, multimedia and literacy-enhancement equipment, at an estimated cost of \$35,000,000.
 - Provision of security in all schools (primary and secondary). The cost over the period 2001-2004 was \$310 million. The estimated cost in 2005 was \$94 million.
 - Funding for all schools to enable Government and Assisted schools to perform excellently. Over the period 2002-2004, this cost to Government was some \$1,008,253,629.
 - HIV/AIDS Awareness/Education through the Student Support Services in collaboration with other agencies. In 2005/2006, the Ministry of Education aggressively pursued its HIV/AIDS awareness campaign, spending approximately \$1.5 million on the following activities:
 - Awareness/training workshop for all Heads of Units and Divisions.
 - Hosting Ministers of Education at the Caribbean HIV/AIDS Conference.
 - Revised and printed HFLE Curriculum.
 - Trained teachers to implement HFLE Curriculum.
 - Trained 80 Guidance Counsellors and School Social Workers in Life Skills Curriculum. Implementation has begun at 30 Secondary Schools.
 - Promoted awareness of HIV/AIDS prevention through the Secondary Schools Drama Association's playwriting and drama presentation to approximately 10,000 secondary school students.
 - Continued to implement awareness and education activities in 80 established Abstinence Clubs.
 - Student remediation. The Ministry of Education now has a Literacy Remediation/Alternative Education Unit. This year, during the July/August period, the Unit conducted a programme entitled "Camp Rising" which addressed the literacy needs of students who scored less than 30% in the SEA examination.

The abiding philosophy is that every child can learn and the goal is to provide a quality educational opportunity for each child. To this end, the Ministry of Education is developing standards to underpin a quality system of education. So far the Ministry has produced 2 green papers on Quality and Standards for Operating Schools; one white paper on Early Childhood Care and Education; and most essentially, a corporate plan which addresses 3 main strategic goals:

- Improving the schools
- Changing the Ministry
- Involving the community in school development. This involves strong partnership between the Ministry of Education, school and community.

The guiding philosophy of this Corporate Plan derives its impetus from Government's Vision 2020 and in so doing anchors its orientation to development of caring, creative and innovative citizens. The vision of the Ministry of Education is Excellence in Education. The focus is on effective schools with an emphasis on excellent teachers and creativity in learning and sound and appropriate infrastructure. Moreover, it speaks to a system of sound governance and effective policy and policy implementation.

Essential support systems in the new dispensation of excellence are the establishment of

- A new Examinations & Assessment Authority. This independent body will assure universal assessment and certification of all students and continuous/lifelong learners. It will also ensure transparency and accountability within the framework of good governance;
- A new or restructured Rudranath Capildeo Learning Resource Centre, oriented to excellence in professional teacher and educational development and in the provision of learning materials to satisfy the requirements of all learners. This is expected to have a capital cost of some \$84 million.

The Ministry of Education is also expending considerable effort on strategies to improve overall efficiency and system performance. This has required the successful engagement in:

- Process review. In this area through a consultancy the Ministry of Education engaged in a process mapping exercise. As a result of this exercise, a number of unnecessary steps have been eliminated and the work process has now been better streamlined.
- System redesign. The Ministry of Education have redesigned the system and the organisation now reflects one supported by student support services; quality assurance; district services (sectoral management and administration); lifelong learning; and a National Open School of Trinidad and Tobago (NOSTT).
- Organisational restructuring. The organisation has been restructured so that the Ministry of Education can better address its core functions. This has been done through a Cabinet-approved structure for the reorganisation and decentralisation of the Ministry of Education.
- Decentralisation. The Ministry of Education has developed a decentralised system under the rubric of restructuring and decentralisation of the Ministry. The decentralisation reflects one of deconcentration of activities in which the Head Office will be responsible for policy formulation and corporate planning and the educational districts will be responsible for the implementation of policies.
- Capacity-building/institutional strengthening. In this area, the focus has been on training for all (technical and managerial staff). Over the period, some 277 technical and managerial staff have been appropriately trained.
- Legislative review. The Ministry of Education is currently reviewing the present legislation that governs the education system with a view to ensuring that there is appropriate legislation to govern the education system for the 21st Century.
- School-based Management. This involves the introduction of management at the school level by the school administration to address matters peculiar to the local demands and environment. It also involves school development planning, an upshot of which is the development of school business plans.
- Local School Boards, Parent-Teacher Associations and Student Councils. This involves the introduction

of local school boards to assist in school management and moreover the encouragement of the establishment of Parent-Teacher Associations in all schools so as to bridge the gap between the school and the home thereby strengthening their ties. In addition to this, the Ministry of Education has established student councils so as to encourage students to feel and be part of the school.

A Seamless Education System

The Ministry of Education recognises that it is important to have an education system that is seamless. Seamless in terms of articulation of curriculum, management, assessment, equivalencies in certification and programmatic works. Towards this end, the Ministry of Education is now developing a seamless education system ranging from ECCE through adult and continuous/lifelong learning (through the National Open School of Trinidad and Tobago). The main components of this Programme are

- **Early Childhood Care and Education** (involving a local and regional Sesame Street component)
- **Teacher Development**, which will focus on teacher in-service training (continuous professional development of teachers) in both pedagogy and classroom and general management.
- **Curriculum** – modernisation of the primary school curriculum to articulate with the secondary level as well as Assessment, and Spanish as the first foreign language.
- **Inclusive Education**. This would ensure that all are catered for in the education process ranging from the gifted to the most challenged.

- **School Mapping and the Rationalisation of Resources**. This will also include GIS to assist in the establishment of new schools and the rationalisation of school places and school provision.
- **Sector Management**. This will address the matter of proper management structure and capability to manage and lead the seamless education system.

These strides are considerable and phenomenal. The work continues. Education continues to hold high priority in the national agenda. In this context, education continues to be granted the highest sector allocation of the budget. For example, in 2005, education was afforded 9.9% of Government's total budget/expenditure. Approximately 4% of GDP continues to be allocated to Education.

There is a general national satisfaction with the system. This satisfaction is through both written and verbal/oral expressions. Indeed it is on record that organisations such as the National Parent-Teacher Association have expressed satisfaction with the progress of the Ministry of Education while polls conducted by the MORI shed similar light.

As the Ministry of Education continues with the reforms previously outlined, which are aimed at widening access and institutionalizing quality and equity, it is anticipated that student and parental expectations will be highly satisfied and that the economy will benefit from a firm resource base that is equipped for the competitive and complex environment of the 21st Century. All of this will be done through an effective and high quality education system characterized by EXCELLENCE.

SCIENCE, TECHNOLOGY AND TERTIARY EDUCATION

The Ministry of Science, Technology & Tertiary Education was created in December 2001 and assumed the portfolio for Science, Technology and Tertiary Education, which was previously shared between the Ministries of Human Development, Youth and Culture and the Information and Communication Technologies.

The current portfolio of the Ministry encompasses the following:

- Distance Learning
- National Accreditation System
- National Apprenticeship Programme
- Government Assistance for Tuition Expenses
- Science and Technology Policy Formulation
- Technical/Vocational Training

At December, 2005 the Ministry was comprised of the following agencies.

- College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)
- National Institute of Higher Education Research, Science and Technology (NIHERST)
- National Energy Skills Centre (NESC)
- National Training Agency (NTA)
- The University of the West Indies (UWI)
- The Youth Training and Employment Partnership Programme (YTEPP)
- Metal Industries Company Limited (MIC)
- The Trinidad and Tobago Hospitality and Tourism Institute (TTHTI)
- Board of Industrial Training (BIT)
- The Accreditation Council of Trinidad and Tobago (ACTT)
- The University of Trinidad and Tobago (UTT)
- Caribbean Industrial Research Institute (CARIRI)
- Institute of Marine Affairs (IMA)

Policy Development and Implementation

Over the period 2002-2005, several policies have been either drafted or implemented to address key areas of responsibility. These include:

National Policy on the Development of Tertiary Education Training and Distance and Life Long Learning.

In February 2005 a Green Paper on the 'National Policy on the Development of Tertiary Education, Training, Distance and Lifelong Learning' was approved by Cabinet. The Green Paper is at the public consultation stage to obtain critical stakeholder input into the formulation of the White Paper on development of national tertiary education and lifelong learning.

The National Policy on the Development of Tertiary Education, Training, Distance and Lifelong Learning addresses three key areas:

- I. Improved Access through increased participation
- II. Enhanced Relevance
- III. Enhanced Quality

Over the past four years, the Ministry's ongoing activities have been geared to the achievement of these three policy areas.

Seamless Education and Training Policy

In the last quarter of 2005, policy guidelines for designing a Seamless Education and Training System were completed. The concept was one in which all citizens will have access to competency-based quality education and training at all levels from early childhood to tertiary education, and can move from one level to another level with ease. Between mid to end 2005, the Ministry began working collaboratively with the Ministry of Education on the development of an implementation plan for the primary to secondary seamless education.

Access To Tertiary Education

Over the period 2002-2005, the Ministry of Science, Technology and Tertiary Education began to design and implement a policy framework that would facilitate and support the achievement of tertiary education and training goals and objectives. It highlighted the three pillars of achieving development as: 1) relevant access, 2) affordability and 3) quality in its policies and programmes. This was done through its policy and strategy rationalization and consolidation exercises.

Pillar 2: Developing Innovative People

The period saw an unprecedented increase in tertiary student participation of approximately 14% per annum, leading to an estimated total sector enrolment increase from 25,071 to 36,139. This 2005 figure reflects a participation rate of roughly 32% of the eligible 16-55 age cohort in Trinidad and Tobago at both public and private institutions. This increase was due to the government's policy commitment to diversify the tertiary education sector to cater to non-state institutions that enrolled approximately 33% of the total sector.

The percentage however, shows the number of persons accessing tertiary education programmes leading to award of certificates, diplomas and degrees and does not include students enrolled in Advanced level or equivalent programmes or those assigned at overseas institutions by the Government.

The increase in access could be seen as a direct correlation to the increase in the provision of the government funded tertiary education programme, the GATE Programme. This programme provides citizens with the necessary funding to achieve the further development of their educational aspirations.

The enrolment by specific agencies is as follows for the period September 2001 to December 2005:

- **COSTAATT** – Approximately 17,133 students were enrolled over the 4 year period, September 2001 to December 2005 as follows:

2001/2002	1,956
2002/2003	3,654
2003/2004	2,923
2004/ 2005	4,763
Oct/De. 2005	3,837

- **UWI** – Consistent increase in enrolment with an average annual rate of 14.2%. The establishment of the Distance Education programmes further facilitated this increase. The total enrolled over the same period was 56,042 students.

2001/2002	8,629
2002/2003	9,031
2003/2004	10,697

2004/ 2005	13,489
Oct/De. 2005	14,196

- **TTHTI** – The enrolment at TTHTI continues to increase with the student enrolment increasing from 180 in 2001 to approximately 600 as at December 2005, the total being 2,084.

2001/2002	180
2002/2003	330
2003/2004	468
2004/ 2005	506
Oct/De. 2005	600

- **UTT** – Since its inception in 2004, UTT has experienced an enrolment of approximately 3,450 students.

2004/ 2005	1,600
Oct/De. 2005	1,850

- **NESC** – A total of over 1,716 enrolments from September 2004 to December 2005 and 85,000 in computer training over the period 2002 – 2005.

2004/ 2005	1,315
Oct/De. 2005	401

- **MIC** – The total enrolment was 7,443 trainees.

2001/2002	925
2002/2003	968
2003/2004	1,890
2004/ 2005	2,445
Oct/De. 2005	1,225

Funding Mechanisms

Government Assistance for Tuition Expenses (GATE)

The GATE Programme was implemented in September 2004. In terms of equity and affordability, the GATE Programme was an improvement on the Dollar for Dollar Education Plan as highlighted hereunder:

- The Private Tertiary Institutions that had met the necessary requirements could access GATE.
- The GATE programme covered 50% of tuition fees for all undergraduate programmes
- The GATE programme covered 50% of tuition fees for all postgraduate programmes

- A means Test was introduced to access the remaining 50% on tuition fees.

In December 2005 the GATE Programme was revised to provide for Free Tertiary Education. The new measure included the following:

- Free tuition be available to all citizens of Trinidad and Tobago pursuing undergraduate programmes at local and regional public tertiary institutions, including distance learning programmes;
- Free tuition at the undergraduate level be extended to all citizens at approved private tertiary institutions;
- Students at postgraduate level pursuing programmes at local and regional public tertiary institutions, including distance learning programmes be eligible to access the GATE programme for grants to cover 50% of tuition;
- Students pursuing accredited postgraduate programmes at approved local private tertiary education institutions be eligible to receive a grant representing 50% of tuition fees up to a maximum of \$10,000 per year; with respect to distance learning programmes, the existing 50% of tuition fees up to a maximum of \$5,000 per year be maintained.
- Where Government plays no role in the governance structure of local institutions allied with public and/or regional tertiary institutions, the existing arrangements continue pending a review to be completed by July 2006; and
- Students receiving free tuition for their programme of study be required to work in Trinidad and Tobago in the public or private sector for a period to be determined in accordance with the policy enunciated by Cabinet in 2000 as set out hereunder:

Cost of Awards	Period of Obligatory Service
Up to \$50,000	1 year
Over \$50,000 and up to \$100,000	2 years
Over \$100,000 and up to \$150,000	3 years
Over \$150,000 and up to \$200,000	4 years
Over \$200,000	5 years

- Students in receipt of tuition funding be required to serve the country by virtue of the completion of a Student Agreement; and
- The Ministry of Science Technology & Tertiary Education enter into a Memorandum of Understanding (MOU) with approved private and public allied tertiary institutions that would benefit from the free tuition mechanisms under the GATE Programme Fund.

In the academic year 2004/ 2005 there were 24,117 applications and funding in the sum of 126.2 million dollars was disbursed in tuition assistance. Twenty five private tertiary institutions received GATE funding and 1,591 Means Test applications were processed.

In September 2005, the number of private institutions approved to offer courses that were eligible for GATE increased from 23 to 33.

In December 2005 the GATE Programme was revised to grant 100% tuition fees for undergraduate studies. Post graduate studies received 50% of the cost of the tuition fees. As at December 2005 the sum of approximately \$33 M. was expended.

Higher Education Loan Plan (HELP)

As at December 2005, the planning for the HELP programme was substantially completed in terms of:

- Administrative System
- Terms and conditions of health
- Procedural Guidelines

HELP is a low interest loan facility which will provide financial assistance to students, in addition to that being provided by the GATE grant. It will replace the Student Revolving Loan Fund (SRLF) and the University Guarantee Loan Fund (USGLF). HELP will be disbursed for recognized programmes of study that lead to the award of tertiary level qualifications.

Quality Assurance

Accreditation Council of Trinidad and Tobago

The Accreditation Council of Trinidad and Tobago was enacted by Act No. 16 of 2004 and was assented to on June 14,

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2004. It makes provisions for registration, quality assurance, accreditation and recognition of tertiary level programmes and institutions. The Accreditation Council of Trinidad and Tobago will promote and encourage the adoption of international quality standards for tertiary education and training in Trinidad and Tobago.

The existing tertiary institutions were granted provisional registration status for a period of two years after which they must seek registration by the Ministry in order to continue to operate in Trinidad and Tobago. New institutions are required to register before they offer tertiary level programmes as registration will confer authority on institutions to award tertiary level qualifications.

Between July 2004 and December 2005, the Ministry of Science, Technology and Tertiary Education embarked on the Approval of Provisional Registration Status (APRS), as a Quality Improvement and Compliance Programme for private post-secondary and tertiary education institutions. Thirty three (33) institutions were provisionally registered during this period in accordance with the two-year transitional provisional registration period afforded by Act No. 16 of 2004.

Over the period, the achievements of the Council have been as follows:

- Development of governance structure and a policy framework.
- Development of an appropriate organizational structure and key organizational processes linked to the functions of the Accreditation Council.
- Completion of major internal financial and administration systems and policies including: establishment of a bank account for ACTT; determination of HR needs; development of administrative and personnel policies; and development of a compensation plan.
- Development of an Operational Plan including specific objectives for the first year of operations and initiation of a Strategic Planning process.
- Offering services to the public through the issuing of statements on the accredited status of programmes and institutions (a service formerly offered by the

Committee on the Recognition of Degrees (CORD)/NIHERST).

- Development of a Strategic Plan for the period 2005 – 2008.
- Drafting of the policies, processes and procedures for ACTT's key functional areas were in the process of being completed. The key functional areas are Registration, Accreditation, Recognition, Conferment of Institutional Title and Quality Enhancement.

Technical Education and Vocational Training

In Government's thrust towards developed country status by 2020, several gaps were identified in skills training. To this end, several programmes were established and implemented over the period 2002-2005 which aimed at either developing a cadre of competent workers, equipping the unemployed with the necessary skills for reintegration into the workforce or providing pre-employment training. The programmes include:

The Multi Sector Skills Training (MuST) Programme

Applicable to citizens within the 18 – 50 age group, the MuST programme was launched in July 2004 with the aim of developing a cadre of competent workers within priority sectors of the national economy through the delivery of specialized craft training in the areas of Agriculture, Construction, Hospitality and Tourism with the focus on construction in 10 occupational areas.

For the period July 2004 to December 2005 the participants enrolled in the MuST programme totaled 4,018 with 2,715 graduating at the end of December 2005 with skills to become employed or to engage in training at a higher level.

On The Job Training (OJT) Programme

The On the Job Training Programme is a pre-employment training programme which aims to provide young persons aged 16-30 with the opportunity to acquire work experience in order to develop the necessary skills and attitudes for their entry or re-entry into the world of work.

The OJT programme has trained approximately 19,000 individuals as of July 2002 to the end of 2005. The Programme,

during this period, partnered with 468 private sector organizations.

Helping You Prepare for Employment

HYPE Programme involves short-term skills enhancement training, the first phase of which commenced in June 2002. It addresses persons who have left secondary school and have been unable to find employment, either because they do not possess the necessary level of academic achievement or technical skills. It is a construction skills programme geared to young people throughout Trinidad & Tobago and between the ages of 17-25 years old. The programme also has Remedial and Psychosocial components to assist those who are so challenged. For the reporting period a total of 5,577 persons were enrolled in the programme with 3,964 graduating at the end of 2005.

Retraining Programme

The Retraining Programme was reintroduced in 2000 and has executed 7 cycles (Cycles 5- 12) in the period January 2002 to December 2005.

The Retaining programme which has as its motto, "Re-engineering Individual Economic Platforms" focuses on retooling and re-skilling persons between the age group of 35-45 years to enhance their opportunities to attain sustainable employment and self employment. The specific target population includes displaced or retrenched workers who need to prepare for reentry into the job market. The main components of the Programme are: Literacy, Skills Training, Life Skills Training, Internship and Mentorship.

During the period under review, a total of 4,136 trainees were enrolled in the programme with 3,370 persons graduating as at December 2005.

Youth Training Employment and Partnership Programme (YTEPP)

YTEPP provides training in career enhancement services. Training is provided in numeracy, literacy, vocational skill areas, and micro-entrepreneurial skills. YTEPP conducts part-time courses in 22 secondary schools and full time courses at 4 centers. The number of persons trained for April 2002 to December 2005 amounted to approximately 21,230.

Science, Technology and Innovation (STI)

The STI portfolio encompasses NIHERST, CARIRI and IMA which are being integrated into the University of Trinidad and Tobago (UTT).

Over the reporting period NIHERST has undertaken the following programmes/ activities:

- Statistical Research
- Policy Initiatives
- Science Popularization
- Developing a culture and system of Innovation
- Fore-sighting
- TT Icons in STI
- Regional Activities

As one of Government's major vehicles for facilitating technology-led developmental activity, CARIRI has been instrumental in providing technology support to the public and private sectors that has positively impacted on economic development, both locally and regionally

The IMA's core operations are: conduct of research and dissemination of information to various stakeholders.

Research and Development Activities

NIHERST

NIHERST undertook approximately 20 research activities during this period. They included: (a) Survey of Engineering Graduates, 2001; (b) S&T indicator, 1995-2000, 2003, 1999-2004; (c) Human Resource in STI in private sector; (d) Survey of Science & Agriculture Graduates 2004.

Institute of Marine Affairs

In 2004/2005 IMA researchers generated over 12 research documents (including papers in refereed journals) in research areas, e.g. ecological modeling, environmental chemistry, fisheries, bacteriological pollution, resource assessments, and ecosystem dynamics. The multi-disciplinary project "Investigation of Pollution from Land-based Sources and Activities and their Impacts on the Marine Environment, Phase I - Caroni River Basin" was completed in 2005.

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Caribbean Industrial Research Institute

CARIRI undertook the following research activities in 2004/2005:

- As regards effluent emissions from the manufacturing sector, leading to pollution/contamination of water courses and aquifers, a study was undertaken on the constituents of the wastewater discharge from service stations wash bays;
- The Institute has also upgraded its biodegradability and toxicology laboratories;
- In terms of air pollution, both ambient and indoor, a number of sensitization programmes and testing were undertaken.

Policy Development

Policy initiatives completed in 2004/2005 were: A draft Policy on STI, a Policy proposal on the establishment of the national Council for STI and a draft Biotechnology Strategic Framework.

Science Popularization

In terms of Science Popularization the main focus of NIHERST over the years has been on the following: Sci-TechnoFest, Outreach programmes, Science competitions and Science Education.

Sci-TechnoFest is a bi-ennium Festival that has taken place in 2002 and 2004. In 2002 the festival was successfully undertaken, under the theme of Connectivity, with 52,000 visitors in attendance. In 2004, focusing on the theme of Energy, the festival attracted approximately 25,000 visitors from all parts of the country. Approximately 300 students from Tobago received sponsorship to attend.

The National Science Centre at Maloney attracted approximately 48,000 visitors for the period under review. Its outreach programmes reaches an average 32,000 annually. These outreach programmes involves the following:

- Cre8tivity Camps
- Technopreneurship Workshops
- Post-SEA Workshops
- Go Creative
- Young Inventors Camps
- Community Weeks

As part of the formal education programme, NIHERST conducts the Caribbean Youth Science Forum on an annual

basis. Between 2002 and 2005, 3 fora were held with 420 Sixth Form students.

Foresighting

Foresighting is an advanced tool used in the planning and development of R&D programmes that carry long-term benefits. The Foresighting Project commenced in 2005 and focused on the non-oil manufacturing sectors in terms of possible ventures for the future. The main Consultant on the project is Dr. Nick Marsh, Managing Director of NEXT Corporation in New Zealand. The Scoping Exercise was done in July 2005.

Awards for Excellence in S&T

In November 2005 NIHERST introduced the Awards for Excellence in S&T. As there is a dearth of information on the work and achievements of local scientists, thirty-nine (39) icons received awards. These awards by NIHERST aim to correct this situation and will achieve the following:

1. Reward and pay public tribute to outstanding nationals for their achievements in R&D and science education;
2. provide documentaries for public dissemination on their life, work and accomplishments;
3. help students to have a better understanding of different careers in the sciences and to motivate them to aspire to excellence.

Promoting Innovation

The Prime Minister's Awards Project for Innovation and Invention, conducted by NIHERST, is a bi-ennial event and was staged in 2000, 2002, 2004. A new competition, "Bright Solutions" was introduced in 2002 which involved real life problem solving. Fifteen (15) prizes were also awarded in the junior category and 43 at the senior level. In the 2004 competition there was a record 290 entries with 62 winners.

Science Communication

NIHERST developed the following educational productions over the period 2003 to 2005

- In 2003/2004 a 6-part video series on Science was compiled and aired for the public and students. It involved research on the following: Seamoss in

Tobago, Screwpine in Toco, Healing Waters of the Pitch Lake in La Brea, Herbal and Modern Medicine, Anjie's Peppers in La Brea and Fresh Water Resources in Santa Cruz.

- Seven (7) episodes of 'Sci – Man Says Sci Whizz with CreativeYouth Component' was aired and produced. There were 35,000 viewers per episode.
- In 2005 a production was undertaken to educate the public and students on natural wonders in the Caribbean. It involved research and the production of a 6-part video series on karsts features, coral reefs, rainforests, waterfalls, mangroves, and tectonic activity. Research and filming have been completed.
- A 6 video television programme on Biotechnology entitled 'Gene Scene' was completed and aired. It impact on approximately 120,000 viewers on ITV and Gayelle Channels. The Caribbean Icons in STI was co-produced with ADL.

PricewaterhouseCoopers Management Consultants Limited was hired as Consultants to undertake a strategic review of the Ministry of Science Technology and Tertiary Education and formulate a strategic plan in 2005. The Consultants made the observation in the initial Inception Report that the STI function of the Ministry still has to be fully formulated and resourced. There are proposals to put in place the organizational mechanisms to plan and implement STI strategic objectives, policies and strategies.

Infrastructural Development

The major achievements as at December 2005 in infrastructural development were as follows:

- Construction works on the Laventille Technology and Continuing Education Centre commenced in 2003 and was completed in 2004 at a cost of \$26.2Mn. Government's contribution was \$19.45Mn.
- Construction on the O'Meara Campus commenced in January 2005. Major construction work has been completed with final finishing and fitting out in progress. As at December 31st 2005, overall completion of the construction phase of the building was 96%. The facility consists of 90,000 sq. feet of teaching and administrative space to include labs for Petroleum Engineering, Manufacturing, ICT

Programmes, Maritime Diploma and Degree Programmes. These will cater for a population of 600 students. As at the end of September, 2005 the sum of \$74 million was expended.

- For the UTT Tobago Campus a site at Battery Point (7 acres) has been assigned by the THA for the construction of a UTT Campus and Conference Facility. The formal inauguration of this site took place on 6th November 2005.
- The UTT Maritime Campus, Phase I includes the fireground (now in use), training pool & pavilion, classrooms, workshops, laboratories and services building, including electrical kiosk. Construction work on this phase commenced in August 2005. As at Dec 31st 2005, this phase of construction was 65% completed. As at the end of September, 2005 the sum of \$48.7 million was expended. The designs for phase II were more than 50% completed at the end of 2005. The works involve construction of simulator laboratories, auditorium, seminar rooms, administrative offices, dormitory, cafeteria, furniture and equipment.
- The UTT Main Campus Wallerfield caters for administration and all its major programmes and caters for a student population of 5,000 students. The project commenced in February 2005. The design brief was completed and detailed design commenced in February, 2005. The Master Site Plan for this campus has been completed and the detailed development of this plan is now in progress. At the end of the fiscal year 2004/2005 the expenditure totaled \$65 million.
- The YTEPP's Valencia day time centre commenced in November, 2005 and was 65% completed by December, 2005.
- Refurbishing works and acquisition of equipment at The Moruga HYPE Centre, under the Metal Industries Company was completed in November, 2005 at a cost of \$500,000.
- Over the period 2001 - 2005 the Trinidad and Tobago Hospitality and Tourism Institute undertook upgrading works to the library, demonstration lab, the gym, laundry room, maintenance and storage room, two (2) student washrooms and the construction and outfitting of the Training and

Production kitchens as well as improvement works to the compound, roof, auditorium and painting of building. Approximately \$9.5 million was expended over the period.

- The Development of the College of Science, Technology and Applied Arts of Trinidad and Tobago takes into account the establishment of the main College, the Eastern Caribbean Institute of Agriculture and Forestry, the Government Vocational Centre, and the John S. Donaldson and San Fernando Technical Institutes. The continued development of the College during the 2001-2005 period included:

- Refurbishment and expansion of administrative offices, staff resource facilities, laboratories, classrooms, dormitories, food service facilities, cafeterias and libraries;
 - Outfitting of laboratories with modernized equipment;
 - Introduction of computer and other hardware;
 - Improvement in the provision of utilities for staff and students; and
 - Rehabilitation of land and other resources
- The approximate expenditure over the period amounted to \$ 57.6 million.

- Infrastructural works at the University of the West Indies comprise the following projects:
 - The Lecture Theatre and Classroom Building- A fully equipped 450 seat lecture theatre, two 30 seat classrooms, and administrative facilities;

- New Milner Hall dormitory- a four storey building to house 150 students in a combination of single and double occupancy rooms;
- Teaching and Learning Complex- 6 lecture rooms to accommodate 200 students each, tutorial room and research laboratories.

The New Milner Hall project commenced in April 2005 while the Lecture theatre commenced in late November, 2005. The Teaching and Learning complex at December 2005 was at the design stage. The expenditure in 2005 was \$6.2 million.

- The National Energy Skills Centre during the period 2004 and 2005 undertook the establishment of Workshops at the St. Bedes and Point Fortin Technology Centres. Works at the Point Fortin Centre commenced in November 2004 while construction at the St. Bedes Centre started in April 2005, with completion in 2006. The total expenditure in 2005 amounted to approximately \$4.4 million.

LABOUR AND SMALL AND MICRO ENTERPRISES

The Ministry of Labour and Small and Micro Enterprise Development (Ministry) is responsible for the formulation and execution of Government's policy aimed at creating sustainable, productive and decent work and a stable industrial relations climate. To achieve Government's Vision 2020 for Trinidad and Tobago as it pertains to the Labour sector, the Ministry has been focusing on the achievement of the following six (6) goals: achievement of labour market equilibrium; promotion of opportunities for poverty reduction, employment and wealth creation; promotion of the application of the principles of decent work in the work place; promotion of industrial peace in the national economy; enhancement of the capacity of the Ministry to undertake an expanded role in formulating and implementing national development goals; and management of Government's regional and international commitments and responsibilities with respect to the Labour agenda.

The pursuit of these goals has been directed by labour market trends and developments in Trinidad and Tobago. The table below highlights some major indicators of labour market conditions in 2000 and 2005.

Achievement of Labour Market Equilibrium

Enhancement of the National Human Resource Management Information System (NHRMIS)

NHRMIS is an automated data entry, storage and retrieval system for labour market information that is used to guide national human resource policies. The NHRMIS was operationalized in 1999 and in its present form can provide information on the pool of workers in Trinidad and Tobago. In 2002, the Ministry embarked on education and training surveys which have continued to provide up-to-date information on training courses and training providers to match the labour market needs. Utilizing the data from NHRMIS, the Ministry published its first Labour Market Bulletin in 2002 and has annually prepared a Labour Statistics Report which highlights

major changes in the labour market. To enhance the operations of NHRMIS and the analytical capacity pertinent to labour market information, the Ministry embarked on the establishment of a Labour Market Information Unit in 2006. This Unit will be responsible for the provision of relevant and timely labour market information.

Re-engineering of the National Employment Service (NES)

The NES is Government's free and automated public employment service comprising a system of Labour Exchanges strategically located throughout Trinidad and Tobago. In 2002, the Labour Exchange in Port-of-Spain was the first to be transformed into a One Stop Career Resource Centre (OSCRC) which provides a range of user-friendly services to jobseekers including counselling, preparation for the world of work, training and registration. In 2002/2003, the Exchanges in Tunapuna, Chaguanas, San Fernando, Siparia, Pt. Fortin and Tobago were transformed to OSCRCs and a new OSCRC was established in Sangre Grande. To deepen the registration drive, the Ministry commenced actions in 2005/2006 towards the procurement of a bus that would serve as a mobile NES. In order to enhance awareness of the job placement services provided by the NES and encourage registration of employers, a marketing campaign involving advertisements in the newspapers and visits to schools and employers has been launched in 2006.

Participation in the Caribbean

Labour Market Information System (CLMIS) Project

The CLMIS project was part of an umbrella programme of the International Labour Organization (ILO) that provided technical assistance and initial funding for building and enhancing the capacity for the production and use of labour market information in 13 countries of the English speaking Caribbean and Suriname. This project, which was funded by the United States Department of Labour (USDOL), commenced in September 2001 and ended in September 2004. The Ministry served as the lead agency for two of the six activities under the project, namely, the development of a Labour Market Information Plan and the establishment of a National Labour Market Information Library. The Plan has been drafted and consultations with stakeholders were

Labour Statistics at a Glance			
Indicator	2000	2005	Change
Labour Force	572,900	623,700	50,800
Participation Rate	61.2%	63.7%	2.5 percentage points
Male Participation Rate	75.3%	75.2%	(0.1) percentage point
Female Participation Rate	47.0%	52.4%	5.4 percentage points
Employed Persons	503,400	574,000	70,600
Unemployment Rate	12.1%	8.0%	(4.1) percentage points
Male Unemployment Rate	10.2%	5.8%	(4.4) percentage points
Female Unemployment Rate	15.2%	11.0%	(4.2) percentage points

Source: Central Statistical Office

held in July 2006. The National Labour Market Information Library, which is an electronic library containing labour market information, has been developed and is available in CD form. It is also accessible on the ILO's regional website which shows comparative statistics in the Caribbean. The Labour Market Council was established in 2003 under the purview of the Ministry to oversee implementation of the CLMIS project and has continued its work aimed at improving the functioning of the labour market information system and National Employment Service.

Development of an Employment Policy for Trinidad and Tobago

In June 2005, Cabinet agreed to the appointment of a National Committee to Develop an Employment Policy for Trinidad and Tobago for a period of one year. The Committee has been mandated to develop a National Employment Policy and Plan of Action, in consultation with stakeholders, that would serve as a blueprint for the creation of decent and sustainable jobs in Trinidad and Tobago. The work of the Committee is close to completion.

Promotion of Opportunities for Poverty Reduction, Employment and Wealth Creation

Building the Entrepreneurial Spirit

In 2001/2002, the Ministry's portfolio was expanded to include the development of small and micro enterprises (SMEs) given Government's recognition of the significant contribution that these make to employment creation and poverty reduction.

In 2002, both the Enterprise Development Division (EDD) and the National Entrepreneurship Development Company Limited (NEDCO) were established to give effect to Government's overarching policy for this sector:

The EDD serves as the advocate for the development of the SME sector, collaborating with key stakeholders and generally monitoring the progress of the sector while the NEDCO coordinates the loan and business development activities associated with the promotion of enterprise development. For the period September 2005 to June 2006, NEDCO disbursed 1,439 loans and created employment for approximately 3,597 individuals through the granting of these loans to clients who would either open new businesses and hire between 2-3 employees or extend their existing businesses and hire additional staff. In July 2004, NEDCO implemented its Youth Entrepreneurship Success (YES) Programme to build the entrepreneurial spirit among the youth. For the period September 2005 to June 2006, NEDCO completed seven (7) cycles of the YES Programme which provided training for approximately 142 persons. The Entrepreneurial Training Institute and Incubation Centre (ETIIC) is the newest initiative of NEDCO which provides business advisory services, mentoring, IT services, training, entrepreneurial development and research and planning service for small and micro business entrepreneurs. The Centres located in Barataria and San Fernando possess an on-site distribution and marketing showroom that give clients exposure to buyers around the world through an on-line "market-place".

In commemoration of the UN Year of Micro Credit in 2005, the Ministry coordinated a number of activities including granting of awards to successful entrepreneurs and hosting of a Regional Entrepreneurial Conference. In order to “level the playing field” and provide an incentive to SMEs to engage in business, the Ministry proposed the introduction of a Fair Share Programme aimed at allocating a designated share of all government (including local government and State Enterprises) purchasing and capital project spending to qualified SMEs as well as to encourage large private contractors to subcontract to small businesses. This provision was included in the 2005/2006 National Budget.

Development of a National Policy Statement on Co-operatives

In recognition of the importance of Co-operatives (financial and non-financial) to social and economic development and the need to modernize this sector in Trinidad and Tobago, the Ministry embarked on a series of consultations over the period May-June 2005 culminating in a National Consultation in July 2005. The outcome of these consultations was a National Policy Statement on Co-operatives which was approved by Cabinet in December 2005. The Policy Statement provides for, inter alia, the modernization of the sector; the promotion of autonomy and self-regulation of the Movement and the linking of Co-operative development with Government's policy on small and micro enterprise development in the people's sector.

Strengthening of the Friendly Societies Movement

Friendly Societies are recognized as important avenues for creating wealth and social inclusion by promoting the principles of thrift, love and brotherhood. In 2003, the Ministry enhanced its focus on the strengthening of the Friendly Societies Movement through the launch of a marketing campaign to enhance awareness of Friendly Societies among the youth and the general public. Emphasis was also placed on the provision of training to the executives of these Societies. In June 2006, the Youth Friendly Societies' initiative was launched which seeks to establish Friendly Societies in primary schools. This would serve to encourage young people to save as well as promote social interaction and community spirit.

Promotion of The Application of the Principles of Decent Work in the Workplace

Focus on Occupational Safety and Health

A new era for occupational safety and health was launched in 2004 with the enactment of the Occupational Safety and Health Act No. 1 of 2004 (OSHA). This Act was amended in 2006 by the Occupational Safety and Health (Amendment) Act No. 3 of 2006. This modernized legislation seeks to keep pace with the country's rapid industrialization. This Act repeals the Factories Ordinance, 1948 and covers all industrial establishments and most workers. In 2004, the Ministry commenced the implementation of the required institutional framework to give effect to the OSHA. This involved the establishment of an Occupational Safety and Health Advisory Council. The Council's functions included the development of codes that would provide the framework for the Occupational Safety and Health (OSH) Authority to implement its functions, the development of a National Policy on Occupational Safety and Health and the submission of recommendations for the organizational structure for the OSH Authority. The OSH Authority and Agency, two specialized bodies provided for in the OSHA, are presently being constituted. The Authority will serve as a regulatory/ advisory body on the implementation of the provisions of the OSHA while the Agency will be an administrative, inspection and enforcement body.

Revision of the National Minimum Wage

In 1998, the National Minimum Wage was set at TT\$7.00 per hour via Minimum Wages Order, 1998. This was increased from TT\$7.00 to TT\$8.00 per hour as at January 16th, 2003. On March 31st 2005 this rate was increased from TT\$8.00 per hour to TT\$9.00 per hour. The Minimum Wages Board served in an advisory capacity on recommending changes to the National Minimum Wage. Presently, actions are being taken to hire a Consultant to develop a monitoring mechanism for the minimum wage.

Strengthening of the Labour Inspection Systems

For more effective enforcement of legislative provisions such as the Minimum Wages Act, the Maternity Protection

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Act and the newly proclaimed OSHA, the Ministry has been giving attention to the strengthening of its inspection Units. This has involved training of staff locally and internationally. In November 2005, the Ministry begun implementation of activities under an OAS funded project entitled "Enhancement of the Labour Inspection Function in Five Selected Caribbean Countries." This project, which was completed in March 2006, involved an assessment of the labour inspection system in Trinidad and Tobago and the conduct of a Train the Trainers Workshop. Additionally, the Ministry has commenced the recruitment process to increase the staff of the Factory Inspectorate Unit by thirty-eight (38) technical officers and the staff of the Labour Inspectorate Unit by twelve (12) technical officers and six (6) support staff following Cabinet's approval in 2005.

Prevention and Elimination of Child Labour

In addressing the problem of child labour in Trinidad and Tobago, the Ministry established a National Steering Group for the Prevention and Elimination of Child Labour in Trinidad and Tobago in July 2004. This Group has been working on developing a Child Labour Policy and Action Plan as well as overseeing the implementation of a pilot project to rehabilitate child labourers in the Beetham landfill site. This project commenced in May 2004 and ended in May 2006. The Group has also collaborated with the Ministry in commemorating World Day Against Child Labour which was observed for the first time in Trinidad and Tobago in June 2005.

Ratification of ILO's Core Conventions

One step in promoting decent work is through the ratification and implementation of the provisions of certain Conventions which are considered by the ILO as core or fundamental. These Conventions fall into the following categories: freedom of association and protection of the right to organize (No. 87 and 98), abolition of forced or compulsory labour (No. 29 and 105), elimination of discrimination in employment (No. 100 and 111) and effective elimination of child labour (No. 138 and 182). Trinidad and Tobago has ratified all the core Conventions with the most recent ratification being that of Convention No. 138 on Minimum Age for Admission to Employment in September 2004. The Ministry has continued

to undertake actions to give effect to the provisions of these Conventions.

Combating HIV/AIDS in the Workplace

In recognition of the HIV/AIDS epidemic as a workplace issue which poses a severe threat to the economically active population, the Ministry has been working with the National AIDS Coordinating Committee in the development of a National Workplace Policy. In August 2006, the Ministry signed a Memorandum of Understanding with the ILO to undertake a project entitled *ILO/USDOL International HIV/AIDS Workplace Education Programme – An Accelerated Response: Trinidad and Tobago 2005 – 2008*. This project seeks to expand workplace education programmes, enhance workplace protection against stigma and discrimination and increase worker access to prevention, care and support and treatment services. The total funding for the project is four hundred and twenty thousand United States dollars (US\$420,000). This project will facilitate the implementation of the Five-Year National HIV/AIDS Strategic Plan for January 2004 to December 2008, which is being overseen by the National AIDS Co-ordinating Committee. A Project Advisory Board was also established in August 2006 for a period of three years to oversee the project.

Promotion of Industrial Peace in the National Economy

Strengthening of the Conciliation Unit

The Conciliation Unit of the Ministry plays a critical role in facilitating dispute resolution between employers and employees. Over the period 2000 to 2004, the number of trade disputes reported to the Ministry increased by approximately 22% from 738 reported disputes in 2000 to 898 in 2004. In light of this and other challenges facing the Unit, the Ministry is currently seeking to expand the staffing of this Unit by fourteen (14) technical officers and additional support staff. The recruitment process has commenced. Over the period 2002-2005, work was undertaken in training of the Officers and upgrade of the accommodation for staff as well as meeting facilities.

Expansion and Physical Upgrade of the Cipriani College of Labour and Co-operative Studies

From 1998 onwards the College has been facing accelerated changes including the expansion of its curriculum to include courses in Project Management and Environmental Management and an additional Associate of Arts degree in Human Resource Management. In the financial year 2001/2002, physical upgrade works at the College's Valsayn Campus commenced and these are expected to be completed at the end of 2007. The College has three campuses located in Valsayn, San Fernando and Tobago. Given that it is expected that students' intake would increase by approximately 69% in the academic year commencing September 2006, steps are currently being taken to provide additional classroom facilities at the Valsayn campus and new accommodation in South Trinidad and Tobago.

Strengthening Social Dialogue

The Ministry has continued to engage in effective social dialogue in the process of policy formulation and legislative amendments. One way in which this is achieved is through the establishment of tripartite Committees/Boards addressing specific issues of concern. In March 2005, the Ministry engaged the social partners and other stakeholders in an Industrial Relations Conference and Consultation. This Conference and Consultation with its theme "The Global Economy: Opportunities and Challenges for Industrial Relations" brought together over six hundred (600) participants from Trinidad and Tobago as well as industrial relations experts from Trinidad and Tobago, Barbados, Ireland and the United States of America. The aim of the Conference and Consultation was to identify ways to improve the industrial relations system in light of globalization and integration movements.

Enhancement of the Capacity of the Ministry to Undertake an Expanded Role in Formulating and Implementing National Development Goals

Modernization of the Ministry of Labour and Small and Micro Enterprise Development

The Ministry has embarked on a process of modernizing its operations in order to adequately meet the needs of its

stakeholders. In 2005, the Ministry began a Strategic Planning exercise and is in the process of finalizing its Strategic Plan. Work has also commenced on the development of a Corporate and Business Plan. Attention has also been given to the computerization of the Ministry and the expansion of the Information Technology Unit. This has been necessary to facilitate the efficient operations of the various Units/Divisions and to allow the Ministry to play its pivotal role since being identified in 2002/2003 as one of the first Government Network Management Centres to function as a central hub of the Government's Wide Area Network.

Over the period 2001-2006, the Ministry has placed attention on strengthening and modernization of specific Units/Divisions such as the Legal Unit, the Conciliation Unit, the Labour Inspectorate Unit and the Factory Inspectorate Unit. A Skills Development Programme has also been executed each year to upgrade the skills of Officers.

Management of Government's Regional and International Commitments and Responsibilities with Respect to the Labour Agenda

Establishment of an International Affairs Unit

In order to manage Government's commitments and responsibilities with respect to the labour agenda in February 2006, the Ministry embarked on the establishment of an International Affairs Unit comprising persons with relevant training and experience. The recruitment process has commenced.

Hosting of the XV Inter-American Conference of Ministers of Labour (IACML)

At the XIV IACML held in Mexico City, Mexico in September 2005, Trinidad and Tobago was elected as the Chair of the XV IACML to be held in September 2007. The IACML provides a vital hemispheric forum where Labour Ministers and officials address the many issues which affect labour in the hemisphere, particularly in the context of globalization and economic integration. As Chair, Trinidad and Tobago will be required, inter alia, to draft the Declaration and Plan of Action for the meeting and make all the necessary logistical

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arrangements for the hosting of the Second Preparatory Meeting for the XV IACML from July 10-13, 2007 and the XV IACML from September 11-13, 2007.

Election to the Governing Body of the ILO

Trinidad and Tobago was elected to the Governing Body of the ILO for the triennium 2005-2008 at the 93rd Session of the International Labour Conference held in June 2005. Trinidad and Tobago, Barbados and Cuba are the Caribbean countries presently represented on the Governing Body of the ILO. The Governing Body sets the policy and agenda for the work of the International Labour Office and also reviews and assesses the work of the Office. In this capacity, a representative from the Ministry is required to attend the triannual meetings of the Governing Body.



**PILLAR 3:
EFFECTIVE GOVERNMENT**

NATIONAL SECURITY

Introduction

The Government of Trinidad and Tobago has embarked on an unprecedented development agenda to transform the country to a developed nation by the year 2020. The fundamental objective of this strategy is the improving of the quality of life and standard of living of all our citizens towards that which obtains in developed societies.

Towards that end, five developmental priorities were identified. The Ministry of National Security has primary responsibility for **Governing Effectively**, which consist of four components including:

1. Administration of Justice
2. Governance and Institutional Structures for Development
3. Law Administration and Legal Affairs
4. National Security and Public Safety.

To this end the Ministry has stated that Vision 2020 will be reduced to three (3) five year strategic planning periods 2005-2009; 2010-2014 and 2015-2019. During this time the Ministry of National Security will transform this vision into a reality by focusing on the development and implementation of an Integrated National Security and Public Safety Policy for Trinidad and Tobago.

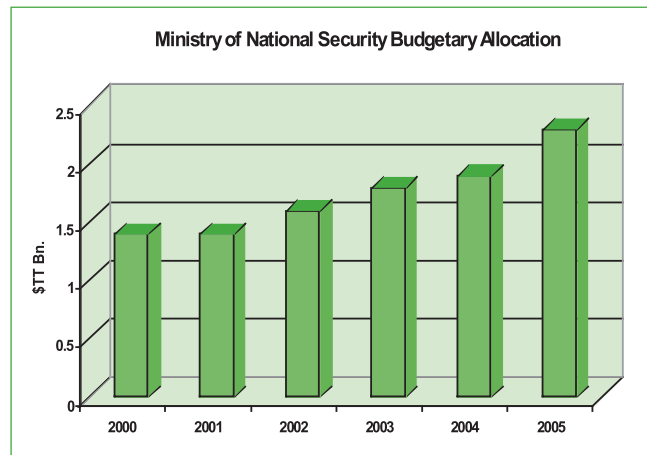
This policy will lead to an improvement in coordination, collaboration and cooperation between the respective Divisions within the Ministry's framework. It will initiate change, which, with commitment will be sustained and institutionalized.

The Government has embarked on a comprehensive programme to ensure that every Division/Agency in the Ministry of National Security has the requisite equipment, tools, training and understanding to deal with the unacceptable high levels of criminal activity in this country. During fiscal 2005-2006 the Government continued to implement measures aimed essentially at dealing with the crime situation in Trinidad and Tobago, as well as focusing on the other operational units under its purview.

Budget Allocation

Government has been responding aggressively to the rise in criminal activity as demonstrated by the Ministry of National Security being consistently among the top three Ministries in terms of annual budgetary allocations.

Year	Allocation
2000	1.4 billion
2001	1.4 billion
2002	1.6 billion
2003	1.8 billion
2004	1.9 billion
2005	2.3 billion



Transformation of the Ministry

Trinidad and Tobago Police Service

The transformation of the Trinidad and Tobago Police Service (TTPS) is an initiative that will positively impact upon the nation's crime rate in the medium and long term. In September 2004, Professor Stephen Matrofski and Partners of the George Mason University of Virginia, USA, the Justice & Security Strategies, Inc. and Penn State University, embarked upon this transformation programme. To date the following main initiatives have been implemented:

- Restructuring of the Police Complaints Unit;
- Creation of a Homicide Prevention Working Group;
- Re-establishment and formalization of the Homicide Bureau of Investigation;

- Review of the Training Curriculum for Recruits; and
- Developmental Training for Police Officers

Restructuring of the Police Complaints Unit

The Police Complaints Unit is comprised of members of the Trinidad and Tobago Police Service who have responsibility for investigating complaints made against police officers through the Police Complaints Authority. The restructured Unit has more than tripled the number of officers actively involved in investigating police matters throughout the country, and will therefore impact upon the perceived high level of corruption and aspects of misconduct in the Trinidad and Tobago Police Service.

The Establishment of the Homicide Prevention Working Group

In keeping with the recommendations of Professor Mastrofski and Partners, the Trinidad and Tobago Police Service has formed a Homicide Prevention Working Group. The benefits of the implementation of the Homicide Prevention Working Group include enhanced inter-agency cooperation, coordination, and communication among the different aspects of law enforcement such as Forensics, Prisons and Intelligence. This committed group of people plays a key role in the Ministry's plans for reducing violent crime by ensuring better evidence presentations in cases before the courts.

Homicide Bureau of Investigation

The homicide detection rate is often viewed as a reflection of the overall effectiveness of a police organization. An examination of crime statistics in Trinidad and Tobago over the past five (5) years reveals that while there is an upward trend in the number of homicides committed, there has been a steady decline in the homicide detection rate.

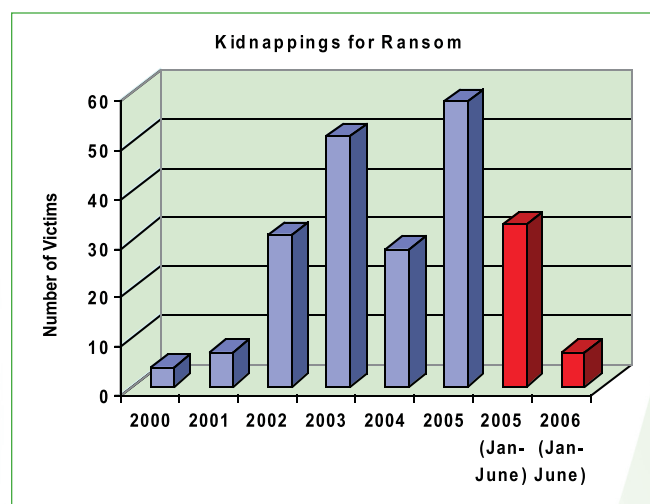
In keeping with the recommendations of Professor Mastrofski and Partners, the Homicide Bureau of Investigation was restructured in June 2006. The restructured Bureau aims to significantly improve the homicide detection rate from 20 percent in 2005 to 50 percent in 2007.

Incident Co-ordinating Unit

The crime of kidnapping for ransom was an area of significant concern among citizens of Trinidad and Tobago. In a coordinated effort to directly address this issue, an Incident Coordination Centre was established. This Unit brought together representatives of the Trinidad and Tobago Defence Force, the Trinidad and Tobago Police Service and Intelligence Units of the Ministry of National Security. The Centre is operational twenty-four hours a day, seven days a week, at a central location and is connected to respective agencies through high speed data lines and communication links.

During January – June 2006, the number of kidnappings for ransom in Trinidad and Tobago decreased by 78.8 percent compared to the same period in 2005.

Kidnappings for Ransom		
2000	-	4
2001	-	7
2002	-	31
2003	-	51
2004	-	28
2005	-	58
2005 (Jan – June)	-	33
2006 (Jan – June)	-	7



Developmental Training for Police Officers

Officers of the Trinidad and Tobago Police Service were exposed to training in the under mentioned areas during fiscal 2005/2006 in an effort to increase and improve the human resource capacity of the Service. Training programmes included:

- High Impact Supervisory Training;
- Training of trainers;
- Police Executive Training;
- Law enforcement safety and survival training for first responders to crime;
- Homicide Investigation;
- Crime Scene Management;
- Crime Statistics and Mapping;
- Crisis Negotiation
- Strategic Crime Control; and
- 12 TTPS officers attended a 3-month attachment at various jurisdictions in the UK.

Performance Management System

In an effort to transform the Police Service from the existing ineffective seniority-based system, to one that adequately rewards an officer's performance, a modern merit-based Performance Management System was implemented.

Law Enforcement within City Centres

In an effort to ensure the safety of citizens and visitors alike in the nation's commercial districts, the number of joint foot patrols and the visibility of Police in these areas have been increased, with particular attention being placed on Port of Spain and its environs, as well as Tobago.

Transit Police Unit

The Transit Police Unit has provided dedicated enforcement of traffic laws and policing of the Priority Bus Route up to the Arima MaxiTaxi stand, and City Gate. The presence of officers of this Unit has resulted in a smoother flow of disembarking pedestrians out of City Gate, the charging of a number of persons for the illegal use of the Priority Bus Route, and other traffic infringements, as well as the maintenance of law and order in the aforementioned areas.

Infrastructure Upgrade

For the period 2004 – 2006, Phase I of the Police Station Repair and Refurbishment programme was completed. This Phase specifically targeted the repair and refurbishment of police charge rooms, air conditioning units, bathroom facilities, kitchen, ceiling and reception areas so as to provide a more comfortable working environment for the nation's police officers. A total of 51 police stations have been upgraded in this Phase.

Five (5) new police stations in Belmont, Tunapuna, Gasparillo, Mayaro and Toco are being constructed and \$14.3 million was expended in the refurbishment and upgrade of the Police Training College. During this Phase, the Ministry of National Security implemented the policy of Government for the award of 10% of Government's contracts to small contractors.

Community Level Interventions

The Government implemented a number of initiatives targeted at involving citizens in the fight against crime, both at individual and community levels. The Citizen Security Programme and the Dial 555 Project are two such initiatives. The Government has also supported the "Pride in Gonzales" Project and continued its assistance to Crime Stoppers during the period under review.

Citizen Security Programme

The overall goal of the Citizen Security Programme is to reduce levels of crime and violence in Trinidad and Tobago by strengthening efforts to prevent, counteract and control factors associated with criminal acts and violence with special attention to 'at risk' youths throughout society, as well as strengthening crime management capabilities and developing community interventions.

The Citizen Security Programme (CSP) seeks to compliment the traditional law enforcement activities of the nation's security forces. Its focus will be geared towards implementing preventative programmes targeted at families and schools particularly in 'at risk' communities and the youth in particular. Similar intervention strategies have been proven to work in

societies in Latin America and the Caribbean where marked reduction in crime and violent activities have been noted.

The Programmes supported by the Inter-American Development Bank consist of three (3) components:

- Institutional Strengthening of the Ministry of National Security;
- Coordination and Implementation of Community-Based Preventive and Restorative Strategies; and
- Social Marketing, Public Education and Media Engagement.

To assist in the preparation of the Citizen Security Programme, a Project Preparation Unit has been established within the Ministry of National Security. The actual implementation of the activities and programmes will be executed on the ground in communities by the various non-governmental organizations (NGOs), community based organizations (CBOs) and faith based organizations (FBOs). In addition, the programme will work closely with other Governmental agencies to harmonize and avoid duplication of resources as far as possible. A Steering Committee, which includes representatives from stakeholder Ministries and NGOs, provides strategic direction to this Programme. The Programme is expected to be fully operational by the end of Fiscal 2006.

Public Education Programme - Dial 555 Initiative

The 555 Anti-Crime Initiative, was launched in May 2006 as one component of a comprehensive, multifaceted anti-crime Public Education Programme, aimed at mobilising national unity in the fight against crime, through the motivation of citizens to collaborate with law enforcement agencies. This initiative offers the facility of a toll free number, accessible from any telephone within Trinidad and Tobago.

The Public Education Programme, of which Dial 555 is a component, when fully implemented is expected to result in:

- Changed attitudes among the general public to crime and criminal activity, resulting in zero tolerance to crime by members of the public;
- Increased number of perpetrators being brought to justice;

- Reduction in the level of violent crime and overall criminal activity;
- Reduction in the homicide rate;
- Increased co-operation between the public and the security services;
- Increased “ownership” of the problem of criminal activity by members of the public;
- A shifted focus to the criminals within communities; and
- Engendering a positive public image of the security forces.

Pride in Gonzales Project

The Government is lending its support to the “Pride in Gonzales” Project, which is aimed at rebuilding and re-imagining the community of Gonzales.

The “Pride in Gonzales” Project brought together representatives of the Gonzales community, the Catholic Social Justice Commission, the Ministries of National Security, Housing, Health, Community Development and the Town and Country Planning Division of the Ministry of Planning and Development, as well as other stakeholders in the implementation of co-operative initiatives to improve the social and physical conditions in Gonzales.

The two most significant areas of concern for the residents were the issue of crime and the need to focus on the youth in the community. The Project has been credited with the achievement of a measure of stability and social and physical development within the community.

A major contributor to this result has been the involvement of the Trinidad and Tobago Police Service in the Project. In February 2006, a mobile police post manned by eight officers and headed by an Assistant Superintendent, were situated in Gonzales. A community-policing plan has been developed and is currently being instituted. A number of social initiatives have also been implemented, including the hiring of a social worker being paid for by the Ministry of National Security.

Pillar 3: Effective Government

Given the significance of this initiative, the Trinidad and Tobago Police Service (TTPS) submitted the project into the Annual Community Policing Award competition sponsored by Motorola and the Association of Caribbean Commissioners of Police (ACCP). The project under the title "The Cross, the Star and the People" won first place in the competition for submissions made by Police Forces/Services whose membership exceeds one thousand.

It is the intention to replicate and implement this programme nationwide.

Crime Stoppers

The National Crime Stoppers programme is a community based, non profit organization that is managed by a civilian volunteer board of directors. It is "owned" by the community and represents a partnership between the public, police and media. It provides the nation with a sustainable proactive programme for citizens to anonymously assist the Police in solving crime, thus contributing to an improved quality of life for all. Monetary rewards are offered for information that results in an arrest/detection of a crime or seizure of stolen property, contraband items, illegal arms and ammunition and narcotics.

Government assistance to the National Crime Stoppers programme for the period under review is \$3 M per annum.

Safety on the Roads

For the period under review, the Trinidad and Tobago Police Traffic Branch implemented the following measures to improve safety on the roads of the country:

- Implementation of road safety measures through increased numbers of day and night patrols;
- Aggressive Traffic Law enforcement;
- Simplification of the Ticket Systems; and
- Increased public education campaign

Special Anti-Crime Unit of Trinidad and Tobago

The Special Anti-Crime Unit of Trinidad and Tobago (SAUTT) enforces the nation's laws by:

- Tackling crimes of national significance with emphasis on kidnapping extortion, gang warfare, organized crime and terrorism through 155 coordinated operations with the police service;
- The introduction of ultra-modern crime fighting technologies - a number of new technologically driven platforms have been introduced to SAUTT.

Additionally SAUTT has established partnering relationships with several international agencies including the Hendon Crime Academy of London's Metropolitan Police, the National Specialist Law Enforcement Training Center in the UK and the International Criminal Investigative Training Assistance Programme of the United States Justice Department.

SAUTT expects these alliances to contribute positively to the development of its own law enforcement capabilities and those of the wider Police Service.

New Equipment

Law enforcement and protective agencies have been provided with modern equipment and technology to assist in increasing and improving intelligence gathering, effective law enforcement strategies and efficient emergency response. Delivery of such equipment between 2004 and 2006 included:

- 182 vehicles for the Police Service (including 43 mobile police units equipped with CCTV) – an additional 185 new vehicles are being delivered;
- an Airship equipped with aerial surveillance systems;
- two (2) aerial surveillance helicopters;
- two (2) fast patrol vessels;
- three (3) sky watch units; and
- radar sites designed to provide the country with 360-degree radar coverage

Strategic Alliances with International Agencies

The Government of Trinidad and Tobago embarked upon initiatives aimed at forging alliances with international agencies, in an effort to learn from their best practices and benefit from their technical advice in the area of law enforcement.

Two such initiatives were the retention of Detectives from the United Kingdom, and the State Partnership Programme which the Trinidad and Tobago Defence Force entered into with the National Guard of the State of Delaware.

Retention of Detectives from the United Kingdom

In pursuing the transformation initiative within the Trinidad and Tobago Police Service, Professor Mastrofski and Partners noted the lack of adequately trained and experienced officers to deal with the current crime situation.

For the year under review twenty seven (27) United Kingdom Detectives, ranging in rank from Detective Chief Superintendent (Deputy Director) to Detective Constable, assumed duties on assignment to SAUTT. The total number of United Kingdom Detectives that will eventually be contracted is thirty nine (39).

These officers are providing technical assistance and advice in the areas of crime scene management, criminal intelligence, surveillance, technical support, legislation, policy and tactical operations to assist in the planning and implementation of operations. This initiative is aimed at providing local law enforcement with the technical foundation necessary to arrest the current upsurge in crime and maintain a more acceptable level in the future.

State Partnership Programme

The State Partnership Programme is an international initiative of the Guard Bureau and the Office of International Affairs of the Department of Defence of the United States of America. This Programme was launched in 1994 and is designed to link National Guards of the United States of America with partner countries for the purpose of fostering mutual interests and establishing long-term relationships across all levels of society.

In July 2005 Trinidad and Tobago was partnered with the State of Delaware. This partnership was forged with the aim of:

- Conducting events that support or supplement cooperation strategies of the Republic of Trinidad and Tobago and the State of Delaware;

- Conducting a balanced programme that provides equal involvement between military to military, civil to military, and civil to civil organisations and agencies;
- Establishing a programme that involves junior military leaders and junior civilian officials in order to build stronger future capabilities and relationships; and
- Conducting a programme that provides a balanced number of events where civilian officials and military officers of each State travel to the other's territory.

Meetings scheduled under this programme target areas such as:

- Port Security Operations;
- HIV/AIDS Education and Prevention;
- Disaster and Emergency Management;
- Aviation Maintenance Management Systems; and
- Counter Drug and Law Enforcement Tactics

Inter-American Committee Against Terrorism (CICTE)

The Inter-American Committee against Terrorism (CICTE) was established within the Organization of American States (OAS) in 1999 in recognition of the persistent terrorist threat in the hemisphere. Its objectives are:

- The enhancement of the exchange of information via component national authorities, including the establishment of an Inter-American database on terrorism issues;
- The formulation of proposals to assist member states in drafting appropriate counter-terrorism issues;
- The compilation of the bilateral, sub-regional, regional and multilateral treaties and agreements signed by member states and promoting universal adherence to international counter-terrorism conventions;
- The enhancement of border corporation with regard to travel documentation and security measures; and
- The development of activities for training and crisis management.

Pillar 3: Effective Government

In February 2005, at the Fifth Regular Session in Port of Spain, Trinidad and Tobago was elected as Chair of CICTE and held this position for one (1) year. In December 2005, Trinidad and Tobago ratified the Inter-American Convention against Terrorism and has made significant contributions to that office by way of providing staff to the Secretariat as well as implementing the Inter-American Tourism and Recreational Facilities Security Programme (ITRS), a key training programme for the region.

Additional benefits derived for Trinidad and Tobago:

- Through the hosting of a closed intelligence seminar, Chief Executives of law enforcement and security agencies were sensitised to developments in terrorist activities within the hemisphere.
- In August 2005, the World Maritime University of Sweden conducted a five-day port security 'Train the Trainers' course. Participants were given the opportunity to learn more about maritime security and the ISPS Code.
- The Inter-American Tourism and Recreational Facility Security (ITRS) Programme exposed practitioners in tourism to the concept and methods required for the building of adequate security codes both for the construction and operation of tourism and recreational facilities.

Immigration

A legal consultant was tasked to review the Immigration Act with specific reference to the granting of work permits and visa.

The International Organization for Migration (IOM) and the Immigration Division

Subsequent to an assessment of the country's migration management system, the Ministry invited the International Organization for Migration (IOM) to assist the Immigration Division in the transformation of its border management system. From April 2005, the IOM has been working in close consultation with the Ministry to identify current priority interests and specific project elements for a multi-faceted

technical assistance programme. A technical cooperation plan was presented to the Ministry, which was approved by Cabinet in June 2006.

Consistent with the goals of the programme, the benefits would be to assist the Ministry in effecting improvements in the following broad areas of Migration Management and Security:

- Updating the Legal and Regulatory Framework;
- Strengthening Institutional and Human Resource capacity;
- Upgrading of Migration Security Technology; and
- Enhancing Regional Elements/Cooperation

The anticipated results will be an enhanced border security system with broad information exchange capacity and interoperability at the national and regional level, up-to-date comprehensive policy and legal frameworks, and a strengthened professional cadre able and ready to meet the migration and security challenges in the country.

Proceeds of Crime Act – No.55 Of 2000

The Ministry of National Security, in collaboration with the Ministry of Finance as well as the Attorney General's Office, is currently reviewing this legislation to determine its efficacy. A Financial Intelligence Unit Bill and Financial Obligations Regulations are being finalized to ensure that banks and other financial institutions are guided on compliance, disclosure and monitoring.

Enhancement of Forensic Capabilities

The capabilities and competencies of the staff of the Forensic Science Centre are being strengthened to ensure improved support to law enforcement agencies. Emphasis has been placed on training in areas of Biology, Firearm, Toolmark and Document Examination, as well as DNA profiling. Firearm examiners were seconded from the Forensic Science Service of the United Kingdom to assist with the analysis of the large number of firearm cases.

The technological capacity of the Centre has been enhanced with the acquisition of the following:

- DNA equipment and an Integrated Ballistics Identification System (IBIS);
- A state of the art comparison microscope for firearm examination; and
- An additional gas chromatograph for the examination of explosives and narcotics.

With the assistance of an expert from the United Kingdom Home Office, a new DNA Bill has been drafted since the present Act is inadequate.

DNA typing needs a contaminant free environment and plans have been prepared for a special purpose DNA facility. In the meantime to accelerate the introduction of DNA typing a temporary DNA laboratory is being acquired.

Military and Defence

The Trinidad and Tobago Defence Force (TTDF) is making a strategic shift from its more traditional role of **defending the nation to securing the nation**. This strategic shift required that all arms of the Defence Force are provided with the necessary tools and resources to perform its duties with professionalism and efficiency.

Towards 2020

The Defence Force has initiated action on its Joint Force Doctrine in order to improve joint operations, joint tasking and joint functioning among all its arms. The transformation of the Defence Force has included restyling the status of the Regiment to an Army, creating an Air Guard Unit as a distinct Unit separate from the Trinidad and Tobago Coast Guard. In keeping with this development thrust the Volunteer Defence Force has been transformed into a Reserve component, in alignment with international Military standards.

Training and Development

Officers of other ranks of the TTDF have been pursuing command and staff training overseas, as well as other

development training. Members of the Defence Force have also been engaged in training and operational activities with other Military Agencies aimed at improving the technical and operational competency of the TTDF.

Defence Management

As part of the overall transformation process, the Ministry of National Security is seeking to establish a Defence Transformation and Integration Secretariat (DEFTIS). This Secretariat will in effect be responsible for:

- Transformation of traditional defence institutions to develop greater linkages with non-traditional defence institutions and law enforcement institutions;
- Creation of an environment for the delivery of greater value to the national community through a broader and more integrated civil defence sector and;
- Management of opportunities for the national defence sector to add value to the activities of the public and private sectors, as well as civil society organizations.

Towards this end the TTDF have utilized the services of Mr. Paul Bender, a Defence Scientist and the Section Head of the Workforce Modeling and Analysis Team within the Directorate of Military Personnel Strategy at Defence Research and Development Canada to conduct a Retention Planning Exercise as it pertains to the staffing requirements of the TTDF. His recommendations have been approved by the National Security Council.

Equipment

In the last year the TTDF has acquired two (2) interceptors for use in the Trinidad and Tobago Coast Guard, and is in the process of procuring three (3) Offshore Patrol Vessels, (six) 6 Fast Patrol Crafts and two (2) Helicopters.

Infrastructure Upgrade

The National Security Council has approved the transfer of 1120 acres of lands belonging to the former Caroni (1975)

Pillar 3: Effective Government

Limited to the Trinidad and Tobago Defence Force. This will facilitate the following:

- Construction of facilities for the Second Battalion of the Trinidad and Tobago Defence force
- Establishment of the Support and Service Battalion of the Trinidad and Tobago Regiment and the Military Hospital; and
- Establishment of a Military Training Academy including the construction of a shooting range

Other Programmes

The Trinidad and Tobago Defence Force is involved in several programmes that have been designed to arrest the flow of young people into a life of crime. The major thrust is the Civilian Conservation Corp (CCC). Approximately 800 trainees were targeted for intake in the cycle commencing July 2006.

Transformation of the Trinidad and Tobago Prison Service

The Trinidad and Tobago Prison Service has continued its strides towards Reformation and Transformation, through the implementation of programmes that facilitate the fulfilling of its strategic priorities; namely to Correct, Protect, Relate and Re-integrate.

To this end, a number of initiatives have been implemented within the Prison Service including educational and rehabilitative programmes geared towards the cognitive, moral and spiritual development of inmates.

Some of the measures that are being used to increase and improve protection and security capabilities throughout the nation's prison facilities include:

- the establishment of an intelligence unit;
- the introduction of modern security technology; and
- the upgrade of existing facilities.

The development of the Prison Service's human resource capacity is ongoing with the creation of a total of 485 positions with effect from July 01, 2006 and the further creation of an

additional 1,588 positions on a phased basis, over the period 2007 to 2011.

To correct repeat offenders' behaviour, a vocational workshop is being constructed and the following Programmes are being expanded:

- Sex offenders programmes;
- Drug rehabilitation programmes;
- Domestic violence programmes;
- Forensic psychiatry programmes; and
- Psychological evaluation and counseling.

To assist with the restoration and reintegration of offenders:

- pre-release programmes have been expanded; and
- preparation is being made for the introduction of parole system

To improve the Prison Service's public relations and staff relations:

- community conferencing and consultation programmes are being established;
- staff are being provided with training in public speaking and basic protocol awareness;
- management training is ongoing; and
- a drug sensitisation workshop for all officials of the Prison Service is being delivered in collaboration with the National Drug Council.

Trinidad and Tobago Fire Service

In 2005 the Ministry of National Security employed the services of a two member international team comprising of former Chiefs of Fire to conduct a strategic review of the Trinidad and Tobago Fire Service (TTFS). This team was headed by Captain James R. Jobs of the City of Wilmington Fire Department in Delaware, USA. The outcome of that exercise, referred to as the James Jobs Report, contained 20 comprehensive recommendations pertaining to the Fire Service.

Recommendations were and are not limited to the following areas:

- Ensuring the TTFS is ready for any future emergency in as short a period as possible;
- The availability of adequate and appropriate appliances, equipment and vehicles to enhance the service of the TTFS to the public;
- Training the Officers of the TTFS in modern Fire Fighting techniques;
- The reliability of Water Supply Systems in densely populated areas;
- The quality and response time of the TTFS;
- The implementation of a strict maintenance programme; and
- The capacity to manage emergency incidents involving Hazardous Materials (HAZMAT) and Hazardous Chemicals (HAZCHEM).

Firefighting in Downtown Port-of Spain

In July of 2005, Cabinet granted approval for the refurbishment and upgrade of the water supply service for firefighting in Downtown Port of Spain and its environs. The plan is to upgrade the system by using a three phase approach to address the immediate, medium and long term development.

For the period under review 62 hydrants have been installed in Port of Spain, 20 hydrants in Tobago. An additional 115 additional hydrants are expected.

Human Resources

Enhancing the human resource capacity of the Trinidad and Tobago Fire Service:

- In December 2002, Cabinet approved the creation of 156 positions for the purpose of absorbing auxiliary fire fighters into the Service; and
- In June 2006, Cabinet approved the creation of 116 positions of firefighter to facilitate the absorption of 116 members of the Auxiliary Fire Service of Trinidad and Tobago.

Vehicles and Equipment

During calendar years 2004 and 2005 the Fire Services received a total of 68 Fire Service Vehicles, including 56

Water Tenders and Water Tankers. For fiscal year 2005/2006 the Fire Service received delivery of the following:

- Six (6) Water Tenders;
- Six (6) Water Tankers;
- One (1) Hazmat unit;
- One (1) Turntable Ladder;
- Three (3) Hydraulic Platforms; and
- One Major Airport Crash Tender.

Infrastructure Upgrade

Five (5) new Fire Stations are being constructed and ten (10) others are being refurbished.

Office of Disaster Preparedness and Management (ODPM)

The Office of Disaster Preparedness and Management is responsible for leading the national effort in protecting public health and safety; mitigating the impact of hazards on the people, environment and economy of Trinidad and Tobago; restoring essential government services and providing emergency relief to those severely affected by hazards.

By its very mandate, the ODPM is committed to formulating an all-hazards approach to emergencies and risk management. This all-hazards approach encompasses a comprehensive framework that includes mitigation, preparedness, response and recovery. The ODPM operates mainly at the strategic level, formulating and developing policies, programmes and plans that fulfil its mandate.

This identifies the Agency as the principal player in leading the community's efforts in preparing for, responding to, and recovering from disasters. However, it must be reiterated that the ODPM is a coordinating entity calling attention to another key role, which is that of mobilising all the key players and resources to bring about the best possible approach to lessening loss of life, and damage to property. These key players include the protective services, all government ministries and agencies, non-governmental organizations, community based organizations, faith based organizations, and the Red Cross. In this coordinating role, the ODPM oversees the efficient and timely execution of the National Disaster Management Plan.

LEGISLATIVE AND LEGAL AFFAIRS

Ministry of the Attorney General

Over the last 5 years, the Ministry of the Attorney General has been involved in a variety of initiatives and projects aimed at delivering efficient services to its clients and stakeholders. The general objective has been to improve the quality of life of citizens by developing a legal and regulatory framework to protect property and rights, and give greater freedom to the law-abiding citizens of Trinidad and Tobago.

September 2004 for example, marked the first instance where a Government laid out before the nation its intended path for legislation for that Parliamentary year, in the form of an Annual Legislative Agenda. This provided a great avenue for transparency, and it allowed all Members of Parliament to conduct the necessary research for their contributions beforehand.

The Ministry has also sought to improve the quality of life for citizens by providing better access to justice and institutions with the responsibility for the administration of justice. In this context, the Ministry played a key role in the establishment of the Family Court and the Industrial Court in San Fernando.

Together with these initiatives, the Ministry has also sought to bridge the gap in anti-crime cooperation between its regional and international counterparts to stem the wave of transnational crime, which has been chiefly fuelled by narcotics and arms trafficking. This has led to the signing of the Caribbean Treaty on Mutual Legal Assistance in Serious Criminal Matters in July 2005. Such measures to provide mutual legal assistance between countries, represent Trinidad and Tobago's determination to promote and protect the rights of all law-abiding individuals, and to bring the perpetrators of criminal activities to justice.

Capital Projects

- Completion of Port of Spain Magistrates' Court (New Wing) – additional security and other works;
- Preparation of Legislation for and facilitation of the Establishment of the Family Court ;
- Preparation of suitable accommodation for the Anti-Corruption Investigation Bureau ;
- Restoration of the Old Historical Cabildo Building;
- Preparation of interim accommodation for the Caribbean Court of Justice (CCJ) and the Regional and Judicial Legal Services Commission (RJLSC) at the fifth floor of the Unit Trust Corporation (UTC) building;
- Preparation of suitable accommodation for the CCJ and RJLSC at Henry Street, Port of Spain;
- The introduction of the Electronic Monitoring and Service Delivery System (EMSDS) to facilitate tracking and expeditious handling and completion of legal matters;
- Establishment of the Industrial Court in San Fernando;
- Establishment of the Trinidad and Tobago Central Authority for Mutual Legal Assistance; and
- Preparation of suitable accommodation for Special Security Unit for the Ministry of the Attorney General.

Mutual Legal Assistance and Extradition

Mutual Legal Assistance Treaties:

- The Mutual Assistance (Agreement between Trinidad and Tobago and the United States of America) Order 2003;
- The Mutual Assistance (Agreement between Trinidad and Tobago and Canada) Order 2003;
- The Mutual Assistance (Agreement between Trinidad and Tobago and the United Kingdom) Order 2003; and
- Draft Mutual Assistance in Criminal Matters treaties (sent to Venezuela, Mexico, Costa Rica and Columbia) – Negotiation still in progress.

During fiscal 2006 the Ministry's legislative agenda included reviews of the law in relation to jury sequestering, children's rights, human rights enforcement, and juvenile justice among

Legal and Regulatory Framework				
YEAR	LEGISLATION			SOME OF THE CRITICAL BILLS
	New	Amendment	Total	
2002	6	12	18	<ol style="list-style-type: none"> 1. The Rent Restriction (Re-enactment and validation) Bill, 2002 2. The Companies (Former Companies Act) (Validation) Bill, 2002
2003	13	32	45	<ol style="list-style-type: none"> 1. The Constitution (Election of President) Bill, 2003 2. The Kidnapping Bill, 2003 3. The Summary Courts (Amendment) Bill, 2003 4. The Supreme Court of Judicature (Amendment) Bill, 2003 5. The Summary Courts (Amendment) (No.3) Bill, 2003 6. The Mediation Bill, 2003 7. The Family Proceedings (No.2) Bill, 2003 8. The Caribbean Court of Justice Bill, 2003
2004	17	31	48	<ol style="list-style-type: none"> 1. The Public Assistance (Amendment and Validation) Bill, 2004 2. The Family Proceedings (Amendment) Bill, 2004 3. The Constitution (Amendment) Bill, 2004 4. The Police Complaints Authority Bill, 2004 5. The Police Service Bill, 2004 6. The Administration of Justice (Miscellaneous Provisions) Bill, 2004 7. The Criminal Procedure (Amendment) Bill, 2004
2005	9	10	19	<ol style="list-style-type: none"> 1. The Supreme Court of Judicature (Amendment) Bill, 2005 2. The Indictable Offences (Preliminary Enquiry) (Amendment) Bill, 2005 3. The Bail (Amendment) (No.2) Bill, 2005

others. During fiscal 2006 legislation that was passed included measures to effect better administration of the Police Service.

A Crime Package of Amendments to existing legislation to remove certain impediments to prosecute offenders and therefore strengthen the Administration of Justice was also passed, including the Bail Amendment Act which was passed

in December 2005. The stipulations of the Bail Amendments Act require that defendants be brought to trial within 60 days. Government has therefore agreed to the establishment of a Special Criminal Court to deal with matters under this Act on a special and expedited basis. The Office of the Attorney General has commenced with the development of the design brief for the Court and is making arrangements for its implementation.

Ministry of Legal Affairs

The Ministry of Legal Affairs is dedicated to the delivery of comprehensive Legal, Consumer, Intellectual Property and Registration services to members of the public in an enabling environment that facilitates social and economic development.

The Ministry seeks to serve the public by achieving excellence in the recording and retention of vital personal data including property and business data, the administration of legal aid services, and the empowerment and protection of consumers through consumer law related and regulatory services.

The following are some of the advances that have been made in the various aspects of the Ministry's operations.

Registrar General's Department

The Registrar General's Department comprises Civil Registry, Companies Registry, and Land Registry. The Civil Registry is in charge of the registration of births, deaths, marriages and Muslim divorces. The Land Registry is in charge of the registration and recording of land titles and the facilitation of more efficient title searches. The Companies Registry is in charge of the registration of companies.

Civil Registry

District Registrars offices were relocated to the Port of Spain General Hospital in 2002, Mt Hope Maternity Hospital in 2003 and Sangre Grande Hospital in 2004. Since the overwhelming majority of births take place at the main public hospitals, these relocations make it much more convenient for parents to register the birth of their children and reduces the possibility that births may be registered in the wrong districts or not at all.

In June 2003, the Registrar General's Department (RGD) began issuing computer-generated birth certificates (one free certificate to each child born during or after 1984). In September 2005, the RGD embarked on the second phase of this project and started issuing free computer generated certificates to the adult population born after 1934. To date, 200,908 certificates have been issued.

In 2004/2005 the waiting period for the delivery of computer generated birth certificates was reduced from 10 days to a 2-hour-same-day service for 96 percent of all applications.

Computer applied signatures have replaced hand written signatures on all birth and death certificates.

Land Registry

In 2004/2005 visiting law (title) clerks conducting title and other searches in the Land Registry were given the ability to print photocopies from the electronic system and to pay for searches using a pre-payment system. This enables search clerks to make copies of deeds and other documents captured in the automation system, therefore greatly reducing the need for transcribing records in longhand. Search clerks now also avoid having to join cashiers' lines and can therefore spend the greater portion of their time in the Registry more effectively. This facilitates faster title reports to attorneys and the ability to finalize real estate and related transactions much more quickly.

During fiscal 2004/05 the completion time for real property transactions was reduced from 4 months to 6 weeks and the waiting period for certified copies reduced from 2 months to between 5 to 10 days.

Companies Registry

In 2002 the Data Backfiling Project commenced. This project places both new and historical data on a database thereby allowing for swifter access, earlier error detection and elimination, simultaneous access to records and documents by multiple users, and online payment for the retrieval of data. The project is due to be completed in 2008.

In fiscal 2004/2005 the waiting period for delivery of certified copies and other services was reduced from 10 days to same day service.

During 2005 the Electronic (Scanned) Images of Filed Documents were made available online for viewing by members of staff of the Companies Registry. The facility makes it easier to detect discrepancies in documents, particularly for

staff who are charged with accepting documents submitted at the counter, and greatly reduces the need for clients to make subsequent trips to the Registry or enter into correspondence with the Registry to sort out errors.

In fulfilling Trinidad and Tobago's obligations as a member of the CARICOM Single Market and Economy (CSME) the Local companies Registry was made ready for linking with the proposed CARICOM Single Market Companies Registry system. The linking of the local Registry will allow Trinidad and Tobago to participate more effectively in this very important aspect of the CSME, as well as ensure that the country is in compliance with its obligations to other CSME States.

Intellectual Property Office

The mission of the Intellectual Property Office (IPO) is to stimulate research and creativity within the Republic of Trinidad and Tobago by providing intellectual property rights and the legal means for their protection, encouraging the public disclosure and the effective use of accurate information on creative effort, thereby enhancing the country's competitiveness and contributing to the economic and social development of the people of Trinidad and Tobago. The IPO plays a key role in the creation of a knowledge-based society by protecting investment in the arts, literary works, science and technology.

Legislation was put in place in 1997 to prevent illegal photocopying and allow returns and royalties to be distributed to authors and publishers whose works are photocopied. This facilitated the establishment of the Trinidad and Tobago Reprographic Rights Organization (TTRRO) in 2002.

During 2003 the IPO completed validation of all trademark, patent and industrial design records in the Intellectual Property Registration and Administration System dating back to 1875. This allows for the automated management and searching of the databases by staff and faster processing of searches. Trademark pre-application search requests can now be e-mailed in by clients using a form downloaded from the IPO website and responses to requests can be made by the afternoon or following morning.

In 2005, Cabinet agreed that Trinidad and Tobago challenge 3 steelpan patents granted by the US Patent and Trademark Office. A US based legal firm is aggressively pursuing this matter.

Legal Aid and Advisory Authority

The Legal Aid and Advisory Authority was established in 1976 to provide affordable legal advice and assistance to citizens with inadequate means. In keeping with this mandate the initial cost of accessing the service is \$10.00.

Old Age Pensioners, juveniles, and the disabled who get disability allowance automatically qualify for Legal Aid.

To make the Authority more accessible to the public, the decentralization of the Authority continued in 2002 with the creation of a new part-time Legal Aid office in Sangre Grande.

In 2004 a full time legal officer was assigned to Tobago to attend court and handle magisterial matters.

Consumer Affairs Division

The policy environment of the Consumer Affairs Division (CAD) is based on strong legislation for consumer protection, enforcement of such legislation and consumer empowerment. All policies and strategies implemented by the CAD are based on this and employees of the Division are committed to helping citizens who encounter difficulty when purchasing goods and services, and to empowering citizens through consumer education by utilizing a range of delivery methods.

The Consumer Affairs Division received and investigated 4,350 complaints over the 2001-2005 period resolving 2,610 or 60 percent. This included cash refunds amounting to approximately 4 million dollars.

During 2004/2005 a comprehensive review of existing consumer legislation was undertaken and a Draft Green Paper entitled 'Consumer Protection in the Information Age' was prepared, laid in Parliament and published for public

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comment. Public consultations on the Green Paper were held throughout the country.

In 2002 the 'Curtis the Consumer Cat' mascot was launched at a Workshop under the Primary School Education Project which was designed to educate and empower younger consumers and thereby create a culture of responsible consumerism.

Information Technology

A consumer complaints system for all complainants was implemented in 2004 and a Fast Track database was developed to track time lag for complaints resolution, enhance complaints reports and facilitate more efficient trend analysis.

More efficient use of the Ministry's resources was accomplished through the linking of the Companies, Land and Civil Registries networks in 2004. A more elaborate backup and recovery system was established in all Registries and a redundant system was established to facilitate disaster recovery measures for scanned images in the Land Registry and to provide permanent archival of documents.

A Pay-Per-View System for users in the Public Search area of the Companies Registry was designed and implemented in 2005.

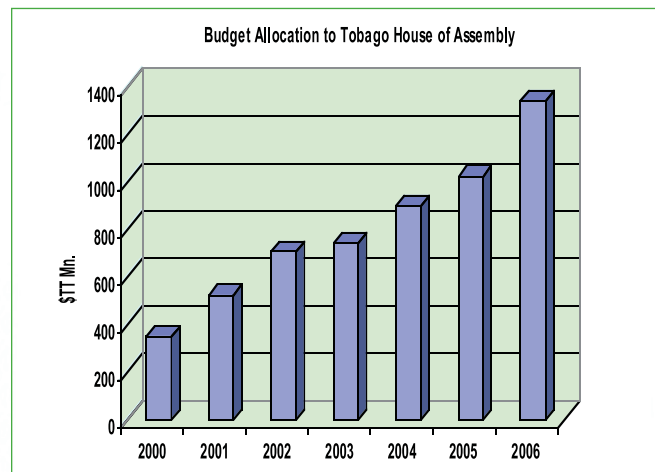
TOBAGO

Budget Allocation

Government has been working in partnership with the Tobago House of Assembly (THA) for the development of Tobago, and has demonstrated its commitment to Tobago by ensuring adequate funding for the THA.

- In fiscal 2004 the allocation to the THA for capital and recurrent expenditure was increased by 21 percent to \$900 million; and
- In fiscal 2005 the allocation for capital and recurrent expenditure was increased by 14 percent to \$1.023 billion

Allocation to THA		
Year		\$M
2000	-	351.9
2001	-	525.0
2002	-	708.0
2003	-	742.9
2004	-	900.0
2005	-	1,023.8



Additional Resources

In addition to the above budgetary allocations the following were made available to the THA by way of borrowing facilities:

- up to a maximum of \$400 million in fiscal 2004; and
- up to a maximum of \$500 million in fiscal 2005

In effect the total resources available to the people of Tobago more than doubled between 2003 and 2005.

Improving the Quality of Life of The People of Tobago

Some of the major achievements of the THA include the following:

- success in the branding of Tobago in the regional and international markets;
- Tobago's rainforest continues to be the world's top eco-tourism destination for the 3rd consecutive year;
- Tobago ranks among the twenty-five most amazing islands on earth, according the July/August issue of the well-respected Islands Magazine;
- Tobago won the World's Leading Eco-tourism Destination Award in 2003, 2004 and 2005.
- the increase in the number of international air arrivals to Tobago from 49,194 persons in 2000 to 78,729 in 2004 and an estimated 86,465 in 2005;
- the increase in the number of cruise arrivals to Tobago from 21,860 in 2000 to 34,518 in 2005;
- the doubling of the number of persons employed in the tourism industry from 7,000 in 2002 to 15,000 in 2004;
- the achievement of virtual full employment in Tobago;
- significant improvements in the international air-links to Tobago which is certain to be further enhanced following the exploits of our 'Soca Warriors' as several foreign airlines have expressed interest in expanding their seat capacity, increasing the frequency of flights, or flying to Tobago for the first time;
- the leasing of the LYNX and CAT fast-ferries for increased comfort and decreased travel time on the sea-bridge between Trinidad and Tobago;
- continuation of the major programme of road improvement, including drainage throughout the island thereby benefiting the tourism and agricultural sectors and providing relief to Tobagonians;
- construction work on a 13.5 km Link Road from L'Anse Fourmi to Charlotteville;
- construction of 245 new homes at Roxborough, Blenheim and Castara during fiscal 2005/2006;
- commencement of major infrastructural works at the Cove Industrial Estate and Business Park. The 'Cove' will help to generate new production and exports for Tobago and so assist with the diversification of the economy away from a one-sector tourism economy;
- the construction of 3 new secondary schools at Mason Hall, Speyside and Goodwood;
- completion of construction of Bloody Bay Health Centre, a Computer Centre at Signal Hill, Scarborough Esplanade Booths, Baptist Church at Mt. St. George, and Patience Hill Pan Tent;
- Repair of 12 Community Centres;
- the purchase of Pigeon Point by the THA to keep one of the nation's treasures in the hands of the people of Tobago forever;
- the purchase of the Courland Estate;
- the immediate and effective response to the suffering and destruction arising from the widespread flooding and landslides of November 2004 and from Hurricane Ivan;
- significant expansion of the capabilities and preparedness of NEMA and an emergency response team which has been considered by some to be the best in the Caribbean;
- progress in the fight against HIV/AIDS;
- the revitalization of Kendal Farm School into a training institute for the provision of training to farmers in entrepreneurial development;
- the enhancement of the investment incentive for farmers and fishermen to lighten the cost of

food processing items;

- the formation of the Agro-processing Association of Tobago (APAT) to increase the regional competitiveness of Tobagonian condiments;
- the establishment of 5 new primary schools in organic farming (linked to YAPA) with assistance from the Food and Agriculture Organization (FAO);
- the launch of a Pilot Credit Programme for farmers in collaboration with the ADB and BDC; and
- restoration work at Fort Bennet and Fort Milford and completion of phase I upgrade works at the Fort King George Heritage Park.

PLANNING AND DEVELOPMENT

The Ministry of Planning and Development coordinates and reviews the policy framework to guide national development through: the allocation of resources consistent with national priorities; coordinating the national statistical system; physical planning for land use and land development; and the management of technical assistance programmes and grant funds.

In fiscal 2004/2005, the Ministry of Planning and Development led the processes leading up to the drawing up of the Vision 2020 National Strategic Plan (NSP) by a Multi-Sectoral Core Group comprising representatives from the public and private sectors, civil society and academia. The Ministry also initiated the Vision 2020 Operational Plan 2007 – 2010 which will guide the course of national development and link all stages of the planning process from vision and goals through to targets, programmes and projects.

Socio-economic Policy Planning (SEPP)

The SEPP Division effectively served as the Technical Secretariat to the Vision 2020 Planning Committee which was established by the Cabinet to spearhead the planning process leading to the formulation of a national strategic development plan to guide the achievement of developed

country status by the year 2020. As the Technical Secretariat, the Division facilitated the successful implementation of all the activities that were undertaken as part of the planning process and was responsible for the execution of several important components. Specifically, the Division:

- Assisted the Planning Committee in developing the planning methodology and in establishing twenty-eight sub-committees to review and provide recommendations in areas/sectors of national importance;
- Co-ordinated the activities of the twenty-eight sub-committees comprising over 600 persons and provided technical and administrative support to these sub-Committees;
- Assisted the Planning Committee in the development and execution of the communication strategy and the public information programme which included the design of the Vision 2020 Website and the production of the Vision 2020 Television and Radio Talk Show Series. A total of eight 'live' television/radio programmes with call-in segments were successfully conducted;
- Developed and managed the stakeholder and public consultative process in communities and municipalities, and with Ministries, Public Sector Agencies and groups representing selected special interests. Approximately eighty-four sessions were successfully convened throughout the country including eleven sessions which specifically targeted the youth in Tobago;
- Conducted many sensitisation sessions on Vision 2020 for key stakeholders including Ministries, Public Sector Agencies, Professional Groups; Private Sector Groups, International Organisations and Educational Institutions;
- Managed all public events hosted by the Planning Committee, including the Launch of the Public Participatory Process in Trinidad and in Tobago; and
- Participated in all technical discussions related to the development and finalization of the Draft National Strategic Plan.

Following the completion of the Draft Plan in May 2005, the SEPP Division initiated the process of (i) establishing an effective institutional mechanism for the full-scale implementation, monitoring, evaluation and revision of the Plan, and (ii) detailing the steps necessary to move the Draft Plan to the operational level.

European Development Fund (EDF)

Managing the National Indicative Programmes

The EDF Unit successfully coordinated the reprogramming of unutilised EDF grant resources of the 6th, 7th and 8th EDFs and concluded preparations for the implementation of programmes/projects under the 9th EDF. The national indicative programmes (NIP) included the following projects:

- Caribbean Business Services (CBSL) Ltd-Phase II;
- Institutional Strengthening of the Office of the National Authorizing Officer (NAO);
- Improving the Cocoa-based Farming Systems in Trinidad and Tobago;
- Rural Electrification Programme-Phase II;
- Small and Medium Business Development Programme- Phase II; and
- Modernisation of the Financial Services of Trinidad and Tobago.

Satisfying Prerequisites for Implementation

The EDF Unit ensures that all procedures are followed to allow for the smooth implementation of activities. The following initiatives were brought to the approval stage:

- Sector Policy Support Programme for Non-University Tertiary Education
- Support to the National Strategic HIV/AIDS Plan
- The design of a National Disaster Preparedness Programme.

Monitoring of Ongoing Programmes/Projects

- CBSL Phase II;
- Rural Electrification Programme;
- Poverty Reduction Programme; and
- Technical Cooperation Facility

Training

- Organization of training on behalf of implementing Ministries in EDF Procedures, Project Cycle Management, Negotiation Techniques and Economic and Financial Analysis; and
- Organization of computer software training in Microsoft Project, Project Management and Communication Arts for staff of the EDF Unit and the MPD.

Project Planning and Reconstruction

The Project Planning and Reconstruction Division monitors the Public Sector Investment Programme for each year and the external loans and grants agreements to assist in the implementation of public sector projects and programmes geared towards the upgrade of infrastructure and enhancement of facilities, systems and human resources capabilities.

The major Loans and Grants monitored or initiated were as follows:

- Inter-American Development Bank (IDB) loans for a National Highway Programme; Public Sector Reform Initiation Programme; Secondary Education Modernization Programme; Information and Communications Technology Support Programme; Trade Sector Support Programme; Second Stage Settlements Programme; and Citizens Security Programme;
- IDB grants for the Accreditation of Laboratories; Modernization of Telecommunications and Establishment of a Telecommunications Authority; Strengthening of Airport Security; and Establishment of Legal/Institutional Framework for Secured Transactions in Movable Property;
- Caribbean Development Bank (CDB) loans for the Institutional Strengthening of the Tobago House of Assembly; Buccoo Integrated Community Development Programme; and Development of a Master Plan for COSTAATT;

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- World Bank loan for an HIV/AIDS Prevention and Control Project;
- World Bank Global Environment Facility grant for the Establishment of a National Parks and Wildlife Authority;
- European Union (EU) grants for a Poverty Alleviation Programme; Rural Electrification Programme; and Caribbean Business Services Limited;
- World Bank Global Environment Facility grant for the Establishment of a National Parks and Wildlife Authority; and
- Organization of American States (OAS) grant for the Enhancement of the Labour Inspection Functions.

Training

The Division co-hosted and assisted in the coordination of training programmes sponsored and facilitated by the IDB and the EU. These programmes were aimed at enhancing the project management capability of public officers in the effective and efficient preparation, implementation and monitoring and evaluation of developmental projects and the Public Sector Investment Programme (PSIP). Training programmes were conducted in areas including:

- Logical Framework, Project Development, Project Cycle Management, IDB Procurement and Disbursement Procedures, Monitoring and Evaluating Projects, and Institutional and Organizational Analysis, facilitated by the IDB;
- Project Cycle Management, Economic and Financial Analysis of Projects and Development of Work Programmes facilitated by the EU; and
- Project Implementation and Management facilitated by the CDB.

Overall approximately 100 participants benefited from the training activities.

Central Statistical Office

National Accounts

The National Income Report 1995-2001 had been completed. This report was the 5th in the series of reports produced by the National Income Division. The report provided a comprehensive insight into the economy of Trinidad and Tobago during the period when the economy of this country embarked upon a growth path that continues to this day. The exercise necessitated the revision of the GDP from its previous base of 1985 to the more appropriate base year of 2000 resulting from the change in the structure of the economy brought about by the emergence of natural gas as a dominant force, a growing petrochemicals sector, and a resurgence in the banking and telecommunications sector. The old base year of 1985 did not fully capture this new economic reality which resulted in the real growth in the economy being understated.

The Central Statistical Office (CSO) continued to provide GDP estimates of current and constant prices for the Review of the Economy on an annual basis.

A survey of Non-Profit Institutions Serving Households (NPISH) was introduced in keeping with the new System National Accounts (SNA).

Economic Statistics

The Index of Retail Prices was revised from a 1993 base to 2003 base. This new base period was introduced to reflect changing consumption patterns via a 'new' basket of goods and services. The Revised Index also incorporates important changes in methods and classifications and adheres to all major international standards of compilation.

With the support of the International Labour Organization (ILO) a Productivity Index for both the Manufacturing Sector and the Economy was developed. An Occupational Wage Survey was also initiated. This Survey is intended to fill an extremely important gap in Wage Related Statistics for the country. Basic research design has been completed and meetings of major stakeholders have been held.

The Harmonized System Nomenclature Codes HS 2002 in the Trade Data Base was introduced and a correlation table of approximately 7000 HS Commodity Codes to SITC Rev 3 was created.

A software package, Management Information System for Tourism (MIST), used by the Caribbean Tourism Organization was introduced. This package is used for the capturing and processing of data and the production of tables on international air arrivals.

Geographic Information System (GIS)

The GIS Division completed an internal Map Album, showing Enumerations Districts (ED's) within communities by Municipal Corporation.

Data Dissemination

The CSO completed its obligations for the preparation of all metadata for the IMF's General Data Dissemination Standards (GDSD) in 2004.

Agricultural Statistics

The Agricultural Census was conducted on the field in 2004. The questionnaires were then processed using the Scanning Technology. All Census results were disseminated at a workshop held in December, 2005.

The Agricultural Statistics Division conducts surveys in many areas of agriculture and during the period surveys of paw-paw and pineapples, watercress, christophene and small ruminants were introduced.

2000 Population and Housing Census

Dissemination of data from the 2000 Population and Housing Census started in 2002 with a Preliminary Report. Final data was published on the Website in 2004.

Compilation of a Compendium of Environmental Statistics for Trinidad & Tobago

Environmental Statistics is a newly emerging area of statistics and the Compendium of Environmental Statistics is being done in collaboration with environmental specialists from

the relevant Ministries and Agencies, as well as, the United Nations Statistics Division.

Training

The 16th Statistical In-Service Training Course was held at which 30 staff members became qualified to enter the Statistical Officer stream.

Physical Planning

The Town and Country Planning Division has the responsibility for administering the Town and Country Planning Act Chapter 35:01 of the laws of Trinidad and Tobago. The ongoing development control function is carried out at four (4) Regional Offices. Over the period, the Division received over 9,000 applications for planning permission, per annum, for development of land and is working towards a processing period of two months. The major achievements over the period are listed below:

- Prepared, tendered, reviewed proposals and selected consultants to prepare the second National Physical Development Plan. This will be a strategic plan to achieve the Vision 2020 goals and will be reflected in a spatial format;
- The Division has been intimately involved in the preparation of the National Transportation Plan, the preparation of the new Port-of-Spain City Plan, redevelopment plans for San Fernando, Chaguanas and the South-West Peninsula, and in meeting with the various Local Government bodies with a view to updating and preparing new regional and local area plans for the country. The Scarborough and St Helena Local area plans are nearing completion;
- The Division has played a significant role in assisting in the programme for identifying and providing housing and farming sites for the Caroni Workers VSEP packages, not only in selection but also in the processing of the relevant applications for development;
- Two new policy documents have been completed, the Advertisement Policy and the Policy for the erection of Telecommunication Towers. These

- documents were completed after extensive consultation with stakeholders at every level;
- The Division has also completed work on the preparation of the Small Building Code which was sent out for consultation, amended as necessary and is now to be legislated by the relevant agencies;
 - The Division has chaired the Technical Working Committee on Hillside Development which comprised representatives from all agencies involved in development on hillsides. This Committee's mandate was to review existing hillside policy guidelines and update where necessary by carrying out extensive consultations and taking advantage of knowledge and technology not previously available to ensure sustainable use of our hillsides. The Committee is now finalising these guidelines;
 - The Division is in the process of carrying out a policy review for the Woodbrook and Rousillac areas. These projects are all being done using Geographic Information Technology (GIS);
 - Within the last two years the Division has aggressively pursued the greater computerisation with a view to providing more data and information digitally using a GIS. Access to relevant data has been a stumbling block and the Division outsourced a study to determine land suitability within the country. This information will support the in-house project to map and review the policy using the GIS. This is nearing completion and it is expected that the first phase of the digital data base will be available for easy public access from the web site and Regional Offices in the second quarter of the 2007 financial year. This project when completed will completely change the way in which development projects are viewed and processed;
 - With the technical support of the Information Technology Unit, the Division has revised its data base to include a more comprehensive tracking system for application processing;
 - The Enforcement Unit has been enhanced and is

now greatly facilitated by the Legal Services Unit. Within the last 2 years, forty-two (42) Enforcement Notices have been served throughout the country and a far larger number of unauthorised buildings and sites have been voluntarily brought into compliance by their owners. The significance of this is apparent when it is noted that these numbers represent half of the notices served between 1969 and 2003;

- The Division continually generates data and reports for other planning entities in a timely manner for both in the private and public sector; and
- The Division continues to maintain its public registers at all of the Regional Offices. The availability of these documents and the introduction of the new digital documents will provide greater transparency to the entire planning process.

Legal Services Unit

Propelled by the main objective of the Ministry of Planning and Development to promote and monitor urban development and land use planning, the Legal Services Unit has instituted legal techniques to prevent breaches against the policies of the Ministry of Planning and Development. The Unit has placed a lot of emphasis on the enforcement actions of the Town and Country Planning Division as follows:

- assisting the Director of Public Prosecutions with the prompt conclusion of enforcement matters before the Court for illegal development; and
- Researching the legality for the Town and Country Planning Division to commence enforcement action against the construction of Billboards and Cell Site Towers.

Chaguaramas Development Authority

Construction/Refurbishment

The CDA manages the only public golf course in the Caribbean. During the period the CDA has constructed a new club house for the golf course and conducted major refurbishment of the CDA Head Office and buildings and

asphalt resurfacing of half mile of public/private road to the golf course, installation of a Water Well to facilitate irrigation and maintenance of the course and construction of a Covered Driving Range with Lighting. Other projects include:

Gasparee Caves:

- Major upgrade/renovation to landing jetty, walkway to caves;
- Stairs in caves;
- Renovations to the Visitors Centre at then cave location; and
- Construction of a reception area at the jetty.

Bellerand Recreation/Games Park:

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

Convention Centre

- Upgrade of hotel rooms, (20) for public use/rental.

National Development

- Two year lease of the Chaguaramas Convention Centre to eTeck for the establishment of their client, the new University of Trinidad and Tobago (UTT), for introduction of the medical transcription programme and training; and
- Lease of 5 acres of land to the University of Trinidad and Tobago (UTT) for the construction of its Maritime campus.

Tourism and Recreation Development

- Establishment of a tour boat facility through lease of lands to Treasure Queen Boat tours;
- Plans for the construction of two hotels at (a) the Tracking Station Site, and (b) at the Macqueripe beach site;
- National Heritage Park Products;
- Re-Establishment of the National Heritage Park and the introduction of a Park Department, for the management of recreation entertainment tours and

activities consistent with a National Park;

- Provision of National Recreation Facilities such as hiking trails and tours for public health and recreational use, a public games park at Bellerand Road, enhancement of the Tembladora bathing area/Carenage Bay through installation of a retaining wall, safety barriers, increased beach space, parking area and seating accommodation, lighting at the Macqueripe Car Park; increased security patrols throughout the peninsula;
- National Heritage Park Expansion;
- Employment and training of tour guides for park operations;
- Introduction of day camps for children during vacation periods; and
- All-year tours for schools, institutions and general public.

The Environment

- The Institute of Marine Affairs (IMA) was commissioned for a Marine Water Study of beaches in select/popular beaches in Chaguaramas;
- Installation of an Effluent Lift Station at the Chagville beach restaurant area; and
- Implementation of a project for the updating of the National Statutory Chaguaramas Plan and identifying land use.

Sport/Development

- Development of the Yachting Industry through the lease of 7.2 acres of land for the establishment of a marina and boat building industry;
- Installation of outdoor lighting along half-mile area of popular local facility "Chagville Beach"; and
- Designation of Chaguaramas as the Caribbean and South American Headquarters for Dragon-Boat Racing; an international sporting event, associated with the T&T Chinese Bi-centennial celebrations.

PUBLIC ADMINISTRATION AND INFORMATION

Public Sector Management

Public Sector Reform Initiation Programme

The Reform of the Public Service is a key factor in the transformation of Trinidad and Tobago into a developed nation.

Achievements thus far include:

- the development and implementation of the first phase of a national dialogue strategy;
- the placement of New Systems Facilitators (NSFs) to act as internal change agents in Government Ministries;
- the establishment of a Policy Networking Forum for deeper collaboration among Ministries on policy formulation and implementation;
- the establishment of an Opinion Leaders' Panel to regularly gauge public opinion on the progress and effectiveness of the delivery of public services; three waves of research have been completed;
- the conduct of a Public Service Employee Survey to incorporate the views and ideas of our employees in the transformation exercise;
- the establishment of Human Resource Department networks to determine the developmental gaps in our agencies and to build capacity in training needs, assessment and evaluation; and
- a pilot project to introduce an appraisal system for Permanent Secretaries, which includes the establishment of organisational Performance Management Systems.

The Ministry of Public Administration and Information launched the Prime Minister's Innovating for Service Excellence Awards in 2004, in pursuance of the goal of facilitating the creation of an innovative public sector that reflects the high value placed on creativity and innovation in the workplace. While specifically honouring innovation and celebrating excellence in the short-listed projects, the scheme also acknowledges

the efforts of all public officers who seek to improve the way they do their jobs, increase customer satisfaction and create added-value, and in so doing, change the perception of the public service.

Scholarships and Advanced Training

The main purpose of Government's training programme is to ensure maximum productivity and efficiency by providing facilities for securing an adequate number and quality of trained personnel to meet the needs of Trinidad and Tobago, including our public service.

The Scholarships and Advanced Training Division has embarked on a number of new initiatives in the area of Human Resource Development by increasing the portfolio of scholarships offered. These scholarships have targeted priority developmental areas such as:

- medicine;
- poverty eradication;
- educational administration;
- criminology;
- forensic sciences;
- estate management; and
- property valuation.

A programme of Development Scholarships has been re-introduced to fill specific training needs in the public service. These developmental training areas are consistent with the National Strategic Plan objective of developing **Innovative People**.

Succession Planning and Executive Development

New and more valid methods of recruitment and selection have been introduced.

An Executive Development programme focussing on key managerial and leadership competencies has also been introduced for senior managers above Range 59; approximately 60 senior managers have already been trained.

Physical Infrastructure

Concerted efforts have been made to improve the physical environment within which public officers work. The goal is to produce an environment that is customer friendly and which induces improved efficiency and productivity.

The Government Office Campus and the Car Park at Richmond Street are now under construction, with work moving apace on the car park and buildings for Customs and Excise, the Board of Inland Revenue and the Ministry of Legal Affairs. Plans are also on stream for the construction of the Ministry of Education building. The entire project is scheduled for completion by November 2007.

Work has started on the Administrative Complex at Chancery Lane in San Fernando, the building on St. Clair Avenue for the Ministry of Public Administration and Information and the Salvatori Building. The Siparia Administrative Building has been completely outfitted.

Telecommunications Liberalization

Liberalisation of the telecommunications industry began in December 2005. The Telecommunications Authority of Trinidad and Tobago (TATT) has issued two concessions for new telecommunications Mobile Services and one concessionaire has commenced operations. Seven concessions for International Telecommunication Services as well as Fixed Wireless Access Networks and Cable TV have been granted.

Quality telecommunication services and lower prices for all citizens are TATT's principal objectives. This is being achieved in a very significant way through Trinidad and Tobago's now liberalized telecommunications sector.

Lower rates in high speed, business and residential Internet service are already producing increased usage. Homes with Internet Access have risen from 8% to 17% in the past two years and greater increases can be expected over time.

TATT is committed to fair, equitable and transparent competition in this sector. As part of the ongoing exercise

to develop a comprehensive regulatory framework for the Telecommunications Sector, the Authority submitted the following draft documents for public consultation:

- (i) Network Quality of Service Policy, Indicators and Guidelines;
- (ii) Network Quality of Service Regulations 2006; and
- (iii) Spectrum Plan for Accommodation of Broadband Wireless Access (BWA) Services.

Fastforward Pathfinders

e-Government Portal and Backbone

The main aim of the e-Government Portal Project is having a single point on the Internet to access Government information and services. Phase I of the electronic infrastructure to support information sharing and e-Government is completed, with 230 sites connected onto a Government Wide Area Network.

The Integrated Human Resource Information System (IhRIS)

(IhRIS) is the most important component of the e-government infrastructure being established. This project is the first complex, enterprise-wide, information and communication initiative that Government has implemented. The objective is to provide automated human resource functionalities in the Service Commissions Department and to all government Ministries and Departments. The IhRIS project has delivered the following:

- A wireless Wide Area Network connecting a centralized system at the Service Commissions Department to other central Human Resource Departments, i.e. the Personnel Department and the Public Management Consulting Division and the Human Resource Units in thirty five (35) Ministries and Departments; and
- A Human Resource Information Management System that has automated some human resource activities.

Legislative Review

The Legislative Review Project is focussing on all aspects

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of legislation including, but not limited to the current Telecommunications Act, security, privacy and data protection, electronic documents and signatures, Intellectual Property, and protection from inappropriate content on the Internet. Consultants have already completed a review of the existing legislative and legal framework, having identified gaps and an action plan for addressing them.

Community Access Centres

The Community Access Centres consultancy has started with the Consultants meeting key Ministries that have in train some form of community access facility across the country. The aim of this consultancy over the short term, will be to outline a policy framework and standards for the establishment of such Centres by various government agencies. This project is part of the wider Community Connections Programme (CCP) of the **fastforward** Plan. Three (3) pilot sites will be implemented in November 2006. Eventually the CCP will provide residents of rural, remote and urban communities with accessible and affordable access to computers and the Internet.

SME Marketplace

The growth of e-commerce in Trinidad and Tobago is vital for the improved commercial competitiveness of both the public and private sectors. Efforts are being made to facilitate this development with the online establishment of an electronic marketplace. Proposals for the administration of the .tt domain name have been accepted by Cabinet and organizational structures that will undertake the administration of these legal or regulatory instruments are being developed.

The Online Small and Medium Enterprises (SME) Business to Business (B2B) Marketplace, which is envisioned to be the "online home" of SME e-Commerce B2B activity in Trinidad and Tobago has been created. The objective of this online service is to provide a global listing of trade events, Internet market research and practical tools to help local SMEs with every step of the export process.

Government has already approved the Electronic Transactions Policy and the Data Protection Policy. The Ministry of the Attorney General, with the assistance of technical consultants,

will be proceeding to prepare the necessary legislation.

National Library and Information System

The National Library and Information System (NALIS) made significant progress in the expansion of its services to a wider cross-section of the public during the last fiscal year with the following upgrades:

- Registration and internet usage by the public at all branches of the national library system were increased;
- New network infrastructure was installed in the 22 public libraries throughout the country along with upgraded, additional computer equipment for staff and public use;
- Computer Centres for children were established in 15 Branch Libraries;
- 5,000 users were trained in the use of the Internet;
- the NALIS Website was established and launched in 2005; and
- a draft digitization policy, including guidelines for scanning different media and data entry, was completed.

In addition, NALIS commenced upgrading of the Model Library at the Rudranath Capildeo Learning Resource Centre; the branch libraries; and libraries in schools and teacher colleges throughout the country.

Ramps for wheelchairs have been constructed at three libraries.

Training has begun on equipment to assist patrons with Visually Impaired Persons (VIP) technology at installed service points. Nine members of staff have already been trained in sign language to facilitate service to the hearing impaired.

In keeping with the Government's all-inclusive policy, a pilot project was implemented at the Youth Training Camp (YTC) to support the reading habits of institutionalized members of the community.

An additional 831 acquisitions were made by the Heritage Library towards the preservation of our cultural heritage.

NALIS expanded its Library Services Network, achieving the following last year:

- 150 new computer systems were deployed in 22 branch libraries;
- Electronic access to 10,000 digitized information files was enabled;
- 488,303 items were listed in the on-line Public Access Catalogue;
- New subscriptions for 7 additional electronic research databases for children, teens and adults were made;
- 134 Library Management software licences for secondary schools, under SEMP were purchased;
- The digitization of 2 recently acquired Heritage Collections began;
- NALIS Help-desk System was implemented to provide increased efficiency in service delivery; and
- A new mobile digital library was ordered.

NALIS has also initiated a programme of auditing to ensure efficiency and accountability. Audits have now been completed on twelve branch libraries and at the Finance and Human Resource Divisions at the National Library.

Caribbean New Media Group

Government is winding up the operations of the National Broadcasting Network (NBN) and has replaced it with the Caribbean New Media Group Company Limited (CNMG).

CNMG was established in December 2004 to operate as a new broadcasting company incorporated under the Companies Act, 1995. CNMG is currently developing an Implementation Plan for the company.

The proposed vision of CNMG is to inform, educate and entertain audiences with credible, balanced and innovative programming. Its mission is to be the centre of mass media excellence in Trinidad and Tobago and the Caribbean.

CNMG will seek to implement innovative, cost effective programming, using the latest digital technology with over 95% nationwide coverage with high quality signals and cable access. Its portfolio will consist of the following services:

- Three FM radio stations (100.1, 98.9, 91.1 FM);
- One television station (on channel 9); and
- New media services (Internet).

In respect of radio broadcasting, Sweet 100.1 was launched in January 2006. The other two radio stations are expected to come on stream in late 2006.

Television broadcasting began in June 2006 with four hours at prime time and will gradually increase to eighteen hours. CNMG will relocate from its temporary accommodation later this year to its fully integrated, digital broadcast facility which will enable it to develop core programme areas in Culture, Sports, Children's Programming and Regional Information and Entertainment.

Government Information Services Limited

Government Information Services Limited (GIS Ltd.) has been established as a state owned company for the production and dissemination of public information and educational features.

Most of the services provided by the existing GIS Division will be performed by this Division. A capability will be retained in the Ministry to manage the strategy setting and coordination functions of Government communications.

A Communications Policy has been published to guide the operations of the communications function in line agencies.

Public Service Personnel

Arrears of Increment 1987 to 1995

The outstanding issue of arrears of increment owed to public officers as a consequence of the suspension of increments over the period February 1987 to December 1995 was settled and in 2002. All arrears totalling approximately \$785 million were paid.

Performance Management

In 2001, a new Performance Management and Appraisal System was introduced in the Civil Service and in Statutory Authorities subject to the Statutory Act. Ch. 24:01.

Group Health Plan

The UNIMED Group Health Plan to which Government contributes 50% was introduced for the following groups consequent on agreement with the respective trade unions:

- Daily rated employees of Government;
- Members of the Civil Service;
- Members of the Teaching Service; and
- Certain offices under the Salaries Review Commission.

Classification and Compensation

Classification and Compensation reviews were completed and with the agreement of the respective unions, new Classification and Compensation Plans were implemented for: -

- The Police Service;
- The Prison Service; and
- The Fire Service.

A new Grade and Wage Structure was implemented for hourly and daily rated employees represented by the National Union of Government and Federated Workers (NUGFW).

A revised Pay System was developed and implemented for the Defence Force.

The grading of newly created daily rated positions in the lifeguard service as well as the re-grading of the position of lifeguard were completed.

The above achievements resulted in greater equity, transparency and efficiency in compensating employees in the Civil Service and Statutory Authorities. These accomplishments will also support a major human resource management goal of the Civil Service which is to attract, retain and motivate its employees.

Trade Disputes

Through the assistance of the Legal Division of the Personnel Department, a significant reduction was made in the number of cases before the Industrial Court and the Special Tribunal with 29 Trade Disputes; 32 Special Tribunal matters and 11 Industrial Relations Offences being resolved.

Policy Issues

Draft Policies were developed in the following areas:

- HR Philosophy and Policy Framework;
- HR Management in the Public Service; and
- Management of HIV/AIDS in the Public Sector.

A draft Competency Management framework for HR Practitioners was also developed.

Initiatives To Build Capacity

The Personnel Department has embarked on a programme of Institutional Strengthening of the capacity of Ministries/ Departments/Statutory Authorities to undertake human resource planning in the Public Service. This programme seeks to develop a strong Human Resource Planning (HRP) capability in the Public Service and specified Statutory Authorities. The ultimate goal of the project is the development of a cadre of competent, qualified personnel in the right quantities, at the right time, and who will effectively and efficiently provide quality service to all stakeholders.

Training

A Training Fund was established by Government with an initial input of \$1 million for hourly, daily and weekly rated employees of Government represented by NUGFW.

Training programmes and Human Resources Fora have been conducted by the Personnel Department in an effort to facilitate the transformation of the Public Service. Content included:

- Completing the Performance Management Process;
- Building Human Resource Planning Capabilities in the Public Service and Terms and Conditions of Employment of Persons employed on contract/

- Freedom of Information Act;
- Leading and Managing Change in the Public Service Organization;
- Strategic Human Resource Planning, Train the Trainer and Presentation Skills;
- Supportive Relationships in the Workplace;
- Planning, Managing and Implementing an Employee Assistance Programme (EAP); Administering an EAP; Evaluating and Auditing an EAP; and Supportive Relationships in the Workplace;
- Managing Discipline in the Workplace and Variation of the Arrangements Relating to the Employment of Persons Employed on Contract;
- Auditing the HR Function, Development of Job Descriptions, Development of the Training Plan, Team Building Skills for the Internal Consultant and Conflict Management for the Internal Consultant;
- Towards Strategic Human Resource Management, Restructuring Public Service Organizations and Performance Management in Action: Best Practices, Tools and Resources; and
- Conflict Management Skills for the Internal Consultant, Strategic Management for Public Service.

FINANCE

Financial Sector Reform

In 2003, Government laid a Green Paper entitled "A Review of the Financial System of Trinidad and Tobago" in Parliament. Following the work of a Cabinet appointed Committee, a White Paper on the Reform of the Financial System of Trinidad and Tobago was laid in Parliament in June 2004 as Government Policy. An implementation committee was then established with the mandate to implement the recommendations in the White Paper.

In carrying out its mandate the Committee has accomplished the following:

- The Office of the Financial Services Ombudsman (FSO) was established in April 2005 and commenced operations in May 2005;
- International Financial Reporting Standards for the Banking Sector have been adopted;
- The Interim Regulatory Council, renamed the Regulatory Policy Council, has been established;
- The Regional Credit Rating Agency, CARICRIS, commenced operations in 2004;
- The Automated Credit Bureau commenced operations in 2004;
- The Inter-Bank Payment System became operational in February 2005;
- Electronic Trading on the Trinidad and Tobago Stock Exchange commenced in March 2005;
- The Take-over By Laws are now law;
- The Insurance Act was amended in July 2004 to establish the Central Bank as the regulator for the Insurance Sector; and
- The Amendments to the Venture Capital Act were passed by Parliament in July 2005.

Customs and Excise

- Common External Tariff (CET) and Value Added Tax (VAT) has been removed or reduced on a number of basic food items, educational tools, medicaments and works of local artists;
- the surcharge on the importation of chicken and turkey parts was reduced from 86 percent to 40 percent in 2004;
- the exemption from duty on gifts belonging to passengers was increased from \$1,200 to \$3,000 per annum in 2004; and
- there is now Duty Free entry of Goods from the Dominican Republic, Costa Rica, and Colombia based on Free Trade Agreements.

The Customs and Excise Division has vigorously continued along a path of development of the Information Technology Unit with emphasis on the migration to ASYCUDA++. This programme will allow for Direct Trader Interface (DTI), Electronic Data Interface (EDI), Internet and Selectivity mechanisms. This will reduce the administrative burden on trade and will permit the electronic submission and processing of customs documentation, with the capability of

applying selectivity management of imports and exports. The system will also provide improved revenue controls and the transfer of funds electronically to pay the relevant duties and taxes on imports.

The Division has conducted training in Risk Profiling Systems and Combating Domestic and Transnational Terrorism. Explosive Detector Dogs have been acquired for the Canine Unit and a new radar system has been installed at the Joint Operations Command Centre, which allows for a more effective and efficient monitoring of the Trinidad coastline and facilitates structured operations of the Marine Interdiction Unit (M.I.U.) of the Division. The Passenger Analysis Unit is operational at Piarco International Airport, and will be fully operational with the amendment of the relevant Legislation, which will incorporate all agents.

Ports have been established at Cedros and Charlottesville.

The Division has laid down the basic infrastructure for the implementation of CANS (Customs Automated Network System), as well as several IADB Projects, including the Electronic Framework for Express Cargo Consignments (COURIER) and treatment of low value shipments; Compatible Electronic Interchange (EDT) Systems and Development of Common Data Elements; and Electronic Risk Analysis and Profiling.

The Excise Section of the Customs and Excise Division has succeeded in regularizing and streamlining most of its functions with a view to enhanced efficiency. As a result, the Section was able to identify several areas where it was either negligent or inefficient in collecting excise duties, ultimately resulting in the collection of hundreds of millions of dollars in additional excise revenue, including outstanding accumulated debt.

The Division completed work on the new national Customs Common External Tariff (CET), based on the Harmonized Commodity Description and Coding System (HCS) 2002, which was implemented effective January 1st, 2004. The

Division facilitated a smooth transition to this new system. As a result, the electronic processing of entries based on this system was fully operational by February 1st, 2004.

The enforcement potential of the Division has been greatly enhanced through a gift of sixty-seven (67) computers from the United States Customs Advisory Team, geared specifically towards customs enforcement.

Inland Revenue

Reduced Taxes

- Individual income tax on the first \$50,000 of income was reduced from 28% to 25% in 2003.
- Individual income tax on income exceeding \$50,000 was reduced from 35% to 30% in 2003.
- The personal income tax rates of 25% and 30% were harmonized at 25% in the 2005/2006 National Budget.
- The personal allowance for all individuals was increased from \$25,000 to \$60,000 in the 2005/2006 National Budget. Persons who earn \$5,000 per month or less therefore no longer pay income tax.
- The corporate tax rate was reduced from 35% to 30% in 2003, and again from 30% to 25% in the 2005/2006 National Budget.

Improved Collections

The Board of Inland Revenue has improved its revenue collections through the use of more aggressive enforcement action and VAT refunds are now being applied to outstanding taxes.

The petroleum tax regime has been revised and a number of measures designed to close loopholes in the tax regime have been put into effect.

Criminal Tax Investigation Unit

A Criminal Tax Investigation Unit was launched in March 2003 with a mandate to pursue delinquent taxpayers and apply the fullest sanctions of the law against Tax Fraud. The objective of the Unit is to foster voluntary compliance by

delinquent taxpayers, resulting in increased collections. In September 2005, the Unit put in place the infrastructure for issuing Infringement Notices as per the VAT Act.

Petroleum and Large Taxpayer Business Unit

A Petroleum and Large Taxpayer Business (PLTB) Unit was launched in June 2002 and became fully operational in September 2002.

The PLTB Unit has two offices, one in north Trinidad which services large taxpayers in the banking, insurance, manufacturing, distribution and construction sectors. The other office in south Trinidad services petroleum, petro-chemical, gas processing plants, service and other selected oil-related companies.

During 2003, the Unit introduced the concept of a “one-stop” shop for its clients, providing customer service and education and developing a working relationship with taxpayers.

With the introduction of the PLTB Unit, the auditing function for large taxpayers has been removed from Field Audit and VAT Compliance and placed under the Unit’s umbrella. Unlike in the past where the emphasis was on auditing taxpayers, the PLTB Unit has concentrated its efforts on monitoring to increase compliance and collections.

Tax Remittance System

A new Tax Remittance System was introduced at the South Regional Office in June 2002, and was expanded to the Arima, Tobago and Port of Spain offices in 2003. With the new system, taxpayer accounts and records are expected to be updated within 5 days of payment as opposed to 5 to 6 months as in the past.

Integration of Units

The functions of the VAT and TAX Clearances Units were brought together for greater customer service and convenience. Tax Clearance Certificates are now available at the Port of Spain Head Office as well as at the Arima, Tobago and South Regional Offices.

The Miscellaneous Taxes section has been merged with the VAT Miscellaneous Unit.

The Mailrooms of VAT and Income TAX Units have also been merged.

The Field Collection Section and Staff of the VAT and Tax Units are also being merged to achieve more effective and efficient collections.

Accounting Control Unit

An improved system of returns readiness was introduced in the Accounting Control Unit in September 2005. The Unit’s main function is the processing of returns and payments as well as refunds to taxpayers. The improved system will result in the earlier receipt by taxpayers of any tax returns due to them.

VAT Administration

Vat Administration’s basic operation is to conduct Compliance and Audit Programmes within the business community to foster Voluntary Compliance. A VAT Monitoring Unit was established in October 2003 and the administration of VAT has now shifted from a concentration on Field Audit Activity and Non Filers Programme to one of VAT Monitoring to improve coverage. This has had a positive impact on the Division’s Compliance and has resulted in increased revenues.

Office Services

In 2002 the Point Fortin District Revenue Office was completely refurbished and a new office was acquired for the Couva District Revenue Services Office.

The Offices located at the corner of Queen and Edward Streets in Port of Spain were relocated to a nearby more environmentally friendly building.

The South Regional Office was relocated to new premises on Cipero Street, San Fernando during fiscal 2004.

Several VAT District Revenue offices were computerized and provided with enhanced security in 2005.

The expansion of the Network Infrastructure at VAT Administration Head Office was completed in August 2005.

Online Services

As part of its continuing effort to make information on taxation more accessible to the public and to make its services more user friendly the Inland Revenue Division launched its own web-site in Trinidad in April 2004 and in Tobago in June 2004.

State Enterprises

Caroni (1975) Limited

In 2003 Government restructured the local Sugar Industry by the closure of Caroni (1975) Limited. This action was necessary as the Sugar Industry as it was then organized had become uncompetitive and unviable with the domestic production of sugar being ranked as one of the highest cost operations in the world. As a result the operations of Caroni (1975) Limited were unprofitable and the company relied heavily on the State for funding its operating deficits. Between 1975 - 2002, Government's financial support to Caroni (1975) Limited had amounted to \$6 billion.

Pending its liquidation, Caroni (1975) Limited has been mandated to undertake the following activities:

- (i) Allocation and development of residential lots and agricultural plots to eligible former employees;
- (ii) Disposal of 224 bungalows;
- (iii) Transfer of assets to various Ministries;
- (iv) Rationalisation of pension arrangements;
- (v) Disposal of rolling stock and assets;
- (vi) Overseeing the on-going Training Courses; and
- (vii) Establishment of a Sugar Museum.

As part of the extensive restructuring of the Sugar Industry, the Sugar Manufacturing Company Limited (SMCL) was established in July 2003 as a wholly owned State Corporation. The Company was established with two strategic goals in mind: (i) to be the State appointed miller of sugar cane; and (ii) to be the source of refined sugar for local consumption.

The Rum Distillers of Trinidad and Tobago Limited (RDTT) was also established in the context of the restructuring of

Caroni (1975) Limited. The Company was established in July 2003 and its principle function was to run the rum distillery. The objective was to establish the business as a viable and profitable enterprise and to secure an investor for RDTT in the short to medium term.

Following the closure of Caroni (1975) Limited, action was taken to ensure the productive and sustainable economic use of the company's former lands by vesting these lands in the Estate Management and Business Development Company (EMBD). EMBD has been subsequently engaged in identifying and surveying lands for the development of commercial complexes, light manufacturing and agricultural and housing estates.

Under the re-training and re-tooling programs which have been conducted for former employees of Caroni (1975) limited:

- 4,752 applications for training were received by the end of November 2005;
- 3,596 or 76 percent of training courses were completed, 402 in respect of former monthly-paid employees and 3,194 in respect of former daily-paid employees;
- 936 former daily-paid employees participated in more than 1 course; and
- 41 percent of former employees took part in training courses.

Tourism and Industrial Development Company of Trinidad and Tobago

Tourism and Industrial Development Company of Trinidad and Tobago (TIDCO) became a non-operational company in October 2005. In April 2006, a Board of Directors was appointed with responsibility for ensuring that the financial obligations of TIDCO were met.

Special Purpose State Enterprises

Government has committed itself to a series of policies, initiatives and reforms, which would ensure that Trinidad and Tobago attains "developed country" status by the year 2020 and has targeted the State Enterprise Sector to play a critical

role in the implementation strategy for achieving this Vision. In 2005, the Government identified a more active role for State Enterprises in that they would assist in implementing projects and programmes under its Public Sector Investment Programme (PSIP). Funds were allocated to the Infrastructure Development Fund (the IDF) for financing projects and programmes approved by Government for implementation with assistance from State Enterprises.

Past experience has shown, however, that because of the structure of the Public Sector, which emphasizes administrative functions rather than project implementation, Ministries and Departments experienced difficulties in delivering various infrastructural development projects under the PSIP, on time and within budget.

In this context, therefore, Government agreed to the establishment of the following seven (7) wholly owned State Enterprises to carry out various policy decisions:

Community Improvement Services Limited

This Company was established to undertake developmental activity in communities, particularly in respect of the improvement of secondary road networks and drainage, development of cultural centres, community centres and sporting facilities. Its geographical areas of responsibility are all areas north of the Churchill Roosevelt Highway from Chaguaramas to Wallerfield, together with the urban areas of San Fernando and Pointe-a-Pierre.

The Sports Company of Trinidad and Tobago Limited

The Sports Company of Trinidad and Tobago Limited was mandated to provide advice and make recommendations on matters relating to Sport and Physical Recreation; collaborate with all relevant Ministries and Agencies on the establishment of an Institute of Sport at the University of the West Indies, St. Augustine, at the University of Trinidad and Tobago and at other designated agencies; implement suitable programmes for total participation in sport and high performance sport; administer sports as agreed to by the Ministry responsible for Sport; manage and maintain sport facilities; and design and set standards for National Coaching Programmes and for coaching certification.

Education Facilities Company Limited

This Company was established to undertake the procurement of designs and the construction and management of projects under the Ministry of Education.

National Infrastructure Development Company Limited (NIDCO)

NIDCO has been mandated to assist Ministries that do not possess the institutional capacity to manage projects. NIDCO has responsibility for the procurement of designs, construction, management and possible financing of projects.

Rural Development Company of Trinidad and Tobago Limited (R.D.C.)

The R.D.C is responsible for the management and implementation of large-scale projects under several Ministries which relate to rural development in Trinidad.

East Port of Spain Development Company Limited

The East Port of Spain Development Company Limited was established with a mandate to redevelop the zone in east Port of Spain which is bounded by Charlotte Street, Lady Young Road, Eastern Main Road and includes Morvant, Never Dirty and Caledonia. The Company was mandated to improve the economic, social and physical environment of the identified areas.

Tobago Special Projects Company Limited

The Tobago Special Projects Company Limited was established with the mandate and specific responsibility for the implementation of projects related to Tobago. This includes a variety of functions required to organize, manage and fund the process of development in Tobago through all its stages as appropriate, that is, from conception to physical construction, occupation and operation.

Because of their project management capability, Government also decided that the following nine (9) State Enterprises, which were in existence for a number of years, would be co-opted to provide project management services on specific projects:

- (i) Palo Seco Agricultural Enterprises Limited (PSAEL);

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- (ii) The National Gas Company of Trinidad and Tobago Limited.(NGC);
- (iii) National Insurance Property Development Company Limited.(NIPDEC);
- (iv) National Energy Corporation of Trinidad and Tobago Limited. (NEC);
- (v) Urban Development Company of Trinidad and Tobago Limited.(UDeCOTT);
- (vi) Evolving TecKnologies and Enterprise Development Company Limited.(e-Teck);
- (vii) National Commission for Self Help Limited (NCSL);
- (viii) Estate Management and Business Development Company Limited.(EMBD); and
- (ix) Tourism Development Company Limited (TDC).

In addition to the above-mentioned Special Purpose State Enterprises, the following State Companies have been recently established to further Government's vision of a well-developed non-energy sector that will serve to stimulate the innovative and entrepreneurial capacity of the people:

Government Information Services Limited

Government Information Services Limited has been established with the general purpose of the production of public information and educational features. The company will provide common communication services for public agencies. Its mandate relates to public education, distance learning, government information, and quality local programming.

Seafood Industry Development Company Limited

The Seafood Industry Development Company Limited was established to oversee the implementation of an action plan for the development of the Fish and Fish Processing Industry of Trinidad and Tobago.

Trinidad and Tobago Film Company Limited

The Trinidad and Tobago Film Company Limited was established to facilitate the development of the local film industry and the generation of revenue and employment within the sector; to promote Trinidad and Tobago as a premier location for international productions; to be a

one-stop shop that facilitates the operations of approved film/television productions; to assist local producers in accessing funding for the production and distribution of their products; to have responsibility for the overall marketing and promotion of the Trinidad and Tobago Film Industry within the international market place; to have responsibility for providing access to channels for distribution of the film products and international funding; to promote the development of a film culture in Trinidad and Tobago; to manage a national public awareness campaign; and to take any action necessary for the development of a vibrant film industry.

FOREIGN AFFAIRS

Protocol, Consular and Conference Services

The Ministry of Foreign Affairs through its Protocol, Consular and Conference Services has:

- Fostered a closer working relationship with the United States Embassy, the Canadian High Commission, Ministries, Governmental Agencies and the private sector, leading to quicker and more favourable outcomes with respect to obtaining documents and appointments.
- Secured early appointments for Trinidad and Tobago nationals requiring United States visas, such as artistes and musicians, sports persons, youth groups, business people and those seeking to attend funerals, visit sick family members and attend interviews.

Legal Agreements

Some of the International Agreements which this country entered into during the 2002 – 2005 period include:

- the Trinidad and Tobago-Netherlands Extradition Treaty – 2003;
- a Trinidad and Tobago-Venezuela Memorandum of Understanding on the Unitisation of Cross-border Hydrocarbon Reservoirs – 2003;
- Agreement on the Establishment and Operation of a Grenada Consular and Trade Office in Trinidad and Tobago – 2003; and
- Letter of Intent on Enhanced Bilateral Cooperation

between the Republic of Trinidad and Tobago and the Bolivarian Republic of Venezuela in the Energy Sector – 2003.

Legislation enacted included:

- Passage of the Immigration (CARICOM Skilled Nationals) Amendment Act and full implementation of the said Act;
- Amendment to the Extradition Act 2004; and
- Amendment to the Mutual Legal Assistance Criminal Matters Act.

Committees established included:

- the Joint Trinidad and Tobago-Venezuela Steering Committee to oversee the Unitisation of Cross-border Hydrocarbon Reservoirs.

Relations with CARICOM

The Ministry of Foreign Affairs is responsible for the management and coordination of Trinidad and Tobago's relationship with CARICOM and bilateral relations with CARICOM Member-States, Cuba and the Dominican Republic. CARICOM continues to be an important market for Trinidad and Tobago, remaining the country's second largest export market behind the United States of America. Regional integration is thus a high priority for the Government of Trinidad and Tobago and the Ministry continues to play a central role in the execution of this mandate. This is achieved through the preparation of briefs and position papers and participation in the meetings of the various organizations and councils of CARICOM as follows:

- Conferences of the Heads of Government;
- Council for Trade and Economic Development (COTED);
- Council for Foreign and Community Relations;
- Council for Human and Social Development (COHSOD); and
- Council for Finance and Planning (COFAP).

The conclusions of these meetings resulted in the undertaking of the following activities:

- The enactment of legislation to facilitate the

administrative procedures instituted for the free movement of graduates, media workers, sports persons, musicians and artistes by July 2003. (Trinidad and Tobago enacted legislation to this effect in June 2003);

- Facilitation of travel by CARICOM nationals throughout the region;
- Trinidad and Tobago's continued funding of the operations of the Secretariat of the Regional Task Force on Crime and Security during the period September 2003 to August 2004 at a cost of TT\$3.2 million;
- The ratification of the Revised Treaty of Chaguaramas;
- CARICOM endorsement for Trinidad and Tobago's nomination for election to the UN's Food and Agriculture Organization (FAO) Council 2003;
- Coordination of matters related to the CSME - Established the CSME Unit, the Business and Labour Advisory Committee (BLAC) on the CSME and the Inter-Ministerial Consultative Committee (IMCC) on the CSME, which are important institutional mechanisms to advance the work of the CSME Unit;
- The signing of the CARICOM/World Bank/International Development Association (IDA) Grant Agreement valued at US\$9 million for the CARICOM-led Pan-Caribbean Partnership against HIV/AIDS;
- Endorsement of the Declaration on Nursing (issues in Barbados in 2004 at the International Nurses Conference on Managed Migration) which speaks to COHSOD's support for a review of policies to stem the migration of nurses out of the region;
- Chairmanship of the COHSOD - Trinidad and Tobago acceded to the Chair of the CARICOM Council for Human and Social Development (COHSOD) in 2003 for one year; and
- Coordination of all matters related to the Skills Committee which is headed by the Director of the Legal and Marine Division of the Ministry of Foreign

Affairs.

Trinidad and Tobago's Support to CARICOM

Revolving Fund

An integral part of the Trinidad and Tobago Trade Support Programme involved the establishment of a Revolving Fund to the tune of TT\$100 million to be used to assist member states through the provision of interest-free loans and technical assistance. The Fund was launched in Trinidad and Tobago in September 2004, and in Jamaica and St. Lucia in October and November 2004 respectively.

Trinidad and Tobago has contributed TT\$30 million to the CARICOM Trade Support Fund during financial years 2004 and 2005.

Special Oil Facility to Assist CARICOM Member States (Petroleum Fund)

In response to the difficulties being faced by CARICOM countries as a result of the escalating costs of oil and petroleum products on international markets, Trinidad and Tobago established a Petroleum Stabilization Fund on July 1st 2004 as a grant facility. The Fund could accumulate up to a maximum of TT \$25 million per month.

Natural Disaster Assistance

The Government of Trinidad and Tobago extended TT\$30 million in hurricane relief to other Caribbean countries in response to the devastating 2004 hurricane season. This relief was made up as follows:

- Grenada \$10 million;
- St. Vincent \$4 million;
- Jamaica \$10 million;
- Bahamas \$3 million; and
- Cuba \$3 million.

In addition Trinidad and Tobago dispatched crews to assist in the restoration of Public Utilities in Grenada including officers from T&TEC, WASA and CEPEP. The costs of these operations were met by the Government of Trinidad and Tobago.

Assistance to Guyana

Since 1996, Trinidad and Tobago has contributed US\$367 million in debt relief to Guyana through the Heavily Indebted Poor Country (HIPC) Initiative and the Enhanced HIPC Initiative.

Following the devastating floods in Guyana in early January 2005, Trinidad and Tobago also provided expeditious assistance to the Government of Guyana to alleviate the hardship experienced by the residents in the affected communities.

Support to LIAT

In 2003 Trinidad and Tobago provided interim support by way of loans and guarantees to LIAT amounting to EC\$12.5 million dollars.

Contributions to CARICOM Agencies

Trinidad and Tobago provided financial contributions to other CARICOM Agencies amounting to \$147.9 million in 2003, and \$136.9 million in 2004. Contributions during 2005 are estimated at \$170.9 million.

Caribbean Court of Justice

The Caribbean Court of Justice was inaugurated in Trinidad on April 16, 2005. In support of the Court, Trinidad and Tobago has committed US\$32 million towards the establishment of a US\$100 million Trust Fund, the majority of which is to be raised on the international capital markets, and the yield from which will finance the operations of the Court.

Investments in CARICOM Region

Between 1999 and 2004, several companies from Trinidad and Tobago invested US\$315 million in the CARICOM region. During the same period nine (9) CARICOM member states raised US\$1.2 billion through bond placements in Trinidad and Tobago.

CARICOM Single Market and Economy (CSME)

By the end of 2005 Trinidad and Tobago had put in place

most of the requirements for the implementation of the single market component of the CSME and was one of the 6 signatory countries at the official launch of the CARICOM Single Market on January 1st 2006.

CSME Unit

A CSME Unit was established within the Ministry of Foreign Affairs in January 2004 and to date has pursued its mandate for the successful implementation of the CARICOM Single Market in the first instance and the Single Economy thereafter:

CARICOM Single Market: The Single Market component of the CSME was fully implemented, except for four minor areas near completion, in terms of amendment of legislation and change in administrative procedures allowing CARICOM Nationals to enjoy the following rights:

- **Free Movement of Goods;**
- **Free Movement of Services;**
- **Free Movement of Skilled Labour;**
- **Free Movement of Capital; and**
- **Right of Establishment.**

Contingent Rights: A draft proposal on the approach to be taken in developing the Protocol on Contingent Rights for the region has been developed in collaboration with the Ministry of Trade and Industry. Once finalized, this framework would facilitate the ability of CARICOM Nationals to access additional specific negotiated rights contingent on their free movement to respective Member States.

Attachment Programme: In collaboration with the Technical Advisory Services Unit (TASU) of the CARICOM Secretariat, the CSME Unit of Trinidad and Tobago developed the Attachment Programme which facilitates and promotes interaction and cooperation among the CSME Focal Points in each Member State and the CSME Unit here in Trinidad and Tobago, the only fully established Unit in the region.

Regional Development Fund (CARICOM Development Fund): As part of the ongoing work, the Unit was instrumental in the

early developmental brain-storming on the operationalization and management of the Regional Development Fund. In collaboration with the Ministry of Finance, the Head of the Unit participated in sessions aimed at finalizing the Fund in terms of its purpose; eligibility for access to Fund resources; the size of the Fund; and financing arrangements.

To date, Trinidad and Tobago has committed approximately US\$29 million, through a one-time contribution from the Petroleum Stabilization Fund. In addition, Trinidad and Tobago's agreed contribution to the Fund will be a further US\$37.07 million.

CARICOM Single Economy: The CARICOM Single Economy is an arrangement which seeks to further harmonize economic, monetary and fiscal policies and measures across all Member States of the Caribbean Community which would underpin the sustainable development of the region. The objectives are to enhance economic development of all Member States; improve the level of efficiency in production; create more opportunities for employment, investment and production; and create a stronger voice around the negotiating table.

Trinidad and Tobago through the CSME Unit has participated in key developmental work in the various aspects of the creation of the Single Economy, including giving input for the conveying of high-level consultations in the areas of Production Integration, Institutional Strengthening and Capacity-Building, Macro-Economic and Sectoral Policy Harmonization and Monetary Co-operation.

Relations with the Rest of the World

The Americas

Venezuela -

Trinidad and Tobago's Embassy in Caracas played an instrumental role in the realization of a wide range of positive developments in relations between Trinidad and Tobago and Venezuela, and CARICOM and Venezuela :

- A Memorandum of Understanding on Technical and Research Cooperation was signed with Venezuela in

2002, providing for cooperation in the fields of research, teaching and human resources training;

- A visa abolition agreement with Venezuela was successfully completed in 2002 and entered into force in February 2003; and
- Signing of a memorandum of understanding and letter of intent between the Government of Trinidad and Tobago and the Government of Venezuela with respect to the exploitation and development of cross border hydrocarbon reserves between Trinidad and Tobago and Venezuela (12 August 2003).

The Ministry also followed up on the implementation of bilateral agreements, recommendations and outcomes of multilateral meetings, such as (i) the Fourth Meeting of the Trinidad and Tobago/Venezuela Mixed Commission for the Suppression, Control and Prevention of the Trafficking and Illicit Trafficking in Narcotic Drugs and Psychotropic Substances, Caracas, in August 2003 (the meeting resulted in concrete proposals to reduce the drugs/arms flow from the South American mainland to Trinidad and Tobago); and (ii) the Trinidad and Tobago/Venezuela Double Taxation Agreement.

United States of America –

In 2005, the Government of Trinidad and Tobago pledged US\$2million to the Katrina Relief Fund to assist New Orleans.

Japan

The Ministry coordinated activities related to the Project for the Promotion of Sustainable Marine Fisheries Resource Utilization, which focuses on, inter alia, fishing technology, marine engineering, fish processing and resource management.

The Japanese in the form of equipment and experts provides technical assistance, while Trinidad and Tobago provides the facilities at the Caribbean Fisheries Training and Development Institute in Chaguaramas. In May 2004, a team from Japan conducted a successful evaluation and it was agreed that the scheduled completion date of 2006 was achievable.

People's Republic of China

In 2001, 2002 and 2003 Chinese Vice Foreign Minister Zhou Wenzhong, Vice Trade Minister Mme. Ma Xiuhong and Vice Premier Mme. Wu Yi respectively, signed on behalf of China, three Agreements on Grants to the value of 2 million RMB Yuan. With respect to the first Grant offered in 2001, the National Library and Information System Authority (NALIS) and the Ministry of Planning and Development benefited from a supply of computer equipment which arrived in November 2003 and were officially handed over in January 2004. The Grant, extended in 2002, is earmarked to improve the quality of education through the implementation of Computer Aided Instructional/Management Information Systems (CAI/MIS) in primary schools. The computer equipment was officially handed over to Trinidad and Tobago in 2004.

During the visit to Trinidad and Tobago of the Vice-President of China, H.E Zeng Qinghong, from January 30-February 1, 2005, the following agreements were signed:

- Framework Agreement on the Provision of a Concessional Loan of TTD\$152.2 million;
- Agreement on Economic Cooperation which extends a grant to the Government of Trinidad and Tobago in the sum of TTD\$ 7.6 million; and
- a Cultural Agreement

The Ministry also facilitated Trinidad and Tobago's participation in the Inaugural Caribbean-China Economic and Trade Forum which was convened in Jamaica in February 2005. At the conclusion of the Forum, a Guiding Framework, which outlines mechanisms for future economic and trade relations between China and the participating Caribbean countries was signed.

Multilateral Relations

The United Nations

As a result of payments being made on time and in full, Trinidad and Tobago in 2004 was cited in the so-called 'honour roll' of countries. This honour is seen as a means of awarding credit

and recognition to those countries who meet their legal and financial obligations to the United Nations in keeping with the Organization's Rules and Regulations.

Also as a result of Trinidad and Tobago's active involvement in the 5th Committee of the United Nations, and in the negotiations of the Scale of Assessments for the period 2004-2006 and the Programme Budget for 2004-2005, the Government was able to secure a significant reduction in Trinidad and Tobago's assessed contributions in the United Nations Regular and Peacekeeping Budgets for the aforementioned period. The quantum of that reduction has assumed even greater significance in the context of burgeoning budgets for peacekeeping operations, the international criminal tribunals and the United Nations Regular Budget for 2005.

Contribution to the UN Disaster Relief Efforts in South East Asia



The Ministry in conjunction with the Permanent Mission, Geneva, co-ordinated Trinidad and Tobago's contribution of US\$2 million in February 2005 to the fund set up by the United Nations Office for Humanitarian Assistance (OCHA) in Geneva to aid victims of the Tsunami Disaster in South East Asia.

The World Bank

In June 2003, Trinidad and Tobago signed a US\$20 million loan agreement, granted by the World Bank, aimed at reducing HIV infections and providing treatment and care for people infected with AIDS in Trinidad and Tobago. The HIV/AIDS Prevention and Control Project supports the Government's strategy to cure the spread of new HIV infections and provide treatment and care for those living with HIV/AIDS or who are affected by the disease. Trinidad and Tobago was the sixth country to draw from the World Bank's US\$155 million multi-country HIV/AIDS Prevention and Control Adaptable Lending Programme.

The Food and Agriculture Organization (FAO)

In October 2004, Trinidad and Tobago entered into a Tripartite Agreement with the FAO and the People's Republic of China which allows for the provision of assistance to Trinidad and Tobago for a period of two (2) years in identifying, designing and implementing activities related to irrigation development and intensification and diversification of livelihoods.



PILLAR 4:
FACILITATING
COMPETITIVE BUSINESSES

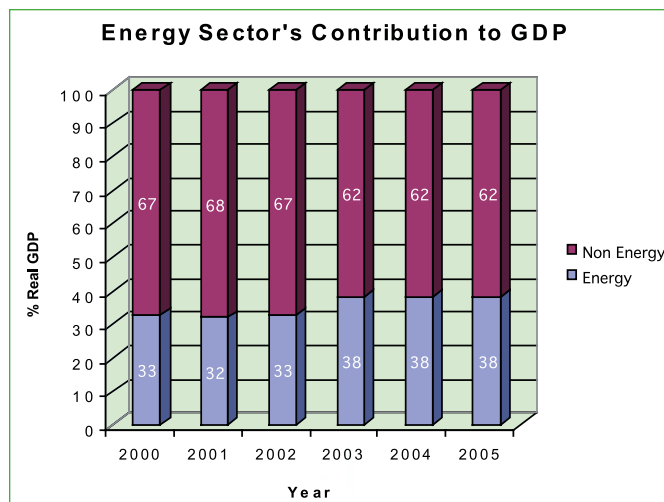
ENERGY SECTOR

The Energy Sector of Trinidad and Tobago continues to lead the way in terms of its contribution to the growth and development of the national economy. This sector has experienced growth and undergone a fundamental shift towards the predominance of natural gas instead of oil as the leading sub-sector.

Trinidad and Tobago's impressive economic performance has been driven by the booming natural gas and petrochemical industries. The energy sector's contribution to GDP has therefore increased with the sector accounting for just over 38 percent of real economic output in 2005.

Over the 2002 to 2005 period the major energy sector investment projects that were completed in Trinidad and Tobago included:

- Caribbean Nitrogen Company I in 2002;
- Atlantic LNG Train II in 2002;
- Atlantic LNG Train III in 2003;
- ATLAS Methanol Plant in 2004;
- Nitrogen 2000 Plant in 2004;
- Phoenix Park Gas Processors Limited Expansion Project in 2004;
- Atlantic LNG Train IV in 2005; and
- Methanol Holdings (MHTL) - M5000 Plant in 2005.



Oil and Gas Production for the Fiscal Years 2003 -2006

Fiscal Year	Oil Production (BOPD)		Total	Gas Production (MMSCF/D)		Total
	PSC	E&P		PSC	E&P	
2002/2003	1,400	135,787	137,187	665	1,948	2,613
2003/2004	1,611	126,816	128,427	751	2,186	2,937
2004/2005	32,348	104,652	137,000	785	2,351	3,136
2005/2006	48,141	102,859	151,000	958	2,754	3,712

PSC: Production Sharing Contracts
E&P: Exploration & Production Contracts

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Government sees its role in the management of the energy sector as critical to the achievement of the Vision 2020 targets particularly in view of the sector's revenue earning potential and its ability to lever specific aspects of economic activities.

A major goal of Government is therefore the leveraging of the energy sector to create conditions for the long term development of the people and of the economy of Trinidad and Tobago, and the continuation of the fostering of the sustainable growth and development of the country when energy sector revenues decline. Towards this end Government has continued to pursue initiatives on several fronts to maximise returns to Trinidad and Tobago from the successful monetisation of the nation's oil and gas resources.

New Organisational Structure

In order to operate more strategically, the Ministry of Energy and Energy Industries undertook a strategic planning and restructuring exercise which resulted in the introduction of a new organisation design that reflects the building of new capabilities and the change of the Ministry's focus to the core, revenue generating and national value added activities. The design has enabled the Ministry to be more customer and stakeholder focused.

Government's Energy Policy

Government's energy policy framework targets key components of Trinidad and Tobago's energy business and aims to maximise returns to Government in connection with a sustainable approach to management of the natural resources of the country.

The Government's policy on the natural gas industry aims to continue to seek to diversify the sector such that a broad range of commercial endeavours are represented. The strategy will allow for the protection of this sector from too much reliance on a particular industry, thus ensuring the sustainability of the natural gas-based industrial sector in the country.

Further, the government's energy policy seeks to further diversify the energy sector by promoting the establishment

of downstream industries that maximise the multiplier effects and value added through creation of linkages between the Energy Sector and the rest of the economy. In this regard, the Government has taken a policy decision that proposals for projects must include an element whereby their outputs are utilised to produce a value added product that can either be exported for higher value or used in local processes. This applies evenly for projects that produce first stage products such as ammonia and methanol as well as for completely new products, such as aluminium.

The results have been the proposal of several projects that offer to:

- add value to first stage chemicals such as ammonia by going further downstream into products such as melamine and Urea Ammonium Nitrate (UAN);
- take the country's steel output to the next stage from the current production of round steel to the production of flat steel that has many more applications;
- produce raw aluminium that will then be used as the basis for supplying local plants that will convert this into higher value-added aluminium products; and
- produce polyethylene that sets the stage for the development of a plastics-based industry in the country.

In pursuance of its policy, Government in 2005 conducted an exercise to examine the various project proposals that were vying for access to supplies of natural gas, based on currently available reserves. The following criteria were selected to determine the priority listing:

- Projects which are fully committed;
- Projects which provide substantial downstream industries; and
- Projects which are likely to happen within a three-year time frame, with start of construction and/or investment decision in 2006.

Based on this approach, a priority list of proposed projects was arrived at, and which would be fully supplied by available gas resources.

In the upstream sector, Government is continuing to facilitate and encourage an aggressive exploratory programme in deep water, as well as land and near shore areas to ensure that new supplies are realised in a timely fashion to support the new projects that have been proposed to Government. This strategy reflects Government's deliberate effort to ensure that adequate supplies are available for both increasing domestic demand and new industrial purposes.

Regarding the minerals sector, Government recognised that access to aggregate became an issue, particularly in light of the expansion of construction and related ongoing and planned activity in the country. With this in mind, a policy was implemented which aimed at making additional acreage available for quarrying activity so that there would be adequate supplies of aggregate for current and future activity.

In the downstream liquids sector, Government recognised the need for ongoing review and improvement of the country's retail marketing network. Several initiatives are therefore currently underway. In addition, the competitiveness of the refinery at Pointe-à-Pierre is being addressed via the ongoing gasoline optimisation programme as well as the proposed gas to liquids facility.

Upstream Energy Sector

The upstream energy sector is driven by policies that seek to achieve the optimisation of exploration and production of hydrocarbon resources, so as to ensure the maximisation of wealth creation and distribution for all stakeholders. It is therefore anticipated that this sector will generate competitive and sustainable local energy private sector participation. This has already started to occur, evident from the growing number of services that are beginning to evolve.

With respect to the Competitive Bid Round of 2001, two production sharing contracts were awarded to EOG for block Lower Reverse "L" and to BHP for Block 3A. The 2003/2004 Bid Round brought about the closure of six Production Sharing Contracts during July 2005. These contracts covered exploration tracts for six offshore blocks. This initiative has achieved the strategy of ensuring the right mix of exploration

and production players and approaches to properly evaluate, discover and extract maximum value from the sector.

Exploration projects were proposed in the following areas:

- Phase I – comprising 8 Blocks onshore Southern Basin of Trinidad and South Coast Marine area;
- Phase II – comprising 3 blocks off the north and east coasts; and
- Phase III – comprising 8 blocks, in the marine acreage in deep waters off southeast coast of Trinidad & Tobago

Bid rounds were opened in December 2005 in regards to Phases I & II with a closing date of the August 28th 2006 for the submission of bids. The Bidding Order for Phase III was opened with a closing date of October 30th 2006 for the submission of bids.

Exploration

A total of six (6) exploration wells were started during 2002-2003. Exploration successes included a Natural Gas discovery by BHP Billiton in Block 2(c) and another natural gas discovery onshore in the Central Block by Vermillion Oil and Gas.

BHP Billiton Ltd drilled two exploratory wells during the October 2002 to September 2003 period with the Howler-1 well in Block 2 (c) being declared as a natural gas discovery.

During fiscal year 2002/2003, two obligation wells were drilled by Vermillion Oil & Gas Trinidad Limited. These included the Baraka-1 well which produced the second largest onshore discovery in Trinidad in the past 40 years.

In 2002/2003 BpTT started fourteen (14) development wells. Two (2) of these wells were in the Mahogany Field, five (5) in the Amherstia field, one (1) in the Immortelle field, five (5) in the Kapok Field and one (1) in the Flamboyant field.

During 2003/2004 the Ministry of Energy and Energy Industries played a critical role in the development and production of the Production Sharing Contracted Block 2 (c). BHP Billiton under a Production Sharing Contract for

Block 2C, encountered oil in the Greater Angostura field. The Ministry in collaboration with energy companies (BHP Billiton, Total and Talisman) evaluated project economics for crude oil production, negotiated crude oil valuation contracts, and completed and executed Valuation Lifting and Off-take Agreements.

The Ministry focused on the technical as well as the economic aspects of this development including the most profitable manner of distribution of Government's share. The Ministry's goal was to maximise the returns to the State from the production of crude oil from this block as well as to finalise agreements among participating entities of joint marketing arrangements for the sale of initial cargo.

Apart from these PSCs, exploration work is also taking place on other tracts. The deepest exploration well ever drilled in Trinidad, Ibis Deep, is currently drilled in the SECC block. BpTT is operating the Ibis Deep well on behalf of a consortium consisting of EOG Resources, Petrotrin and the National Gas Company of Trinidad and Tobago (NGC).

The Ibis Deep exploration well was spud in April 2006 and represents the first attempt to test a new deep-play fairway in the Columbus Basin. This well is expected to yield considerable and valuable technical knowledge of the basin. The Ibis Deep well has a target of 20,500 feet, and is likely to encounter temperatures and pressures in the range of 325 Degrees and 18,000 PSI respectively. The project involves at least 20 different contractors to provide services and specific tools and technologies, with over 70 percent of the contractors based in Trinidad. Ibis Deep is a high cost well, estimated at US\$70 million.

Exploration for oil and gas is at an all time high and with the award of new blocks being imminent, it is expected that activity will continue beyond 2007.

The Quarry Industry

Resource Evaluation Exercises

Over the period 2001-2004 the Ministry of Energy and Energy Industries undertook several resource evaluation exercises as follows:

- The Tamana Phase I – Sand and Gravel Survey within the forestry division pine plantation on Tamana Road, Valencia. In this connection an average of 300 acres of state land were surveyed and reserves of approximately 2 million tonnes of sand and gravel reserves were identified;
- The Tamana Phase II – Sand and Gravel survey on Tamana Road, Valencia. In this connection an area of 250 acres of land was covered in which approximately 1.4 million tonnes of surfacial gravels were identified;
- With respect to the Tamana Phase III – Sand and Gravel survey an estimated 1.7 million tonnes of surfacial sands and gravels were identified within a 275-acre grid on Tamana Road, Valencia; and
- The Tamana Phase IV Sand and Gravel Survey on Tapana Road, Valencia covered an area of approximately 282 acres of land in which approximately 1.8 million tonnes of surfacial gravels were identified.

Legislative Reform

The draft Quarry Policy Green Paper and Tar Sand Regulations were prepared by the Ministry of Energy and Energy Industries. The Quarry Policy Green Paper provides an overview of the current and future trends within the quarry industry and outlines the rationale for the proposed policy, legislative and administrative changes, to optimise the development of the quarry resources with minimal environmental impacts, in accordance with Government's macro economic policy.

Consequent to comments and a public consultation with the quarry industry, steps are being taken to finalise a White Paper on the industry. The key policy issues include the enactment of a Geological Survey Act and a Quarries Act, and the establishment of a Quarries Authority to effectively regulate quarrying activities in Trinidad and Tobago.

Pending the enactment of legislation for the reform of the industry, draft regulations under the existing Minerals Act (2000) have been prepared as an interim measure for the regulation of the industry.

The proposed Tar Sand Regulations provides a framework for the mining of tar sands for the extraction of bitumen and production of synthetic crude oil from the tar sand deposits, which are currently used as a road surfacing material on secondary roads in south Trinidad.

Illegal Quarrying

The Ministry has significantly reduced the levels of illegal quarrying in Trinidad. Since November 2005, the security forces have conducted operations during which equipment was seized and persons were charged for illegal quarrying. The issue of illegal quarrying in Tobago no longer exists since most of the quarries existing now are on private lands.

Local Content in the Energy Sector

National Policy Guidelines for the Utilisation of Local Goods and Services for Government and Government Related Projects were initially applied in the development of the Atlantic LNG Train 1 project, and subsequently, during the Atlantic LNG Trains 2 and 3 Expansion Project. In order to evaluate the extent to which the guidelines were followed, the then Technical Advisory Group (TAG) of the Standing Committee on Energy was mandated to monitor the achievement of the local content targets throughout the period 1999-2003.

Government has continued to be mindful of the issue of Local Content in the energy sector when devising plans for the development of Trinidad and Tobago and accordingly a Cabinet appointed Permanent Committee on Local Content was established in April 2004.

The Permanent Local Content Committee had, as its first mandate, the finalisation of a policy document on local content and local participation with specific recommendations on the desired levels of local content to be contained in energy sector projects. This document was completed by

the committee and has since received official sanction from Cabinet. Some of the policy prescriptions in the document have been incorporated in the recently signed Production Sharing Contracts.

Local Fabrication Highlights

Major developments have occurred in the area of fabrication, which has gained prominence at the national level with the establishment of the La Brea Industrial Development Company (Labidco).

In 2004, the nation's first specialised Fabrication Yard was established at La Brea, to provide the customised space and specialised facilities necessary for the manufacture of jackets and topsides for large offshore platforms and structures up to a maximum of 3,000 tonnes.

The fabrication & assembly of the Kairi 1 platform for BHP Billiton was completed in the first quarter of 2004. The platform, which is a three-storey installation, represents the first platform fabricated in recent years at the La Brea Industrial Estate.

The fabrication of a 75-tonne flare boom and a 125-tonne bridge for BHP Billiton's Central Processing Platform for the Greater Angostura field was also completed. These were loaded out successfully in September 2004. BpTT's Cannonball Platform Project, comprising topside and jacket, was loaded out in April 2005. With the construction of these facilities at La Brea, the local value added has increased substantially.

EOG's Oilbird platform was the third facility to be constructed at the Labidco fabrication yard. Work on the platform was completed by TOFCO in May 2006. The Oilbird Platform has a 1,800-tonne deck and 1,300-tonne jacket and is rated as larger and more complex than its forerunners, the Kairi-1 and Cannonball.

Other Local Content Milestones:

- Local content targets that were set in relation to Atlantic LNG Trains 1 to 3 were exceeded. With

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an estimated capital cost of US\$1,965 million the local content target of US\$250 million was surpassed to the tune of US\$385 million on completion of the three facilities.

- 100 percent of the design activities during the construction of NGC's 56 inch Cross Island Pipeline was undertaken by locals.

Petrotrin's Pointe-à-Pierre Refinery Gasoline Optimisation Project

Government approved the establishment of Petrotrin's Gasoline Optimisation Programme (GOP) in 2005. The GOP is in the first phase of the refinery upgrade to produce higher quality and quantities of petroleum products. The estimated cost of this programme is US\$650 million, and implementation is scheduled to be completed by the end of 2008.

Upon completion of the programme, Petrotrin will be well placed to be the premier supplier in the region of high quality, environmentally friendly gasolines.

Gas-to-Liquids (GTL) Project

In 2005 Government approved the establishment of a Gas-to-Liquids Plant. World GTL submitted an Environmental Impact Assessment (EIA) for review by the EMA with respect to the establishment of the plant on Petrotrin's Compound. This plant is estimated to cost US\$100 million and is expected to produce 1,850 bpd of a high quality diesel and 450 bpd of naphtha.

This project will provide opportunities for synergies with Petrotrin in that the diesel produced by the GTL plant could be blended with Petrotrin's diesel to meet the specifications for the cetane number and the sulphur content of diesel sold on the local market. In addition, the plant will produce surplus hydrogen, which would be available for purchase by Petrotrin for its own use. Plant start-up is geared for the 1st quarter of 2007.

Natural Gas Master Plan

A Natural Gas Master Plan was completed and submitted to Government in January 2002. This Master Plan was

formulated to guide the development of the natural gas sector, which has become the single most important component of the Trinidad and Tobago economy, and is expected to gain further significance as gas production expands from current levels over the next ten years. As such, it became crucial that Government significantly enhance its understanding and management of the sector.

Also important is that the sector be managed and controlled in a more transparent manner for a variety of reasons, not least so that local entrepreneurs and other interested parties and stakeholders have some idea of the opportunities available in every area of the business.

Atlantic LNG Trains

Atlantic LNG Company of Trinidad and Tobago was formed in July 1995 to develop a liquefied natural gas (LNG) plant in the Caribbean. It began commercial operations in March 1999. The Trinidad facility is the first to operate in the Atlantic basin and the second in the Western hemisphere.

The double-train expansion project of Trains 2 and 3 cost US\$1.1 billion. Train 2 was completed ahead of schedule in August 2002 and Train 3 was also commissioned ahead of schedule in April 2003.

Trains 2 and 3 were each designed to produce 3.3 million metric tonnes of LNG per annum for export and between 10,000 to 12,000 bpd of NGLs. Train 2 and 3 increased Atlantic's LNG export capacity to just under 10 million metric tonnes per annum and moved Trinidad and Tobago up in the world LNG industry rankings to fifth after Algeria, Indonesia, Qatar, and Malaysia.

The fourth liquefaction train (Train 4) was commissioned in December 2005. This Train has the capacity to produce 5.2 million tonnes of LNG per annum (mtpa) from an inlet gas capacity of 800 million cubic feet per day and will become the largest single LNG train in production. Start up of Train 4 will increase total gas utilisation for LNG production to 2.3 Bcf/d and the total output from the Atlantic LNG facility to

15.1 mtpa, further positioning Trinidad and Tobago as one of the leaders in LNG production in the world.

LNG Value Chain

In August 2005, Government approved a new institutional structure for the LNG industry of Trinidad and Tobago and the establishment of Trinidad and Tobago LNG Limited.

The existing subsidiary of NGC, NGC LNG (Train 4) Limited, has been given the twin mandate to actively manage Government's assets and investments in the LNG sector and to promote and develop business opportunities in the LNG industry both locally and internationally in conjunction with the Natural Gas Export Task Force.

In consideration of the tremendous profitability of the global LNG business, especially those projects that sell their output to the US market, Government has articulated a new policy initiative, which seeks to explore investment opportunities in other elements of the LNG value chain. This includes shipping, re-gasification facilities, distribution and marketing to the final consumer.

In response, several potential partners have submitted proposals for investments along the entire LNG value chain and Government is currently reviewing these proposals with a view to selecting the most attractive and strategic options.

Lake Asphalt of Trinidad & Tobago Ltd.

A number of initiatives are being pursued aimed at making Lake Asphalt of Trinidad and Tobago (1978) Ltd. (LATT) a more economically viable entity. Among these has been the establishment of a Pelletisation Plant to improve the marketability of the product.

The Pelletisation Plant, manufactured by GALA Industries in conjunction with Nitech Corporation, both of the United States, arrived on LATT's compound in June 2004. In 2005, LATT commissioned the Asphalt Pelletisation Plant, which transforms Trinidad Lake Asphalt (TLA) into small, 'pea' shaped pellets. This plant is the result of several years of

sustained research into finding a user-friendly form of product, packaging and delivery of TLA.

Major Energy-Based Infrastructure Facilities

Industrial Estates

Union Industrial Estate

NEC undertook preliminary planning of this estate in 2002. Construction commenced in April 2003. The Union Industrial Estate comprises of 300 Ha. and is located in the Southwest region of Trinidad. The Estate is now being developed to accommodate various industries in the energy sector including additional ammonia and methanol facilities, an aluminium smelter and an associated power plant and iron and steel facilities. Site expansion for an additional 100 Ha. is ongoing.

The project is currently 90% completed and investors are expected to enter the site by the third quarter 2006 pending receipt of Certificates of Environmental Clearances (CEC) for their plants.

Gas Pipelines

In 2003 NGC decided to undertake two major projects: the Cross Island Pipeline Project (CIPP) and the Beachfield Upstream Development (BUD) Project. The construction of the CIPP and the BUD pipeline at a total cost of US\$410 million will provide a system expansion of over 3 Bcf/d, which is more than double the existing capacity. When both projects are completed the NGC will have a capacity of over 5 Bcf/d and the ability to transport natural gas for the proposed expansion of LNG and new industries into the next decade.

56-inch Cross Island Pipeline

This pipeline extends over a distance of 76.5 km, from Beachfield gas gathering facilities on the Southeast coast of Trinidad to Atlantic LNG facilities in Pt Fortin in the South West. The construction of the pipeline was completed at the end of October 2005. The line was commissioned with the first gas being introduced in the pipeline on 25th November 2005. The pipeline transports gas from the fields off the east coast of Trinidad to Atlantic LNG facilities as well as industries

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on the proposed Union Estate development. This pipeline possesses significant spare capacity to serve the needs of future LNG expansions and new gas based industries to be developed at the Union Industrial Estate at La Brea.

Bud Pipeline Project

The BUD project entails the construction of a 63 kilometre, 36-inch offshore gas pipeline from bpTT's Cassia B platform off the southeast coast of Trinidad. The BUD project will increase NGC's transmission capacity to Point Lisas Industrial Estate from 1.4Bcf/d to 2.0 Bcf/d to meet the increased gas demand for the M5000 methanol plant, the largest methanol plant in the world and which is now on stream, and the future growth in natural gas utilisation. This pipeline should be completed by September 2006.

Petrochemicals

The country's gas based heavy industries include among others, 10 large scale Ammonia Plants, 7 large scale Methanol Plants, 3 Direct Reduced Iron (DRI) modules, one Hot Briquetted Iron Plant and a gas processing plant. A new 5,000 tonnes per day (tpd) methanol plant, Atlas Methanol, and a 2,000 tpd ammonia plant, N2000, were commissioned in 2004. Another Methanol facility, M5000 started operation in September 2005. Government has given consideration for the establishment of a number of additional gas-based industries.

Upgrade of Gasoline Stations and Retail Marketing Facilities

Government has introduced a stepped programme for the rationalisation of the nation's gas station network in which many of the existing sites are to be upgraded. The improvement of the retail-marketing sector is to better serve the population and provides the impetus towards Developed Nation status.

As part of the 2005/2006 gas station upgrading programme, the National Petroleum Marketing Company (NPMC) received \$15 million for the construction of a full service Gas Station and Convenience store at Orange Hill, Tobago

and for the upgrade of two gas stations, Tragarete Road and Freeport, into Gas Bars.

In December 2005, NPMC opened its first service station gas bar located at Tragarete Road, Port of Spain. Subsequently another was opened at Freeport in Central Trinidad. The gas bar concept provides the motoring public with service stations which offers enhanced fuelling systems, improved filling times and greater access and egress. Each canopy has six fuel pumps that can fill twelve vehicles simultaneously.

NPMC has continued to undertake upgrading work on five other stations located at Beetham, Gatacre Street, St. Augustine, Cocoyea and Curepe respectively.

All upgrades for gas stations will include the replacement of the existing Underground Storage Tanks (USTs) with double-walled tanks with interstitial monitoring for leaks.

Fiscal Regime for Petroleum in Trinidad and Tobago

Upstream

Given that Trinidad and Tobago's energy resources are non-renewable, Government recognised that steps needed to be taken to ensure that appropriate levels of economic rent were achieved. In this regard, a new fiscal framework became of pressing importance, particularly as the exploration and production part of the energy sector has shifted towards greater production of gas than oil.

Government therefore conducted an extensive review of the country's energy taxation regime. This review has resulted in the establishment of a new regime for the taxation of income from oil production including a work programme for new exploration activities and a revised Supplemental Petroleum Tax regime.

The Bill to amend the relevant legislation (Finance Bill 2005) was enacted in July 2005. This Bill included measures to correct anomalies in the legislation that governs the taxation of crude income. As a result investment incentives and discounts will

no longer be used in the computation of Supplemental Petroleum Tax (SPT). Also the First Year Allowance will no longer be allowed as a deduction for the computation of Petroleum Profits Tax, which will be computed on a current-year basis and will continue to be payable in quarterly instalments.

Government has also approved new fiscal frameworks for deep-water and natural gas operations. The relevant legislation should be finalised in the near future. The legislative amendments in the natural gas sub-sector will ensure that Government gets a fair share of the proceeds from the sale of natural gas.

Arising out of the above review, this country will be able to boast of an internationally competitive energy taxation regime which provides a more equitable distribution of energy income to the citizens of Trinidad and Tobago.

Regional and International Initiatives

Energy Security Plan for CARICOM States

In 2005, Government agreed to establish a Petroleum Stabilisation Fund in order to help cushion the impact of high oil prices on the economies of CARICOM States. This facility is a grant fund available for draw down by member CARICOM States and is administered by the Caribbean Development Bank. The size of the facility is limited to TT\$300 million maximum in any one-year period. Over the period October 2004 to May 2005 the deposits into the CARICOM Relief Fund were capped at TT\$25 million per month.

The Gas Exporting Countries Forum (GECF)

Trinidad and Tobago became a member of the Gas Exporting Countries Forum (GECF) in 2003. The GECF was established in May 2001 as a starting point for the tangible co-operation and operational framework amongst gas producing and exporting countries. The operational framework provides for the exchange of views, information and experience in areas of gas exploration, production, transportation and technology, in both global and regional market structures.

At the Fourth GECF Ministerial Meeting held in Cairo, Egypt in 2004, Trinidad and Tobago was elected as the Chair of the Forum for 2005 and as such had the responsibility of hosting the Fifth Ministerial Meeting and Executive Bureau of the Forum. This meeting clearly positioned Trinidad and Tobago amongst the elite of gas exporting countries in the world.

Collectively, the GECF controls 73 percent of the world gas reserves, and approximately 41 percent of its production.

The current membership of the GECF is made up of Algeria, Bolivia, Brunei, Egypt, Indonesia, Iran, Libya, Malaysia, Nigeria, Oman, Qatar, Trinidad and Tobago, United Arab Emirates and Venezuela with Norway and Russia as observer countries. Equatorial Guinea has also been invited as an observer.

The Latin American and Caribbean Energy Organization (OLADE)

In 2004 Trinidad and Tobago held the position of Committee Chair of the Strategy and Programming Committee (SPC) of the Latin American Energy Organisation (OLADE). This marks the first time in the history of OLADE that a Caribbean country was given that honour.

Trinidad and Tobago is a founding member of OLADE, which was formally inaugurated in Quito, by the signing of the Lima Agreement. The mandate of this agreement is the fostering of energy co-operation and regional integration among members. As an international public co-operation, co-ordination and advisory agency, its basic purpose is the integration, production, conservation, rational development and defence of the region's energy resources.

One of the key functions of Trinidad and Tobago being part of the Strategy and Programming Committee is to be the representative voice for the English speaking Caribbean.

Trinidad and Tobago has also been at the forefront of major initiatives of the organisation and over the years, has played a pivotal role in the development and approval of major decisions of the organization.

MANUFACTURING

Assisted by investments and the provision of generous fiscal incentives, Trinidad and Tobago's manufacturing sector has become the leader in the Caribbean. With real average annual growth of 8.7 percent the sector expanded by 54.9 percent between 2000 and 2005 and has created 6,000 new jobs. During this period local manufacturers successfully streamlined their production processes and sourced new markets both regionally and extra-regionally. Manufacturers also successfully overcame the combined challenges presented by the sluggish domestic demand and the poor regional demand for local exports during 2002.

In line with Government's economic strategy of diversifying the economy to reduce the country's dependence on the energy sector and to achieve self-sustaining growth, Government has earmarked the manufacturing sector to be one of the principal generators of growth in the economy. Government has therefore, among other things:

- worked with local manufacturers to ensure that regulatory agencies such as The Customs and Excise Division, Food and Drugs Division and the Bureau of Standards are strengthened in order to adequately monitor the quality of imports into the country;
- recapitalised the EXIM Bank to provide exporters with favourable credit terms and information on new market opportunities;
- restructured the Small Business Development Company as the Business Development Company;
- established the National Enterprise Development Company with responsibility for the development of small and micro enterprises;
- commenced the establishment of two new industrial estates - one at Wallerfield for high tech industries and light manufacturing, and the other in San Fernando for light manufacturing, including agro-processing. These will position Trinidad and Tobago as the national and regional epicentre for light manufacturing and other commercial activity;
- established the Estate Management and Business Development Company Limited to manage lands

leased to them by the State for the purpose of stimulating and facilitating new business activity in the areas of light and heavy industrial manufacturing, agricultural estates, housing estates and commercial complexes; and

- commenced several initiatives in the areas of investment promotion, export development and the development of external transport links.

TRADE AND INDUSTRY

International developments had a definite impact on the capacity of our economy to maintain and promote the desired level of sustainable development. The major challenge therefore, has been to arrive at the right mix of development strategies to increase trade between Trinidad and Tobago and the rest of the world. It is to this task that the Ministry of Trade and Industry has steadfastly concentrated its efforts and attention.

To achieve its vision of being the premier institution positioning Trinidad and Tobago as the major Manufacturing, Transshipment and Commercial platform in the hemisphere, the Ministry of Trade and Industry has vigorously pursued the following objectives during the period 2001-2005:

- The upgrading, transformation and diversification of the economy with the Manufacturing and Services sectors as the engines of growth;
- The development of a strong, resilient and outward looking orientation to global markets;
- The development of entrepreneurship as a driving force for growth and development;
- The development of new sustainable and comprehensive links among stakeholders; and
- To become a dynamic and responsive institution supporting economic growth and development.

Manufacturing and Services Upgrading, Transformation and Diversification

During the period 2001-2002 the aim of the Ministry with respect to Manufacturing and Services was to ensure the

survival of the competitive entities in these sectors and at the same time undertake the reengineering of non-competitive firms and industries. To achieve this the Ministry pursued the following strategies/initiatives during 2001-2002:

- The aggressive promotion of domestic and inward investment;
- The development and implementation of a Trade Assistance Programme;
- The promotion of Information and Communication Technology as a business enabler;
- The assurance of a macroeconomic framework, which encourages competitiveness, productivity and sustainability; and
- The development of Sector plans for new industries.

Aggressive Promotion of Domestic and Inward Investment

Trinidad and Tobago has an extensive investment incentive regime, which covers many sectors of the economy including agriculture, manufacturing, energy, small business, tourism and health care. During 2001-2002 the Ministry of Trade and Industry coordinated a review of these incentives to determine, as well as enhance their relevance, effectiveness and impact on the designated sector. This considerably improved the administration of incentives by adopting an “automatic” system, which eliminated lengthy processing periods as well as ensuring that the incentives were targeted to the relevant sectors and industries.

During 2002-2003 the Ministry's top priority with regards to investment promotion was the drafting of an Investment Promotion Act, which sought to enhance the quantity as well as the promotion of certain types of investment.

Also, as part of the bid to host the Fourth Annual Euromoney/Latin Finance Caribbean Investment Forum in 2004, the Honourable Minister of Trade and Industry and other representatives participated in the Third Annual Euromoney/Latin Finance Caribbean Investment Forum in the Dominican Republic in 2003.

During fiscal 2003-2004 in the area of investment promotion, Trinidad and Tobago hosted the Fourth Annual Euromoney/Latin Finance Caribbean Investment Forum in May 2004, which was held for the first time in this country. Approximately five hundred and eighty (580) regional and international senior executives attended the conference entitled “Investing for a Connected Future”.

In the period 2004-2005 with respect to investments, considerable work was done to improve and restructure Trinidad and Tobago's existing investment policy. This revised document is now in draft form and has been presented to the Ministry's technical staff for comment.

Development of Sector Plans for New Industries

During 2002-2003 the Standing Committee on Business Development (SCBD) was established under the Chairmanship of the Honourable Prime Minister, of which the Ministry serves as the official secretariat. The objective of the Committee was to transform and diversify the economy, and foster the international competitiveness of businesses in the Non-Energy sector. During the period under review the SCBD identified eight (8) sectors for immediate study.

However, in fiscal 2003-2004 the SCBD initiated sector development plans in seven (7) targeted industries. These were:

- Film;
- Fish and Fish Processing;
- Food and Beverage;
- Merchant Marine;
- Music and Entertainment;
- Printing and Packaging; and
- Yachting

Key officers in the Ministry of Trade and Industry have since been assigned various sectors as their main areas of responsibility with respect to the provision of Ministerial support including administrative, financial and technical to ensure the realization of the development of the above-mentioned sectors. To date, each industry team has

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completed initial work plans that detail the specific activities to be undertaken within each sector, along with time frames and budgetary requirements for completion of such work.

During 2004-2005 strategic plans for each of the seven (7) sectors earmarked for development were completed and most of them were in the implementation process with varying degrees of completion. Reports of these Industry Teams have also been presented to the SCBD, and several of these have already received Cabinet's approval. The Ministry is now coordinating the implementation process in some of the sectors.

Creating an Outward Looking and Resilient Business Class

Trinidad and Tobago has enjoyed an impressive trade balance within CARICOM in the past. As such, the Ministry has realized that there is need to start looking at non-traditional markets and to exploit our preferential access in North America and Europe and to develop further, markets in South and Central America. To do this the Ministry has pursued following key strategies:

- The creation of a bilingual society to foster linkages with Latin America;
- The exploitation of market access opportunities;
- The development of new export markets;
- The development of an efficient system of air and sea links;
- The reengineering of domestic and regional enterprises to respond to global challenges; and
- The provision of adequate safeguards to ensure fair competition.

Creation of a Bilingual Society to Foster Linkages with Latin America

During the period 2002-2003 the Ministry spearheaded a programme to develop Spanish as the First Foreign Language (SAFFL) of Trinidad and Tobago. This evolved out of Government's attempt to better equip the society to adapt and capitalize on lucrative markets in Latin America.

As such, in 2003-2004 the Ministry of Trade and Industry established the Secretariat for the Implementation of Spanish (SIS) as the implementation arm of the Standing Committee for making Spanish as the First Foreign Language (SAFFL) of Trinidad and Tobago.

The Secretariat for the Implementation of Spanish (SIS) was officially launched in March 2005. SIS was successful in 2005 in achieving many initiatives including:

- The launch of a Television programme on Gayelle Television Network and a Radio Programme on 195.5 FM Studios;
- The launch of SIS's Official Newsletter entitled "Diga Que Sí al Español";
- Publication of print media in the Guardian, Express and Newsday newspapers under a column entitled "Español en T&T";
- The launch of Public Sector Language Programmes in all Government Ministries;
- Conduct of a Pilot Community Project in five (5) communities throughout Trinidad and Tobago to introduce participants to a solid Spanish foundation; and
- The introduction of Cultural Awareness Seminars in collaboration with the embassies of Venezuela, Colombia, Argentina, Guatemala and Mexico.

Exploitation of Market Access Opportunities

During the period under review the Ministry continued negotiations relating to regional and international as well as bilateral agreements including:

- World Trade Organization negotiations (WTO);
- African Caribbean and Pacific and European Union negotiations (ACP-EU);
- The Free Trade Area of the Americas negotiations (FTAA); and
- The Caricom Single Market and Economy (CSME).

In terms of bilateral negotiations, Trinidad & Tobago has been designated the lead role on behalf of CARICOM and, as such,

has negotiated the following trade agreements during fiscal 2004-2005 with varying degrees of completion:

- CARICOM/Costa Rica (Signed March 2004);
- CARICOM/Venezuela (Work in Progress);
- CARICOM/Dominican Republic (Work in Progress);
- CARICOM/MERCOSUR (Work in Progress);
- CARICOM/Cuba (Work in Progress); and
- CARICOM/Canada (Work in Progress).

Export Promotion

In the area of export promotion, in 2001-2002 the Ministry of Trade and Industry led a successful mission to the Dominican Republic with other stakeholders including TIDCO and the TTMA. Also, the Ministry participated in a trade mission that visited Costa Rica in September 2002 and led a mission to Cuba in November 2002.

In fiscal 2002-2003 the Honourable Minister of Trade and Industry led several trade and export missions including Cuba, Jamaica and the Dominican Republic.

The Ministry also led an investment pre-mission to Canada as precursor to a Ministerial Investment Mission to Canada in 2004.

For the period 2003-2004, the Ministry in conjunction with TIDCO and TTMA executed trade missions to Costa Rica (March 2004), Suriname (June 2004) and St. Lucia (September 2004).

In 2004-2005 the Ministry of Trade and Industry successfully embarked on two (2) trade missions to Canada during October 16-23, 2004 and Atlanta during November 9-13, 2004 respectively, as part of Trinidad and Tobago's export promotion campaign.

Development of an Efficient System of Sea and Air Links

In 2001-2002 the Central and Latin American Route Development Committee under the Chairmanship of H.E Jerry Narace, Ambassador Extraordinary and Plenipotentiary was established. The Committee has as its Terms of

Reference:

- The identification of potential routes between the Caribbean and Central and Latin America;
- The determination of the feasibility of the identified routes;
- The development of a timetable and plan of action to exploit the feasible routes; and
- The commercial arrangement required to facilitate maximum exploitation of the feasible routes.

The Committee has to date been successful in facilitating BWIA's inaugural flight to Santo Domingo on June 3, 2002 as part of a trade mission to the Dominican Republic. The Committee has determined that priority shall be given to the development of routes to:

- Dominican Republic effective September 2002;
- Cuba effective December 2002; and
- Costa Rica effective January 2003.

In keeping with the trust to make Piarco International Airport an International air traffic hub, BWIA commenced flights to Costa Rica, Cuba and the Dominican Republic in 2003-2004.

The Reengineering of Domestic and Regional Enterprises to Respond to Global Challenges

In 2001-2002 the Minister of Trade and Industry appointed a Committee comprising public and private sector personnel, which made detailed recommendations on a package of initiatives which Trinidad and Tobago could undertake to increase Caricom Member States' production and trade capacity. The Terms of Reference of the Committee include inter alia:

- An analysis of the structure and performance of the CARICOM economies and the factors that impact their current adverse economic situation;
- The identification and prioritizing of areas of possible assistance; and
- The formulation of the prioritized areas of assistance into a draft structured programme with each element being quantified in terms of the financial, human and other resource requirements and implications.

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During fiscal 2002-2003 the Ministry completed negotiations for the initiation of two trade support programmes. These were:

- The Trade Sector Support Programme (TSSP); and
- The Caricom Trade Support Programme (CTSP).

Trade Sector Support Programme (TSSP)

The Trade Sector Support Programme (TSSP) is aimed to improve the international trade performance of Trinidad and Tobago. The five (5) components of the loan include:

- Institutional Reorganization and Strengthening;
- Specialized Technical Training Courses;
- A Programme of Technical Studies;
- Development of an Integrated Information System and Trade Database; and
- A Trade Assistance Programme.

In order to execute the five above-mentioned components of the TSSP, the Ministry developed various activities during 2003-2004, which the TSSP loan would support. These were the:

- Restructuring of the Ministry of Trade and Industry;
- Conduct of several Technical Trade Related Issues;
- Training of staff in the Ministry of Trade and Industry and other Governmental departments; and
- Improvement of Systems and Processes in agencies such as the Central Statistical Office (CSO) and the Customs and Excise Department of the Ministry of Finance.

In 2004-2005 the Trade Sector Support Programme (TSSP) was officially initiated with a loan of USD \$5.0 million and Government's contribution of USD \$2.1 million by the Government of Trinidad and Tobago.

Caricom Trade Support Programme (CTSP)

During fiscal 2002-2003 administrative, regulatory and institutional arrangements were undertaken to initiate the CARICOM Trade Sector Support Programme (CTSP). The CTSP is intended to be market driven with resources being made available to firms in member states other than in Trinidad and Tobago. In addition, Trinidad and Tobago firms would be encouraged to undertake direct investment in

other member states through joint venture arrangements and/or strategic alliances.

During 2003-2004 the CTSP was focused on providing tangible support to our CARICOM Member States as they seek to transform their economies to face the realities of globalization. Its primary aim was to alleviate the adverse impact of recessionary conditions experienced by CARICOM Member States, as well as the intra regional trade imbalance between Trinidad and Tobago and those members, by building capacity to improve and expand their production and export capabilities, especially to this country and extra-regionally.

In 2004-2005 the CARICOM Trade Support Programme (CTSP) was officially established by the Government of Trinidad and Tobago, in collaboration with the Caribbean Association of Industry and Commerce (CAIC), to support the efforts of its CARICOM Member States to enhance production and trade capacity to meet the demands of trade liberalization.

The Provision of Adequate Safeguards to Ensure Fair Competition

The purpose of the Ministry's Fair Trading Unit (FTU) is to implement trade remedies in order to eliminate incidences of unfair trade practices in Trinidad and Tobago. During the period 2002-2003, this Unit undertook and resolved several issues to reduce such incidences including:

- Issuance of the Final Determination with respect to Portland Grey Cement originating in Indonesia;
- Issuance of the Final Determination with respect to Lead Acid Batteries from Thailand; and
- The initiation of two (2) investigations relating to Gliclazide Tablets from India and Air Conditioning equipment originating from China.

During 2003-2004 the following legislative work was initiated by the FTU:

- Anti-Dumping, Subsidies and Countervailing Measures;
- Competition Policy;
- Safeguard Measures;
- The Metrology Bill;

- Presentation of the Venture Capital Amendment Bill before the Senate;
- Forwarding of the CARICOM/Costa Rica Free Trade Bill to the Legislative Review Committee by the Chief Parliamentary Counsel; and
- Drafting of the used-car legislation.

The Development of Entrepreneurship as a Driving Force for Growth and Development

The success of many of the above-mentioned initiatives depends heavily on Trinidad and Tobago's entrepreneurial capability. In 2001-2002 the Ministry, working closely with the Business Development Company (BDC), the Ministry of Education (MoE) and the Ministry of Science, Technology and Tertiary Education (MST&TE) sought to inculcate an entrepreneurial spirit in the economy by:

- Strengthening the base of Small and Medium-sized Enterprises (SME's); and
- Developing an entrepreneurial culture in Trinidad and Tobago through appropriate programmes in the education system.

The Development of Sustainable Stakeholder Links

In order to foster greater private sector participation, the following strategies were developed in 2001-2002:

- The promotion of outreach programmes to civil society and the national community; and
- The development and maintenance of a positive corporate image.

In 2002-2003 the Ministry continued the activities mentioned above and established a strong working relationship with various business organizations. This has been promoted at several levels including:

- Consultations with the private sector, labour and Non-Governmental Organizations (NGO's) on the trade negotiation process;
- Participation by the private sector on Trinidad and Tobago's negotiation team at the FTAA; and

- The conduct of outreach programmes for Cabinet, the business community and the general public on negotiations at the FTAA and other fora.

TOURISM

Tourism remains one of the Caribbean's most valuable industries in terms of growth, revenue and employment generation. Government has therefore identified the development of the tourism sector as a major pillar in its economic diversification and employment generation platform. Some of Government's major achievements in the tourism sector is as follows:

Investment

Between 2002 and 2005 Government evaluated and granted approvals for more than 100 accommodation and ancillary service tourism projects valued at over \$2.4 billion.

With the opening of a number of Villas in Tobago and the Courtyard Marriott Hotel in Trinidad, the country's room stock has increased to 6,500 rooms. To further increase the room stock, Government has invested in a new 428 room Hyatt International Hotel which is expected to be completed by 2007.

Tourism Legislation

Amendments have been made to the Tourism Development Act 2000, including the following:

- The minimum capital expenditure for nationals has been removed. This will act as an added incentive for small entrepreneurs to invest in tourism projects in Trinidad and Tobago;
- The Motor Vehicle Tax has been removed. This is expected to result in the upgrade of vehicles used in transporting tourists. An increase in the number of applications for motor vehicles to be used in the tourism sector has been recorded since the removal of the tax; and
- Incentives for dive operations have been included in the amended Tourism Development Act for nationals. This would encourage employment and attract more potential divers into this sector.

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Two major incentives have been included in the Amended Tourism Development Act of 2005, which investors will be able to access at the end of their tax holiday:

- Accelerated depreciation on depreciable equipment; and
- Capital allowance on approved Capital Expenditure.

The amended Tourism Development Act, 2005 now makes it possible for investors who acquired approved loans for tourism projects to negotiate rebates on the interest paid on loans to financial institutions.

Tourism Development Company

The Tourism Development Company was created in May 2005 to more effectively promote the development of Trinidad and Tobago's tourism industry.

Airlift

The issue of airlift has been an ongoing market development activity in the tourism sector. During the 2001 – 2005 period, Trinidad and Tobago has been able to maintain its existing airlift and negotiate additional airlift including:-

- British Airways service to Tobago beginning in 2002;
- Excel Airways service from Gatwick, United Kingdom to Tobago and Grenada in November 2003;
- Virgin Atlantic service to Tobago beginning in 2003;
- Condor service from Frankfurt to Tobago which commenced in the winter of 2004;
- BWIA International Airways flights from Miami, New York and Toronto to Tobago in 2004;
- Lauda Air service from Vienna, Austria to Tobago beginning in 2004; and
- Martinair's weekly service to Tobago from Amsterdam, Holland, in November 2004 with KLM connections to Denmark, Finland, Norway and Sweden.

Visitor Arrivals

Trinidad and Tobago has been receiving an increasing number of visitors over the past few years. In 2003, this country welcomed a record 409,069 visitors. In 2004 this record was surpassed as 442,555 persons visited Trinidad and Tobago.

Arrivals again increased in 2005 with an estimated 457,600 visitors.

High arrivals have translated into high hotel occupancy rates. In 2004, hotels in Trinidad and Tobago recorded their highest ever occupancy levels. Trinidad averaged 80 percent and Tobago 85 percent, with full occupancies experienced at peak periods.

Over the 2001 - 2005 period Carnival arrivals increased by 30.6 percent to 46,000 persons.

Marketing of Trinidad And Tobago

Trinidad and Tobago's image as a tourism destination has been heightened internationally through the print and electronic media, advertising campaigns, participation in trade fairs and participation in road shows in the US, Canada, Europe and the Caribbean.

In 2004 and again in 2005, the US based Black Entertainment Television (BET) was contracted to cover this country's Carnival. This was broadcasted to over 85 million households internationally.

Quality Communications Productions (QCP), a European-based production house, was contracted to produce a television mini-documentary on Trinidad and Tobago. This was broadcasted in seven different languages on major television channels in 78 countries.

The top rated MTV television show "The Real World Rules Challenge-The Gauntlet II", was filmed in Trinidad and Tobago. The show was aired in 2005 on MTV and broadcasted to over 70 million households in the USA, to over 342 million households in over 140 countries worldwide, and on the internet.

Tourism Information Services

Through their various products and services, the Ministry of Tourism and the Tourism Development Company have been satisfying numerous requests for tourism information. A Calendar of Events is produced annually and distributed locally and abroad. Destination Handbooks, and Accommodation and Restaurant Guides for Trinidad and Tobago were

published and distributed. The Ministry has also developed its own website.

Customer Satisfaction Survey

A Customer Satisfaction Survey has been conducted annually since 2002, in an attempt to continuously monitor the performance of the accommodation sector in Trinidad and Tobago. The results of the survey are compiled and provided to individual properties so that they can continuously improve on their product and service offering.

Training

The Ministry of Tourism has been involved in a number of training programmes for tourism stakeholders including:

- Ports of Entry Host Training in 2004-2005 for personnel from the Immigration Department, the Port Authority of Trinidad and Tobago, the Airports Authority of Trinidad and Tobago and the Public Transport Services Corporation. The Programme is designed to develop a more efficient and visitor friendly service for front line staff at all Ports of Entry;
- A Disaster Preparedness Workshop in July 2005 for managers and security personnel in the accommodation sector. Agencies such as the Fire Service, Airports Authority, Red Cross, Port Authority and the Police were included. This workshop provided participants with the appropriate information, tools and awareness of responses to disasters;
- A Complaints Handling Workshops were designed following feedback from the results of the Customer Satisfaction Surveys to give participants techniques in handling customer complaints efficiently and effectively and to foster an even stronger commitment to customer service excellence; and
- Customer service training which was conducted for hotel taxi operators and tour guides.

The Ministry of Tourism also launched a Spanish Immersion Programme for staff in 2004/2005. Spanish training was also carried out for taxi operators and tour guides.

Lifeguard Services

Part-time life guarding services were implemented on a number of beaches that were not previously patrolled by lifeguards. These beaches included Salybia, Vessigny, Los Iros and Quinam.

A number of life guarding and training equipment have been purchased including jet skis with rescue sled and trailer, ambulances, all terrain vehicles and life vests.

Training activities have also been conducted in the areas of Personal Water Rescue Craft Training, Motor Launch Captain License, SCUBA Diving, Dispute Resolution and Meditation. Lifeguard towers were constructed on a number of beaches, including Maracas Bay, Las Cuevas, Mayaro, Manzanilla, and Salybia. Beach Safety Signs were also strategically installed on beaches patrolled by lifeguards.

Lifeguards throughout Trinidad and Tobago continue to make numerous life saving rescues at the nation's beaches.

Upgrade of Sites and Attractions

Ongoing upgrade and maintenance of beaches and recreational facilities have taken place at Maracas, Las Cuevas, Manzanilla, Vessigny, and at La Brea Pitch Lake.

A "Framework for the Development and Management of Sites and Attraction" was completed in 2005 and will serve as a guide for managing and developing sites and attractions.

At the community level, visitor information facilities were opened at Grand Riviere and Brasso Seco and an Interpretive Centre at La Brea.

Tourism Park

An annual Tourism Park was started in 2004 as part of National Tourism Month. The Park was designed to build national awareness of the importance of tourism and to expand knowledge of our local sites, attractions, investment opportunities and careers. The Park highlights Trinidad and Tobago's tourism products in an exciting and attractive way through a display of large-sized sculptured and pictorial presentations, audio and visual presentations, live animals, cultural performances and lifeguard demonstrations. The

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Tourism Park 2005, themed “Wet and Wild” attracted in excess of 70,000 persons.

National Tourism Celebrations

National tourism celebrations have been held for the past five years with the objective of:

- Building awareness of local sites, attractions and tourism services;
- Increasing the visibility of tourism;
- Highlighting the successes of the tourism industry; and
- Promoting Trinidad and Tobago to nationals.

Due to its success the event was extended from one week to one month in 2003. The celebrations have included tours, career guidance, quizzes, craft markets, and essay competitions and have covered themes such as heritage and folklore, eco-tourism, marine and festivals.

Culinary Festival

A two-day Culinary Festival entitled “Taste T&T” was held at the Hasely Crawford Stadium in May 2005. Previously, the festival was held at the community level but was expanded to showcase the diverse culinary offerings of Trinidad and Tobago, to highlight the creative talents of the country’s top chefs and to promote Trinidad and Tobago as the premier culinary tourism destination in the Caribbean. The 2005 festival attracted over 10,000 persons and featured gourmet cuisine with Caribbean and Latin American fusion, French, East Indian, Arabic, Italian and Asian flavours.

Report on Tourism Industry

In recognition of the need for more intense research on the local tourism sector, the World Travel and Tourism Council was commissioned to produce a Report: “The Impact of Travel and Tourism on Jobs and the Economy in Trinidad and Tobago”. The Report which provides an accurate picture of the contribution of tourism to the economy was completed in 2005.

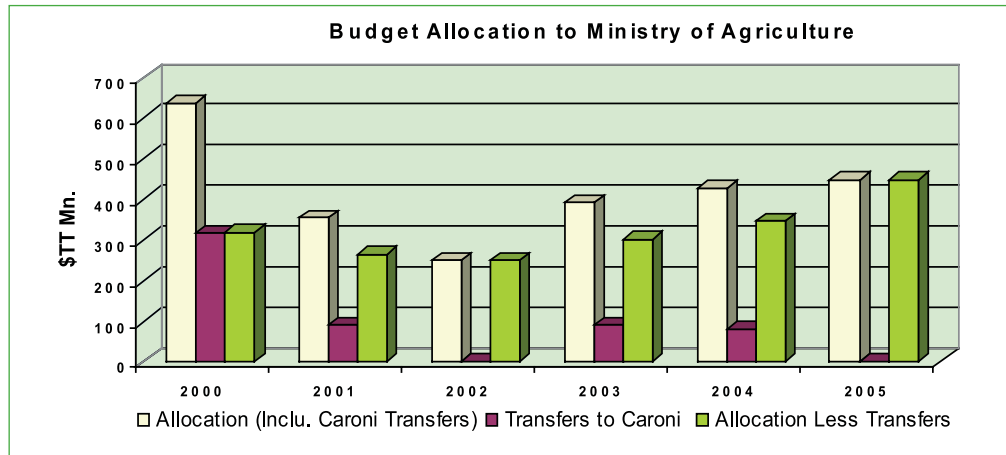
Yachting Industry Steering Committee

A Yachting Industry Steering Committee was established in February 2004 as one implementing arm of the Prime Minister’s Standing Committee on Business. Its main objective is to develop a policy and implement a strategic plan towards the growth of the yachting industry in Trinidad and Tobago. This involves the removal of any existing impediments to facilitate this growth and allow the sector to realize its full socio-economic and competitive potential. The Committee is spearheaded by the Ministry of Trade and Industry and includes a representative of the Ministry of Tourism.

Trinidad and Tobago Tourism Industry Certification

Through the Trinidad and Tobago Tourism Industry Certification (TTTIC) programme, which has been in existence for about four years, Government has been working to bring the Trinidad and Tobago’s tourism product up to minimum standards in keeping with international requirements. Towards this end, the Ministry of Tourism has been involved in the revised Accommodation Standard which will, among other things, upgrade the criteria and inspection exercise for accommodation properties.

AGRICULTURE



Development Programme

The Ministry of Agriculture, Land and Marine Resources, has taken initiatives to improve the economic development of the agricultural sector. One of the major initiatives of the Ministry was the establishment of Investment Policy areas for its development programme.

The priority areas for the financial year 2005-2006 in the Ministry's diverse development fund programme were:

- Infrastructure – Access roads;
- Land Administration; and
- Water Management.

The Ministry has also undertaken initiatives to build its capacity through its Technical Cooperation Programme. These initiatives are undertaken with the cooperation of agencies such as the Food and Agricultural Organisation, particularly the Food Security Programme, Inter-American Institute for Cooperation in Agriculture with Agro Plan 2015, Caricom Secretariat and the Regional Transformation Programme and Jagdeo Initiative.

Additionally, the other main drivers to help build the capacity related to institutional support, specifically in the area of market support and research and development have begun to take shape.

Agricultural Access Roads

In addition to routine road maintenance during 2004 and 2005, a total of 61 km of agricultural access roads were constructed, inclusive of 4 bridges and 23 culverts. These benefitted over 3,280 farmers and serviced over 9,303 Ha. of agricultural land.

During fiscal 2005/2006 fourteen (14) agricultural roads amounting to 29 km and one (1) bridge were constructed providing access to 613 farmers and approximately 7,177 acres of lands in the Fishing Pond, Manzanilla, Cumuto, Toco, San Souci, Biche and Brazil communities.

New Agricultural Land

Over the September 2005 to May 2006 period, the Ministry issued 369 new leases to 102 farmers for 1,702 acres of land to be used for agricultural production in accordance with approved development plans.

Water Management and Flood Control

A total of 2,109 farmers benefitted from Government's Water Management and Flood Control projects during 2004 and 2005. These serviced 1,880 Ha. of agricultural land.

The projects included:

- The construction of 45 new ponds and reconstruction of 62 ponds; and
- The de-silting of 105 km of drains and waterways.

Pillar 4: Facilitating Competitive Businesses

During fiscal 2005/2006 rehabilitation and construction of 65 farm ponds were completed in Moruga and Mc Nair, Chin Chin to benefit some 70 farmers on 150 Ha. of land. Also, 56 farmers' crossing on these projects were completed.

The widening and desilting of 12km of irrigation and drainage channels in the Plum Mitan Project was also conducted to the benefit some 80 farmers on 200 Ha. of land.

Institutional Support & Strengthening

A National Agricultural Information System was launched to further modernize the agricultural sector. A field inventory of 18,000 parcels of agricultural lands has already been entered into the system's database.

Support to Marketing

The National Agricultural Marketing and Development Corporation (NAMDEVCO) is leading the initiative, together with cooperating stake-holders, to develop national labels and brands for agricultural produce.

Infrastructure Upgrade

Upgrade work on the country's agricultural infrastructure has continued including the upgrading of a number of fishing centres and markets to Hazard Analysis and Critical Control Points (HACCP) standards.

Agricultural Incentive Programme

During 2005, registered farmers received direct financial benefit from Government's Agricultural Incentive Programme to the value of \$14.9 million.

In fiscal 2005/2006, 78 farmers benefitted from subsidies for the purchase of wheel tractors, machinery, equipment and vehicles for use in agriculture.

The Agricultural Incentives Programme is now under review with the primary purpose of increasing concessions to the farming fraternity.

Youth Apprenticeship Programme In Agriculture (YAPA)

Youth involvement in agricultural activity was encouraged by the training of 2,462 young people between the ages of 17 and 25 and a further 155 youths respectively under Phases I and II of the YAPA during 2004 and 2005.

The distribution of agricultural state lands and CARONI (1975) Limited lands to farmers and to graduates of YAPA and the Eastern Caribbean Institute of Agriculture and Forestry (ECIAF) was accelerated.

National Agricultural Health and Food Safety Agency

The economic landscape of the poultry industry continues to be under threat from the contagious avian influenza. The infrastructure to assist in combating this threat was enhanced by the establishment of the National Agricultural Health and Food Safety Committee to advise and make recommendations to the National Agricultural Health and Food Safety Agency.

Agricultural Census

During 2004 Government conducted the first National Agricultural Census since 1982.

The background features a light green hummingbird in flight on the left, surrounded by various flowers and leaves. On the right, there is a stylized green map of the Americas with white outlines. The bottom right corner has a dark green background with a white grid pattern.

PILLAR 5:

**INVESTING IN SOUND
INFRASTRUCTURE AND
THE ENVIRONMENT**

CONSTRUCTION

During the 2000 – 2005 period, real economic activity in the construction sector grew by an average of 10.7 percent per annum. This heightened activity was driven by new investment projects in the energy sector; government's major infrastructure development programmes and housing initiatives, as well as increased private sector construction.

Employment levels in the construction sector rose significantly during the period with approximately 95,000 persons being employed in the sector in 2005. This represents the creation of 33,100 new jobs since 2000.

Some of the major government construction projects include:

- the Siparia Administration Complex;
- the Ministry of Public Administration and Information Building in St Clair;
- the Ministry of Health Headquarters at Queens Park East, Port of Spain;
- the new Scarborough Library;
- renovation of the Tobago House of Assembly Financial Complex which is to be complemented by a restored public concourse to the south of the building;
- coastal protection work at Invaders Bay, Port of Spain;
- the Government Campus at Richmond Street and Ajax Street, Port of Spain consisting of:
 - a 10-storey Customs and Excise Building;
 - a 22-storey Board of Inland Revenue Tower;
 - a 22-storey Legal and Consumer Affairs Tower;
 - a 9-storey Ministry of Education Building; and
 - a 9-storey car park building housing two storeys of retail shops.
- The Port-of-Spain International Waterfront Complex which will address the country's need for state-of-the-art conference and meeting facilities and will include:
 - a hotel consisting of 428 world-class rooms;
 - 55,000 square feet of meeting and conference facilities;

- two office towers; and
- parking facilities for up to 800 vehicles.

INFRASTRUCTURE

Comprehensive National Transportation Study

The Government of Trinidad and Tobago, in order to maximize investment in the Transportation Sector, agreed to the preparation of a Comprehensive National Transportation Study (CNTS) for Trinidad and Tobago. The Contract to undertake this study was awarded to Parsons, Brinckerhoff, Quade and Douglas and it commenced in January 2005. This study which encompasses all modes of Transport is geared toward the development of a Strategic National Transportation Plan which will comprise coordinated National Transportation Plans in the Land, Sea and Air Sectors.

The consultants have been advised to operate within the following context:

- Transportation in Trinidad;
- Transportation in Tobago;
- Transportation between Trinidad and Tobago;
- Transportation within the region (i.e. CARICOM and ACS) and;
- Transportation internationally

The following key activities have been focused upon:

- Preparation of a general diagnostic of the transport sector that will comprise all modes (land, sea and air);
- Identification of areas where improvement in sector efficiency and effectiveness is possible;
- Definition of an action plan for immediate implementation (2- year horizon);
- Identification of specific medium and long term action plans to enhance the transport sector;
- Multi-modal connections among land, sea and aviation sectors;
- Ensuring that Trinidad and Tobago interests are treated as parallel structures;
- Supporting Ministry(ies) personnel in transportation planning;

- Organizing and conducting stakeholders' input and review sessions; and
- Ensuring, as far as reasonably possible, that all existing and planned initiatives, which can impact upon transportation and/or which transportation can affect, are taken into account

It is expected that this Study will provide Government with a National Transportation Plan for Trinidad and Tobago. It will identify projects that would better address national goals and objectives such as economic development, safety and security, and integrated transport infrastructure.

Mass Transit System Study

In tandem with and emanating from preliminary indicators of the CNTS and in order to provide alternative transportation choices, and plan for future growth in traffic throughout Trinidad, the Government of Trinidad and Tobago has initiated a Mass Transit System Study for Trinidad and Tobago. This Study commenced in August 2005 and is planned to be undertaken in three (3) phases with the ultimate goal of providing for fast, frequent and efficient transportation service along the East-West and North-South corridors via a rail system.

The East-West corridor consists of the segments, Sangre Grande to Arima, Arima to Port of Spain and Port of Spain to Diego Martin. The North-South corridor consists of Port of Spain to Chaguanas and Chaguanas to San Fernando.

This Mass Transit System Study is divided into three (3) phases. Phases I and II of this Study comprise the following works:

Phase I:

- Technology analysis
- Procurement approaches
- Legal review of Design Build Operate
- Core group procurement support

Phase II:

- Data collection and review
- Field visit and data sign reconnaissance
- Conceptual planning – potential alignments, facility

location

- Conceptual cost estimate
- Ridership and travel time estimates
- Potential benefits of Mass Transit
- Preparation of conceptual design report.

These works are ongoing and will be completed by the 3rd Quarter of fiscal 2006.

Flood Mitigation

Drainage Division in keeping with its responsibility to improve the quality of life of the citizens of Trinidad and Tobago undertook the following flood mitigation programmes over the past three (3) years:

1. Major River Clearing Programme
2. Comprehensive Drainage Development Programme
3. Infrastructure Rehabilitation and Flood Mitigation Programme
4. Flood Mitigation and Erosion Control Programme- Other Contracted Services

Major River Clearing Programme

This short-term programme seeks to decrease the instances of flooding and health hazards by de-silting and general improvements to the Nation's Major Water Courses. Works executed under this programme include:

- 1) Marabella River Improvement Works – 100% complete
- 2) Richplain Ravine Improvement Works – 100% complete
- 3) Manzanilla Coastal Protection Works – 50% complete

Comprehensive Drainage Development Programme

This programme, which is aimed at solving the country's perennial flooding problems, is on-going. The design of the Mamoral Dam and Reservoir is essentially complete, and construction is expected to commence in 2006.

Infrastructure Rehabilitation and Flood Mitigation Programme

The undermentioned is a list of projects being executed under this programme as of September 2005:

- 1) Caroni River Improvement Works – Phase I – 97% complete
- 2) Ciperu River Improvement Works – 72% complete
- 3) Ciperu River Improvement Works – 89% complete
- 4) New Cut Channel Improvement Works - South Oropouche – 4% complete
- 5) Supply of Pumps for Caroni North Bank Supply of Pumps for Caroni Bank – 100% complete

Other Contracted Services – Flood Mitigation and Erosion Control Programme

Many communities have been subjected to flooding and erosion problems due to the increase in land development coupled with unusually heavy rainfall over the last few years. The programme seeks to undertake projects geared towards improving the hydraulic characteristics of major watercourses.

Below is a list of projects which are being executed under this programme in 2005:

- 1) San Juan River Improvement Works
- 2) Beetham Estate Improvement Works
- 3) Guayaguayare Sea Wall
- 4) Morne Coco Ravine Improvement Works
- 5) Maraval River (Construction of Wall)
- 6) Maraval River Improvement Works
- 7) Mitchell River Improvement Works
- 8) Gucharan River Improvement Works

Road Network

The Ministry of Works and Transport has consistently been undertaking maintenance and development of the main road network in keeping with its mandate.

Road works have been undertaken through the following programmes and operations:

- National Highway Programme (NHP)
- District Operations
- Programme for Upgrading Roads Efficiency (PURE)
- Roads Planning and Development

National Highway Programme (NHP)

The NHP is composed of 5 elements as listed below and is estimated to cost approximately TT\$2 Billion.

The components of the NHP are as follows:

- Rehabilitation of 586 km of road and reconstruction of 65 bridges in Trinidad and Tobago
- Reinstatement and Stabilization of Failed Slopes
- Routine Maintenance of 2,700 km of road
- Trunk Road Expansion for 44 km
- Institutional Strengthening/Technical Cooperation

The achievements of the NHP during the period 2002 -2005 are as follows:

- The rehabilitation of 61.6 km of road
- The reconstruction of 8 bridges
- The repair of 20 landslips
- The construction of 5.4 km of new trunk roads (dual carriageway) consisting of:
 - Extension of Solomon Hochoy Highway from San Fernando to Golconda, a distance of 4.2 km.
 - Extension of Diego Martin Highway from Sierra Leone to Wendy Fitzwilliam Boulevard, a distance of 1.2 km.
- Improvements to the Churchill Roosevelt Highway (CRH) as follows:
 - Dualling of the CRH from O'Meara Road to Fort Read Pillars, a distance of 4.2 km. (ongoing)
 - Rehabilitation of the CRH from Fort Read Pillars to Antigua Road, Wallerfield, a distance of 4.2 km (ongoing)
- Contracts have been awarded for the Feasibility Study/Design of the following new highways:
 - Extension of Solomon Hochoy Highway from Golconda to Point Fortin, a distance of approximately 44 km.

- Highway from San Fernando to Princes Town, a distance of approximately 11 km.
- Highway from Princes Town to Mayaro, a distance of approximately 46km.
- Extension of CRH from Wallerfield to Manzanilla, a distance of approximately 32 km.

These studies had achieved various levels of progress at the end of 2005.

- Completion of the development and implementation of a Routine Maintenance Management System (RMMS), Bridge Management System (BMS) and Pavement Management System (PMS) in the Districts.
- The design of the structure and systems for a Road Authority which will assume responsibility for all roads in Trinidad.

District Operations

District operations have been focused on routine maintenance of 2700 km of main roads and minor roads throughout the country.

Programme for Upgrading Roads Efficiency (PURE)

The Programme for Upgrading Roads Efficiency (PURE) was created as a mechanism through which the goal of an efficiently functioning national road network system could be realized. In so doing the Programme operates in conjunction with existing recurrent and development programmes that focus on the provision and maintenance of road infrastructure.

Since its inception in August 2002, PURE has successfully undertaken 1,529 projects (approximately 889km of roadway). The success of the Programme to date is as a result of its ability to:

- Transcend boundaries in its selection of projects; and
- Effectively access resources for the delivery of upgraded road infrastructure

As a result of the projects undertaken in PURE, the network of main and local roads is being rehabilitated in a timely and efficient manner. In addition, remote areas of the country

are being effectively linked to this network through timely and efficient rehabilitation of the associated rural road infrastructure. The cumulative effect is increased accessibility throughout the nation and a reduction in traffic congestion.

Roads Planning and Development

While the National Transportation Study is expected to yield a number of projects for the long term development of the country, the severity of traffic problems in the country at present requires immediate action to alleviate traffic congestion on the road network.

Some highway and main road development projects are being undertaken through NHP and PURE, others are being planned by the Highways Division with implementation to be undertaken by the National Infrastructure Development Company Limited.

Some of the projects being addressed in this manner include:

- The East/West Corridor Expansion and Improvement Works. The Ministry engaged consultants to update previous studies and designs which include the Churchill Roosevelt Highway/Uriah Butler Highway Interchange. Construction works will be implemented by NIDCO.
- Ancillary works to the Churchill Roosevelt Highway/Uriah Butler Highway Interchange
- Widening of the Uriah Butler Highway from Churchill Roosevelt Highway to Chaguanas
- Improvement to Port of Spain Access
- Duallying of the Western Main Road from Morne Coco Road to Tucker Valley
- Improvement to Diego Martin Access
- Improvement to Maraval Access
- Southern Link Freeway (parallel and south of the Churchill Roosevelt Highway)
- Construction of new highways:
 - Wallerfield to Manzanilla
 - San Fernando to Princes Town
 - Princes Town to Mayaro
 - San Fernando to Point Fortin

Land Transportation

Public Transport Service Corporation

Over the period 2002/2005, the Public Transport Service Corporation (PTSC) continued to strive to become more efficient in the provision of a reliable public transport service to the citizens of Trinidad and Tobago by recognising the need to increase capacity and improve service to customers in accordance with its mandate. While the PTSC has focused its operations on the long haul routes on the East/West and North/South Corridors, it has during the period also attempted to address the needs of the niche markets such as school transport, the socially disadvantaged and distant high density communities like Point Fortin and Siparia.

During the period 2003/2004, the Corporation accomplished the following:

- Purchase of twelve (12) fully air conditioned articulated buses for use along the East/West and North/South corridors
- Acquisition of six (6) mini buses to service the cities centres of Port of Spain and San Fernando
- In addition to providing reserved seats on the existing conventional buses for persons who are physically challenged, five (5) purpose built buses for persons who are physically challenged were purchased.
- In Tobago, the Tobago House of Assembly acquired seventeen (17) new buses, two of which have features for persons who are physically challenged.
- The re-introduction of transit services to communities including Maraval, Santa Cruz, Bon Air, Maracas Valley and Sangre Grande to Mayaro.
- Under the School Transport Programme, twenty-one thousand (21,000) seats were made available to school children by the Corporation on behalf of the Ministry of Education. In this programme, two hundred (200) Maxi Taxis were engaged to provide school transport service to a number of areas, in particular rural communities.
- The continuation of a series of 'Know Your Country Tours' to such locations as Mayaro, Granville, Maracas, Los Iros and Asa Wright Nature Centre.

In 2005, the Corporation accomplished the following:

- The acquisition and commissioning of twenty-five (25) standard buses to service the East/West and North/South Corridors of Trinidad.
- The improved ridership on city service routes both in Port of Spain and in San Fernando, thus establishing a basis for the expansion of these services.
- The introduction of time based service schedules along the POS/Arima, POS/San Fernando and POS/Chaguanas routes which have resulted in improved service delivery.
- The development and implementation of a new web site as part of the Corporation's information awareness programme
- The continued partnership with the Tobago House of Assembly towards the improvement of public transport in Tobago.

Traffic Management

The Traffic Management Branch of the Ministry of Works and Transport is responsible for the management and administration of traffic signals, design and implementation of traffic management measures, and routine maintenance of road marking and traffic signs. The Branch is also responsible for the promotion of road safety and in this regard, conducts lectures, training and workshops to various organisations on traffic management and road safety awareness.

During the period 2002/2003, the Branch undertook the following:

- The installation of 431,305ft of road markings on highways and major roadways in Trinidad.
- Other specialized markings and works included:-
 - 547 Stop Bars
 - 338 Pedestrian Crosswalks
 - 481 Directional Arrows
 - 23 Taxi Stands
 - 117 Striped Humps
 - 121 Humps Constructed
 - 216 Intersections were marked
 - 75 Word markings (stop, school ahead, slow, etc.)

- the installation of 156 signs at warranted locations and the cleaning and repairing of over 2,000 signs, kilometer stones, railings and A Type Barriers.

In 2005, the Branch accomplished the following:

- Road Marking Programme
The Road Marking Programme comprised the repainting of the following on the highways and roadways throughout Trinidad:

- 800 intersections
- 500 cross-walks
- 50 taxi-stands
- 100 street humps
- Traffic Signs

In 2005, the signage programme continued with the fabrication and installation of traffic signs and directional signs. Five hundred (500) signs were manufactured and installed throughout Trinidad. In addition, fifteen (15) directional signs have been installed by private contractors along the Beetham and Churchill Roosevelt Highways.

- Traffic Signals
New traffic signals were installed at the following locations:

- Priority Bus Route – Ramp 1400, POS
- Intersection of MI Tasker Road and Naparima-Mayaro Road

In addition, the traffic signals along Park Street were co-ordinated to facilitate the smooth flow of traffic along this heavily utilised arterial.

- New Jersey Barriers
Vehicles crossing over the medians of the Highways and colliding with on-coming traffic are occurring quite frequently on the highways resulting in serious accidents. In this regard, four hundred (400) New Jersey Barriers were installed along the Beetham Highway to the Barataria Interchange.

Sea and Port Services

Government is committed to the provision of an efficient and effective sea transport system between Trinidad and Tobago. During fiscal 2004/2005, passengers experienced increased levels of comfort and decreased travel time while

traveling on the LYNX and the CAT fast ferries. These fast ferries operated successfully on the country's waters and have resulted in an increased number of citizens utilizing the inter island ferry services for travel between Scarborough and Port of Spain. As such, Government has commenced the process of acquiring two (2) fast ferries for use on the sea bridge to further improve the sea transportation between the islands.

Additionally, in order to enhance the cargo carrying capacity to the sister isle, the cargo ferry 'Warrior Spirit' was chartered for a two (2) year period from June 2006. The cargo capacity of the 'Warrior Spirit' is adequate to meet both the present and future cargo transport needs of Tobago and augmented the cargo transport capability. Government will continue to pursue the acquisition of a dedicated cargo vessel for the inter island route.

The construction of a new passenger terminal building for the Government Shipping Service (GSS) commenced in November 2005. This facility will be equipped with an improved ticketing system, a modern passenger waiting area, an elevated passenger ramp to enable easy access to and from the vessel(s) at deck level and will accommodate at least five hundred (500) passengers at any given time. The project is scheduled for completion in December 2006.

Commencement of the restructuring of the Port Authority of Trinidad and Tobago (PATT) into three (3) strategic business units, namely, the Port of Spain Infrastructure Company Limited (PoSInCo) – the business unit with responsibility for real estate management and cruise shipping; the Port of Port of Spain (PPOS) – the business unit that would be responsible for the cargo handling operations; and the Trinidad and Tobago Inter-island Company Limited (TTIT) – the business unit with responsibility for the inter island ferry service, is ongoing.

With respect to Port of Port of Spain (PPOS) a three (3) year contract was awarded to Portia Management Services Limited (PMSL) of the United Kingdom in March 2006 to undertake the management of cargo handling at Port of Spain. A primary goal of PMSL will be the modernization of systems and procedures at the Port of Port of Spain, with specific

emphasis on human resource development as it relates to cargo handling operations of the Port.

The exercise with respect to the establishment of a National Port Council (NPC) is also ongoing. The NPC will be responsible for economic, developmental, regulatory and environmental issues concerning port activities in the country.

The berths at CARICOM Wharves were reconstructed in 2003 and the reconstruction of Berth 7 was completed in 2004 resulting in an additional 200 meters of dock face and also two (2) hectares of container storage area at the Port Authority of Trinidad and Tobago.

Trinidad and Tobago's port facilities and registered ships achieved International Ship and Port Facility Security (ISPS) Code compliance by the enforcement date of July 1, 2004. If compliance was not achieved ships would have avoided the country's ports and Trinidad and Tobago registered ships would have been disallowed from trading with North America and Europe in this exercise.

Maritime legislation developed over the 2002-2005 period include:

- Small Commercial Vessel
- Droghers Amendment (Local Trade in the waters of Trinidad and Tobago)
- The Shipping (Safety of Small Pleasure Vessels)
- The Shipping (Safety of Small Fishing Vessels)
- Certification of Ships' Cooks

Government is committed to making the waters of Trinidad and Tobago safer for ships. In this regard, during the period 2002 to 2003, fourteen (14) sea-based navigational aids were installed at various locations throughout the territorial waters of the country at a cost of \$4.2 Mn. Over the period 2004 to 2005, major refurbishment works were undertaken on three (3) land based lighthouses at Galera Point, Toco; Brigand Hill, Manzanilla; and Chacachacare. These structures were in a state of disrepair and needed to be repaired to reduce the risk of shipping incidents in our waters.

Air Transportation

The Air Transport Industry worldwide is based on the tenets of Safety, Security and Customer Satisfaction. The issue of Security has taken on added emphasis in the wake of the September 11th 2001 air terrorism actions. In this light, a heightened security consciousness has continued to drive the Government's focus on projects that strengthen and modernize security and safety in the Local and International arena.

Trinidad and Tobago Civil Aviation Authority

A main achievement in 2003 was the transition of the Civil Aviation Division to the Trinidad and Tobago Civil Aviation Authority. This proved to be a major achievement in re-engineering the mode of operation of the regulatory environment in Trinidad and Tobago and provided the required autonomy needed to respond to the dynamic nature of the industry.

The work of the Authority has resulted in the regaining of Category One status which indicates that based on Audits undertaken by the United States Federal Aviation Administration, the Trinidad and Tobago regulatory environment is at the highest standard. Trinidad and Tobago regulatory system has also been meeting the regulatory requirements of the International Civil Aviation Organisation (ICAO) which is the United Nation affiliated institution for Aviation worldwide.

With regards to the Strengthening of Aviation Security the Airport Strengthening Project jointly funded by the Government of Trinidad and Tobago and the IADB was initiated in 2002 with the following main components:

- Regulatory Strengthening
- Implementation of New Administrative Services
- Training

This programme will be completed in March 2007.

A main area of concentration has been the Procurement of Air Navigation Equipment to replace obsolete and outdated air navigation equipment. The Authority's procurement programme has allowed for the replacement of a number of outdated equipment, inclusive of Non -Directional Beacon

and Distance Measuring Localized at Crown Point International Airport and High Frequency Single Side Band equipment at Piarco. Other equipment being installed include:

- One (1) Doppler Very High Frequency DVOR System: This system will provide aircraft with guidance information in the final phase of approach and landing.
- Reddig Node: This will establish reliable voice and data link communication between Piarco and adjacent Flight Information Regions to the West and South.
- Non – Directional Beacon for Trinidad: The NDB is an essential piece of equipment that serves as both an approach and enroute navigational aid.

In the area of economic viability, the TTCAA took steps to bring certain aspects of its operation to a cost recovery mode in line with the guidelines of the International Civil Aviation Organisation. This was achieved via the formation of a Special Purpose Company called the Caribbean Air Navigation and Advisory Services Limited (CANAS) to undertake the billing of customers for Air Navigation Services.

Airports Authority of Trinidad and Tobago

The Airports Authority of Trinidad and Tobago has sought to address the infrastructure requirements of the sector via the upgrade and maintenance of its facilities, the training of its personnel, the streamlining of its operations and enhancement of its economic viability.

In 2003 ICAO and its affiliate (Aviation Security) AVSEC recertified and re-established Piarco International Airport as the official center for Aviation Security Training in the region. The AATT has also collaborated with International Air Transport Association (IATA) and Aviation Training and Development Institute (ATDI) on an international certified operations training programme.

In terms of the infrastructure, both Piarco and Crown Point International Airports have been making significant strides in terms of increased passenger and cargo throughput as well as the improvement and development of its Security and Information systems. In 2005, the Authority's revenue

generation increased by 22% over the 2004 period with the main area being revenue from passenger movements.

Projects initiated over the period include:

- Upgrade of Electrical Sub-Station South Terminal
- Information Technology Upgrade of the AATT
- Development of Human Resource Information Systems – Air Transport
- Upgrading of all Security equipment and procurement of additional handheld baggage x-ray screening equipment at Crown Point
- Addition of forty (40) trained personnel at Crown Point for increased levels of patrols and speedier passenger screening
- Introduction at Crown Point of controlled access points with CCTV and electronic controlled doors

Public Buildings

The role and function of the Public Buildings Division include project management and monitoring of construction and renovation of Government buildings and restoration, renovation and rehabilitation of historic buildings. Some of the buildings which were project managed/monitored/constructed/renovated by the Division include:

- National Library Building - commissioned in March 2003
- Red House – Phases I & II completed, Phases III & IV on-going
- The Cottage on the compound of the President Residence
- Coast Guard Building at Staubles Bay
- Fire Stations in Tobago, Couva and Sangre Grande
- Civil Aviation Stores Building
- Caribbean Fisheries Training & Development Institute (CFTDI) – Gear Repair Facility
- Trinidad House Building
- Government Printery
- Riverside Plaza

Repairs and upgrade to the undermentioned public buildings have been completed:

- 263 schools
- 11 post offices

- 32 Government Quarters
- 12 Health Centres
- 336 Public Buildings
- 7 Hospitals
- 6 Fire Stations
- 10 Police Stations
- 20 Court Houses
- 9 Community Centres
- Arouca Prison

Due to the very costly and time consuming nature of restoration work on historic buildings, the following works on the undermentioned historic buildings have been on-going:

- Queen's Royal College
- President's Residence and Office
- Stollmeyer's Castle
- Mille Fleurs Building
- Fort Picton
- Trinity Cathedral
- White Hall
- Red House
- Old Police Headquarters Building
- Nelson Island Jetty
- Treasury Building
- Toco Lighthouse

Renovation and upgrade works on the undermentioned Ministry of Works and Transport District Offices are also ongoing:

- Sangre Grande
- Victoria East
- Siparia
- Electrical Branch Workshop, Port of Spain
- Princes Town
- Chaguanas
- San Fernando
- Relocation of Regional Office to Stockpile
- Relocation of Furniture Branch to D'Abadie Stores

PUBLIC UTILITIES AND THE ENVIRONMENT

Electricity Sector

Improvements in Service

A reliable supply of electricity is critical to the nation's economic growth and development. In this regard, significant improvements were realized in the areas of delivery and quality of service as the Trinidad and Tobago Electricity Commission (T&TEC) continued to ensure that a reliable, safe and adequate supply of electricity was available to all of its customers.

Over the years the overall customer service improved with customers receiving an electricity supply 99.7 percent of the time in 2005 and the customer base of the Commission has grown from 337,520 in 2002 to 364,855 in 2005.

Several projects related to the development of transmission and distribution infrastructure were completed over the period 2002 to 2005. These were geared towards improving the quality of service provided to customers, improving system reliability and operational efficiency and meeting the increasing demands for electricity. Projects completed include:

- Upgrade of the Commission's fleet of vehicles to facilitate timely responses to emergencies. In 2005 eleven 55 feet bucket trucks and fourteen pickup trucks were purchased;
- Replacement of Handheld Meter Reading Terminals with an Automatic Meter Reading System to promote more efficient metering and reduce the number of estimated bills;
- Establishment of the Brechin Castle Substation 12kV Board and Couva Feeder;
- Construction of a Nitrogen 2000 66kV substation and associated underground cables;
- Construction of a new 66/12kV substation at Malabar to provide a supply of electricity to Unicell Paper Caribbean Limited;
- Construction of Cascade/Santa Cruz 33kV Line and upgrade of Cascade and Santa Cruz substations;

- Establishment of a new 66kV substation to provide a supply to the New M5000 Methanol Plant; and
- Relocation and upgrade of the Champs Fleurs 33/12kV substation.

In 2004, Guaranteed Standards and Overall Standards of Service were developed for T&TEC in collaboration with the Regulated Industries Commission. These standards addressed inter alia response and restoration times after unplanned outages, billing punctuality and connections. All customers benefitted from the improvements which included:

- A 31.8 percent reduction in the number of trouble reports received over the period 2002 to 2005. In 2001 there were 41,615 trouble reports and in 2005 there were 28,374 trouble reports.
- Reduction in the average response time for emergencies from 4.6 hours in 2003 to 2.6 hours in 2005.
- Improved billing punctuality, with 98 percent of all bills being mailed within 10 working days of meter reading.
- Same date connections increased from 83 percent in 2002 to 91 percent in 2005.
- 99.9 percent of all reconnections were made within 24 hours in 2005.

Efforts were also focused on reducing costs and improving operating efficiency. Some of the strategies pursued included productivity improvement through setting performance targets, reduction in material costs through a system of competitive international and local tendering and the expanded use of computerized systems to facilitate greater management effectiveness and increased productivity.

National Street Lighting Programme

In late 2005, Government launched the first phase of its US\$626.9 million National Street Lighting Programme which seeks to put a street light on every pole in the country. The first phase of the Programme is the installation by T&TEC of 82,000 new street-lights, the upgrade of 36,000 lamps from 70 watts to 150 watts, and the illumination of approximately 80 km of new highways, primary roads and new housing developments throughout the country.

Between November 2005 and June 2006 approximately 40,893 new street-lights were installed throughout Trinidad and Tobago under the National Street Lighting Programme and 7,197 residential street-lights were upgraded.

Human Resource Development

In an effort to ensure the availability of trained electricians for its numerous electrification programmes, T&TEC implemented an extensive technical training programme for persons between the ages of 17 and 25.

In December 2005, refurbishment work on the Penal Training Facility was completed and the first batch of 30 trainees commenced training as linesmen and electricians.

Renewable Energy

Solar Energy Research Projects in two rural communities were initiated with a view to providing a limited electricity supply to isolated homes.

Water Sector

Over the period 2002 – 2005, the Water and Sewerage Authority (WASA) continued to embark upon investment programmes to improve the level of service to areas which were under-served or not receiving a water supply and address the challenges of deteriorated pipe networks and high levels of un-accounted for water and a less than optimal transmission/distribution infrastructure.

Development Programmes and Projects

2001 - 2002

- 26.3 km of pipelines were laid along the Cascade/ Long Circular, Boissiere/Maraval and Belmont Laventille Systems; and
- 3 water treatment plants were rehabilitated at Courland, Richmond and Hillsborough West.

2002 - 2003

- 7 booster pump stations constructed or rehabilitated at Santa Cruz, Morvant Valley View benefitting 28,100 persons;

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- A new lift station was completed at Government Farm to facilitate the new hospital, government buildings and National Housing Authority (NHA)/ Housing Development Corporation (HDC) developments; and
- Bloody Bay and Bacolet wells were completed and benefited 2,500 customers in Castara, L'anse Fourmi and Signal Hill.

2003 – 2004

- 14.5 km and 4.15km of pipeline were installed under the Priority Pipeline Programme and the Short Term Investment Programme respectively.

2004 - 2005

- Construction was completed on a new Beetham Wastewater Treatment Plant. It is the largest wastewater treatment plant in the Caribbean and is designed to treat both industrial and domestic wastewater in Port of Spain and environs including Diego Martin in the West and Mt. Hope in the East; and
- The San Fernando and Arima Wastewater Treatment Plants were rehabilitated

Water Sector Policy

A National Water Resources Management Policy was developed in 2005. The policy document provides direction for all aspects of water related development including (i) land use planning, (ii) water resources assessment and planning, (iii) water abstraction licensing, (iii) water management, (iv) watershed management (v) ecology, wetlands, coastal zone management (vi) wastewater and (vii) water infrastructure.

Social Intervention Programmes

National Social Development Programme

This programme was introduced in March 2002 as a national social intervention strategy to meet the need for basic amenities in vulnerable communities throughout Trinidad and Tobago. The programme was implemented by T&TEC and WASA and is designed to bring relief to deprived and under-

privileged communities by providing and or improving the supplies of water; street lighting and electricity to communities, residences and community facilities. The programme also seeks to encourage self help initiatives aimed at enhancing community centres, sporting and recreational facilities to improve the standard of living of communities.

T&TEC

The main objective of the electrification aspect of the programme is to provide a safe and reliable supply of electricity to residences, where the cost of such an undertaking is beyond the means of low income individuals. It also provided electricity to WASA projects and recreational facilities.

To date T&TEC has completed 340 electrification projects in several areas across the country directly benefitting 2,407 households; installed 12,418 street-lights along the Priority Bus Route and in areas considered crime hot spots; supplied electricity to 55 recreation grounds and 20 new WASA installations.

Some of the areas benefitting from street lighting include: Caroni Central, Chaguanas, Tabaquite, Diego Martin, Tobago West, Arima, Toco, and Laventille. Areas benefitting from electrification include Ortoire/Mayaro, Claxton Bay, Couva North and Diego Martin, Bucco, Mason Hall and Bon Accord.

WASA

The WASA component of the programme is designed to improve the water supply to the population throughout the country by providing pipe borne water. The programme targets communities where the water supply is received less than 48 hours per week and areas without a water supply.

Over the period 2001 - 2005, WASA completed approximately 420 pipe laying projects installing 348 kilometers of pipeline, constructed 15 booster stations and drilled 9 wells. As a result, 18,000 new customers were created and 150,000 persons benefited from improved availability of water. Employment was generated for over 500 persons in the targeted communities.

Hardship Relief Programme

The Hardship Relief Programme was designed to provide relief by way of a rebate on water rates to recipients of Old Age Pension, Public Assistance and Disability Grant who own one residential property.

Beneficiaries with a pipe borne water supply in their yards receive a credit of \$70 annually off their water bill, while those with an internal pipe borne supply receive a credit of \$100 annually.

Over the period 2001 to 2005, 912 beneficiaries were added to the Programme which resulted in the number of beneficiaries increasing from 8,866 persons in 2001 to 9,779 persons in 2005.

Disaster Preparedness and Management

Disasters both natural and anthropogenic have negative impacts on the living conditions, economic performance and environmental assets of a country. In recognition of the increasing frequency and intensity of disasters over the years, Government allocated \$130 million in 2005 to fund disaster preparedness and management systems for WASA and T&TEC to ensure the continuous provision or timely restoration of water and electricity service in the event of a disaster.

Regulatory Environment

Over the period 2002 – 2005 the Regulated Industries Commission has:

- Developed and launched quality of service standards for the electricity transmission and distribution sector, and the water and waste water sector;
- Developed performance indicators for WASA and T&TEC;
- Developed a social action plan which included the development codes of practice, and the provision of priority services for vulnerable groups;
- Developed rate review procedures; and
- Prepared a Draft Water Metering Implementation

Plan for Trinidad and Tobago

Postal Sector

Under Government's Postal Services Reform Project:

- nationwide mail delivery coverage has increased from 49 percent of households and businesses in 1999 to 96 percent in 2004;
- delivery time has improved from 7 to 10 working days in 1999 to 92 percent of mail being delivered within 2 days of being mailed in 2004;
- Customer satisfaction levels improved to 84 percent in 2004; and
- Growth in mail volumes increased from 41,242,000 items in 1999 to 54,750,000 items in 2004.

TTPost received international recognition for postal reform and in May 2004 was a finalist in the transformation category of the World Mail Awards in Berlin, Germany and has been described as one of the world's best examples of postal reform.

Trinidad and Tobago also gained a seat on the Council of Administration of the Universal Postal Union (UPU). The UPU sets the rules for international mail exchanges and makes recommendations for growth in mail volumes and improvement in quality of postal service.

Environmental Sector

Forest Resources

Some of Government's major achievements for 2002 -2005 include:

- Establishment of 770 hectares of new plantations comprising mainly pine and mixed species;
- Production of 1,250,000 seedlings to facilitate the Forestry Regeneration Programme and the National Reforestation and Watershed Rehabilitation Programme;
- Clearing of 670km of external fire traces and 164km of internal rides and paths;
- Upgrade of the facilities of the Caroni Swamp Visitor Centre which accommodated over 100,000 visitors;

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- In the area of watershed management 9,000 new check dams were constructed to control erosion on the Northern Range; and
- 189 Honorary Game Wardens were selected and trained to aid in law enforcement and wildlife management.

National Reforestation and Watershed Rehabilitation Programme

This 10 year National Reforestation and Watershed Rehabilitation Programme commenced in January 2004, in recognition of the urgent need to accelerate the rate of forest regeneration, arrest environmental degradation and promote sustainable lumber production. The main goal of the programme is to replant 33,030 acres of forest over a 10 year period.

Some of the main achievements of the programme during 2004 and 2005 include:

2004

- Protection of 11,653 acres of forest;
- Planting of 80,000 seedlings;
- Establishment of 69.2km of fire trail;
- Construction of 2,500 check dams;
- 400 metres of beach front cleaned;
- Establishment of 29 worksites; and
- Employment of 1,000 workers.

2005

- Protection of 16,800 acres of forest;
- 150,000 seedlings planted;
- Clearing and establishment of 21 miles of hiking trails;
- Construction of a seedling nursery at Maloney;
- Establishment of 51 sites/community groups; and
- Employment of 1,785 persons.

Environmental Management

2002

- A National Policy on Wetland conservation was developed;

- National Water Quality Standards were developed;
- An initial assessment of the Water Quality of Groundwater was completed;
- Studies were conducted to explore strategies that would promote the use of cleaner burning fuel and to improve the quality of fuel sold on the local market; and
- Noise Pollution Control Rules and regulatory compliance standards were introduced.

2003

- CARIRI was contracted by the Environmental Management Authority (EMA) to conduct sampling and analysis of groundwater from sources in Trinidad and Tobago. This expanded study included testing permanent well water sources and temporary boreholes; and
- Studies were undertaken to analyse the impact of unleaded gasoline on the population.

2004

- The EMA volunteer programme was launched. The volunteers acted as arms of the EMA in the dissemination of information, and the expansion of education and public awareness programmes; and
- The use of leaded gasoline was discontinued.

2005

- A National Ambient Air Quality Monitoring Network was established to measure carbon monoxide and nitrogen oxides in the Point Lisas area;
- A Draft National Biosafety Framework and Policy was developed; and
- The Blood Lead Level Project and Lead Assessment Project were completed.

Designation of Environmentally Sensitive Areas and Species

- The Pawi, the Manatee and the Sabrewing Hummingbird were declared environmentally sensitive species.

LOCAL GOVERNMENT

The Ministry of Local Government has been paying particular attention to the development of policies that contribute to the good governance which has been identified as a precondition for the successful realisation of Government's stated Vision of achieving developed country status by the year 2020.

The Ministry has continued therefore to focus on the following policy initiatives:

- (1) Local Government Reform;
- (2) Decentralization and Participatory Governance Initiatives;
- (3) Infrastructural Development and Community Service Delivery; and
- (4) Institutional Strengthening.

Infrastructure and Community Development

The Ministry of Local Government will contribute to the development of sustainable communities through the provision and strengthening of the Local Government physical and social infrastructure. In this regard, having recognised the need for a planned approach to the development of its infrastructure, the Ministry has developed a number of initiatives aimed at the development of local and national policies, systems of standards and programmes of actions in the following areas:

- Municipal Road and Drainage Infrastructure;
- Recreational Facilities;
- Public Baths and Conveniences;
- Heritage Parks;
- Local Area, Regional and Rural Development;
- Burial grounds/ Cremation sites/ Crematoria; and
- Markets and Abattoirs.

The Ministry of Local Government will continue its programmes of infrastructural works based on the resultant policies and action plans in the areas identified above.

Cognisant of the increasing demand for the provision of

adequate infrastructure, the major infrastructural programmes are intended to enhance communities as well promote entrepreneurship and generate employment. Of note in this regard is the Infrastructure Renewal Improvement and Development Programme (IRIAD).

Institutional Strengthening

The Ministry of Local Government recognises the importance of the need for good organisational performance. Human resource development has therefore been advanced through the provision of training in key areas for administrative staff, technical staff, and clerical staff as well as local government practitioners.

The provision of adequate accommodation for staff of local government bodies is inextricably linked to greater organisational performance, effective service delivery, the furthering of the decentralisation process and the move towards greater decentralisation of functions. The Ministry has therefore continued to focus on the development of Municipal Complexes and a Head Office Administrative Complex. In this regard designs have been completed for Complexes in 3 Municipalities, namely the Arima Borough Corporation, the Chaguanas Borough Corporation and the Diego Martin Regional Corporation. The construction of these three Municipal Complexes will commence in fiscal 2007, while designs will be completed for the remaining Municipalities and the Head Office Administrative Complex.

Unemployment Relief Programme

The Unemployment Relief Programme (URP) is envisaged as the principal instrument for empowering people through the provision of employment opportunities and skills enhancement whilst providing community services and facilitating sustainable community development initiatives. The URP is a social safety net programme whose core purpose is to provide short-term employment opportunities with the widest possible participation. The programme also focuses on skill enhancement of individuals in the various communities and improvement to the physical and social infrastructure.

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The URP is comprised of:

- (i) Core Programme – consisting of construction and maintenance projects;
- (ii) Women's Programme – focusing on the enhancement of the physical environment at Government institutions and properties by the engagement of maintenance and beautification projects as well as limited involvement in construction projects; and
- (iii) Special Projects – aimed at providing projects of greater size and complexity than the Core Programme, and targeting young and emerging entrepreneurs both as individuals and groups.

A major policy shift for the URP during fiscal 2005/2006 occurred whereby Government decided to shift the allocation of resources from maintenance to construction projects, with a view to the reduction of the annual job opportunities by 11 percent. Over the period September 27, 2005 to June 30, 2006, two hundred and eighty thousand, one hundred and nineteen (280,119) job opportunities were created in both the Core and Women's Programmes and includes the employment of 54,538 registered applicants. Ultimately the URP will be concerned only with construction projects.



