VISION
2030
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Prime Minister’s Statement

The Honourable Dr. Keith Rowley

Prime Minister of the Republic of Trinidad and Tobago

It is with great pleasure that I present to you the first Vision 2030 Report, entitled Reporting on Progress 2015-2018.

In September 2015, my Government assumed office and began the mammoth task of steering the country on the path of true development. Since then, we have developed and laid in the Parliament the Vision 2030 National Development Strategy 2016-2030 which charts our course into the future and identifies key national areas for development. People have been placed at the centre of development as they are the drivers of our movement forward. Therefore, as a Government we have sought to provide opportunities to all our citizens to be well-educated, healthy and safe, so that they can be productive, innovative and fulfilled.

We have also been working to ensure that our economy generates decent work, enables entrepreneurship and makes optimal use of our available resources in a manner that is environmentally responsible. Understanding the significance of my responsibility in a challenging economic climate and the complexity of work that must be done, we recognize that the right work must get done in the right way.

My Government acknowledges the importance of monitoring, measuring and reporting on the work of Ministries, Agencies and Departments towards achieving Vision 2030 goals. Therefore, the Vision 2030: Reporting on Progress 2015-2018 is as a critical public management tool which tells us what we have done, and can give us a sense of how much more needs to be done in order

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to reach our long-term goals as a nation – in other words, we must track our journey to better secure our future.

The Vision 2030: Reporting on Progress 2015-2018 is the first in a series of reports which highlights the strides made in the five (5) thematic areas of Vision 2030 and reflects the implementation progress of key projects and programmes thus far, showing the great efforts made by the public service at large. This Report also reassures citizens that Government is working and that we remain committed towards achieving our goals by 2030.

I assure you that we will continue to deliver and make this nation a prosperous place. We will continue to build upon our key initiatives to create a sustainable future for generations to come. Also, we will continue to focus on the tenets of accountability, transparency and value for money, to ensure that maximum benefits are delivered to the citizens of Trinidad and Tobago.

I would like to take this opportunity to thank all Ministries, Agencies and Departments for the tremendous work done so far and their unwavering commitment as we move forward.

As Prime Minister, I am delighted to endorse and share with my colleagues and the citizenry the Vision 2030: Reporting on Progress 2015-2018 of the development of the Republic of Trinidad and Tobago which gives a detailed account of our progress made over the last three (3) years towards achieving our long-term development goals.

The Honourable Dr. Keith Rowley
Prime Minister of the Republic of Trinidad and Tobago
Statement by the Minister of Planning and Development

The Honourable Camille Robinson-Regis

Minister of Planning and Development

Since assuming office in September 2015, this Government has worked continuously to move our nation to greater levels of development. The Vision 2030: Reporting on Progress 2015-2018 is Government’s first report which gives an account of the progress of implementation of the Vision 2030 National Development Strategy (NDS) 2016-2030, Government’s developmental plan.

The Vision 2030 NDS 2016-2030 identified five (5) national areas for development or Thematic Areas, each with specific goals and key strategies outlined to achieve sustainable economic growth, improve social conditions, and promote environmental conservation for the enhancement of the lives of citizens. These Thematic Areas are:

- Putting People First: Nurturing Our Greatest Asset
- Delivering Good Governance and Service Excellence
- Improving Productivity through Quality Infrastructure and Transportation;
- Building Globally Competitive Businesses; and
- Placing the Environment at the Centre of Social and Economic Development.

This first publication of Government’s achievements, for the period 2015 - 2018, is a significant accomplishment that is in keeping with our commitment to make the necessary changes that will boost our performance as a nation and achieve our long term goals. As a Government, we are continuously

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looking for ways to transform institutionally, ensure greater levels of transparency and accountability, and make more deliberate use of evidence-based decision making. Therefore, the Vision 2030: Reporting on Progress 2015-2018 represents a critical public management tool to provide an assessment of what we have achieved thus far, and what more needs to be done in order to reach our long-term goals as a nation.

As a Government, we believe in doing things right the first time. Therefore, it is important for us to track our performance and continuously use information to ensure that we remain on course and deliver tangible results to all citizens. Furthermore, this Report is the only Government publication in which a public manager, student or ordinary citizen, can find a comprehensive picture of Government’s achievements over fiscal periods 2015 to 2018. The achievements highlighted in this Report give an appreciation of the work done over the period and demonstrates Government’s unwavering pursuit of national development. Such a Report also underscores the commitment of Government to facilitate the development of a culture of reporting on performance as Ministries, Agencies and Departments continue to collaborate, as we seek to build a better nation.

In this regard, I wish to congratulate the National Transformation Unit (NTU) of the Ministry of Planning and Development on their tremendous effort and hard work in developing this Report. I also sincerely thank all Ministries, Agencies and Departments for working with us and providing the necessary information.


The Honourable Camille Robinson-Regis
Minister of Planning and Development
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### List of Acronyms

- **AAQM**: Ambient Air Quality Monitoring  
- **AAQMN**: Ambient Air Quality Monitoring Network  
- **AATT**: Airports Authority of Trinidad and Tobago  
- **ADHD**: Attention Deficit Hyperactivity Disorder  
- **ARIA**: Air Conditioning and Refrigeration Industry  
- **ARP**: Annual Report on Performance  
- **AQI**: Air Quality Index  
- **BMA**: Baggage Make-Up Areas  
- **BMIs**: Body Mass Indices  
- **CAF**: Corporación Andina De Fomento Development Bank  
- **CARICOM**: Caribbean Community  
- **CDAP**: Chronic Disease Assistance Programme  
- **CMIS**: Case Management Information System  
- **CNG**: Compressed Natural Gas  
- **CoC**: Certificates of Comfort  
- **COSTATT**: College of Science, Technology and Applied Arts of Trinidad and Tobago  
- **CPTED**: Crime Prevention Through Environmental Design  
- **CRHJ**: Churchill Roosevelt Highway Junction  
- **CSI**: Crime Scene Investigation  
- **CS-DRMS**: National Debt Management System (Debt Recording and Management System)  
- **CSEC**: Caribbean Secondary Education Certificate  
- **CSO**: Central Statistical Office  
- **CTU**: Counter Trafficking Unit  
- **DNA**: Deoxyribonucleic Acid  
- **ECCE**: Early Childhood Care and Education  
- **EDF**: European Development Fund  
- **EM**: Environmental Management  
- **EMS**: Education Management System  
- **ESA**: Environmentally Sensitive Area  
- **ESS**: Environmentally Sensitive Species  
- **ERRAG**: Emergency Repair/Reconstruction Assistance Grant  
- **EXIMBANK**: Export Import Bank/Reconstruction Assistance Grant  
- **FDA**: Food and Drug Administration  
- **FIT**: Feed in Tariff  

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List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
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<td>Food Safety Modernization Act</td>
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<tr>
<td>FSPCA</td>
<td>Food Safety Preventive Controls Alliance</td>
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<tr>
<td>FTOs</td>
<td>Field Training Officers</td>
</tr>
<tr>
<td>GATE</td>
<td>Government Assistance for Tuition Expenses Programme</td>
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<tr>
<td>GCI</td>
<td>Global Competitiveness Index</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GITR</td>
<td>Global Information Technology Report</td>
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<tr>
<td>GoRTTT</td>
<td>Government of the Republic of Trinidad and Tobago</td>
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<td>GPS</td>
<td>Government Primary Schools</td>
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<td>HADR</td>
<td>Humanitarian Assistance and Disaster Relief</td>
</tr>
<tr>
<td>HCFC</td>
<td>Hydrochlorofluorocarbons</td>
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<tr>
<td>HEAL</td>
<td>Helping Every Addict Live</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome</td>
</tr>
<tr>
<td>HYPE</td>
<td>Helping You Prepare for Employment</td>
</tr>
<tr>
<td>IADB</td>
<td>Inter-American Development Bank</td>
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<tr>
<td>ICAO</td>
<td>Internation Civil Aviation Organization</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IICA</td>
<td>Inter-American Institute for Cooperation on Agriculture</td>
</tr>
<tr>
<td>IP</td>
<td>Intellectual Property</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ITeS</td>
<td>Information Technology enabled Services</td>
</tr>
<tr>
<td>KAP</td>
<td>Knowledge, Attitude and Practices</td>
</tr>
<tr>
<td>LED</td>
<td>Light Emitting Diodes</td>
</tr>
<tr>
<td>LCHG</td>
<td>Low Cost Housing Grant</td>
</tr>
<tr>
<td>LGE</td>
<td>Litre Gasoline Equivalent</td>
</tr>
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<td>LIMS</td>
<td>Laboratory Information System</td>
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<tr>
<td>M&amp;E</td>
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<td>LINAC</td>
<td>Linear Accelerator</td>
</tr>
<tr>
<td>MIA</td>
<td>Minamata Initial Assessment</td>
</tr>
<tr>
<td>MIC</td>
<td>Metal Industries Company</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MRU</td>
<td>Mobile Refuelling Unit</td>
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<td>MRRG</td>
<td>Minor Repairs and Reconstruction Grant</td>
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<td>NCDs</td>
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<td>NDS</td>
<td>National Development Strategy</td>
</tr>
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<td>NEP</td>
<td>National Environmental Policy</td>
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<td>NGC</td>
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<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<td>NIDCO</td>
<td>National Infrastructure Development Company</td>
</tr>
<tr>
<td>NPF</td>
<td>National Performance Framework</td>
</tr>
<tr>
<td>NSITT</td>
<td>National Statistical Institute of Trinidad and Tobago</td>
</tr>
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<td>NTA</td>
<td>National Training Agency</td>
</tr>
<tr>
<td>NTU</td>
<td>National Transformation Unit</td>
</tr>
<tr>
<td>OBOR</td>
<td>One Belt One Road</td>
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</table>

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### List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ODP</td>
<td>Ozone Depleting Potential</td>
</tr>
<tr>
<td>OPIC</td>
<td>Older Person Information Centre</td>
</tr>
<tr>
<td>PEPFAR</td>
<td>President's Emergency Programme for AIDS Relief</td>
</tr>
<tr>
<td>POPs</td>
<td>Persistent Organic Pollutants</td>
</tr>
<tr>
<td>POS</td>
<td>Port of Spain</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnerships</td>
</tr>
<tr>
<td>PSA</td>
<td>Public Service Academy</td>
</tr>
<tr>
<td>PTSC</td>
<td>Public Transport Service Corporation</td>
</tr>
<tr>
<td>PURE</td>
<td>Programme for Upgrading Roads Efficiency</td>
</tr>
<tr>
<td>PV</td>
<td>Photovoltaics</td>
</tr>
<tr>
<td>RDF</td>
<td>Research Development Fund</td>
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<tr>
<td>RE</td>
<td>Renewable Energy</td>
</tr>
<tr>
<td>RHA</td>
<td>Regional Health Authority</td>
</tr>
<tr>
<td>RIC</td>
<td>Regulated Industries Commission</td>
</tr>
<tr>
<td>SBM</td>
<td>School Based Management</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SDP</td>
<td>Strategic Development Plan</td>
</tr>
<tr>
<td>SEA</td>
<td>Secondary Entrance Assessment</td>
</tr>
<tr>
<td>SES</td>
<td>Seamless Education System</td>
</tr>
<tr>
<td>SEW</td>
<td>Single Electronic Window</td>
</tr>
<tr>
<td>SHHEPF</td>
<td>Solomon Hochoy Highway Extension to Point Fortin</td>
</tr>
<tr>
<td>SMR</td>
<td>Southern Main Road</td>
</tr>
<tr>
<td>SOE</td>
<td>State Owned Enterprise</td>
</tr>
<tr>
<td>SRC</td>
<td>Serious Recorded Crime</td>
</tr>
<tr>
<td>SSA</td>
<td>Strategic Services Agency</td>
</tr>
<tr>
<td>TCPD</td>
<td>Town and Country Planning Division</td>
</tr>
<tr>
<td>TDC</td>
<td>Transformation and Development Centre</td>
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<tr>
<td>TDC</td>
<td>Tourism Development Company</td>
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<tr>
<td>TEQ</td>
<td>Toxic Equivalents</td>
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<tr>
<td>THA</td>
<td>Tobago House of Assembly</td>
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<td>TTPS</td>
<td>Trinidad and Tobago Police Service</td>
</tr>
<tr>
<td>TTFS</td>
<td>Trinidad and Tobago’s Fire Service</td>
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<td>T&amp;TEC</td>
<td>Trinidad and Tobago Electricity Commission</td>
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<td>Trinidad and Tobago Revenue Authority</td>
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<td>TTTRLA</td>
<td>Trinidad and Tobago Tourism Regulatory and Licensing Authority</td>
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<td>TVET</td>
<td>Technical Vocational Education and Training</td>
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<td>ULAB</td>
<td>Used Lead Acid Batteries</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<td>UTT</td>
<td>University of Trinidad and Tobago</td>
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<tr>
<td>UWI</td>
<td>University of the West Indies</td>
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<td>WASA</td>
<td>Water and Sewerage Authority</td>
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<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
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<tr>
<td>YTEPP</td>
<td>Youth Training and Employment Partnership Programme</td>
</tr>
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</table>
The Vision 2030 Progress Report 2015-2018-'Tracking Our Journey, Securing Our Future’ is divided into three (3) Sections:

• **Section 1: Vision 2030 and Monitoring Performance** which includes Chapter 1: The Introduction, and a key chapter-Chapter 2: Tracking Progress (2015-2018). Chapter 2 highlights the movement of selected key national indicators over the period by Thematic Area. It indicates the extent of progress in specific areas over the period, and also highlights possible areas for further intervention. This section also provides a summary of the significant achievements made over this period within each thematic area.

• **Section 2: Vision 2030: Key Achievements** provides a more detailed look at each of the thematic areas and the achievements of the Government in each one, as Government pursues the goals set out in Vision 2030. It also provides further context for the performance and movement of some of the selected key national indicators.

• **Section 3: The Way Forward** outlines Government’s next steps which involves the production of the Annual Report on Performance 2019. This Report focuses on the extent to which Government has either achieved or fallen short of its intended goals, thus providing a basis for more effective decision making through a more detailed examination and assessment of national performance indicators.
SECTION 1

VISION 2030

AND MONITORING PERFORMANCE
In September 2015, Government began the journey of rebuilding and transforming Trinidad and Tobago towards long-term national development by the year 2030. The journey, and the development path to be taken towards achieving this goal was outlined in the National Development Strategy 2016-2030 (hereafter referred to as ‘Vision 2030’).

Vision 2030 is a comprehensive national development planning framework intended to guide the way to sustained nation development by the year 2030. Vision 2030 provides the context for a development process by clearly defining the country’s priority areas of focus, while incorporating the United Nations (UN) Sustainable Development Goals (SDGs) under five (5) Thematic Areas.

These thematic areas are:
- Putting People First: Nurturing Our Greatest Asset;
- Delivering Good Governance and Service Excellence;
- Improving Productivity through Quality Infrastructure and Transportation;
- Building Globally Competitive Businesses; and
- Placing the Environment at the Centre of Social and Economic Development.

Therefore, Government remains strategically focused on achieving the developmental goals of each of the five (5) thematic areas, through the implementation of several key initiatives which are detailed in this Report.

The Vision 2030 Progress Report 2015-2018-‘Tracking Our Journey, Securing Our Future’ is the first report of this Government that outlines the key achievements of Government from fiscal 2015 to fiscal 2018. This Report serves as a means of ensuring that the citizens of Trinidad and Tobago are aware of Government initiatives, and the progress of key projects and programmes that were undertaken towards improving the overall quality of life for all citizens.
“Government seeks to fulfil its responsibility to ensure a high level of transparency and accountability in the conduct of the affairs of the people of Trinidad and Tobago. The Report highlights the many areas in which Government has worked over the last three (3) years to provide a more meaningful and fulfilling life to all citizens including economic growth, financial stability, and good governance, while ensuring that our environment is well protected.”

Through this Report, Government seeks to fulfil its responsibility to ensure a high level of transparency and accountability in the conduct of the affairs of the people of Trinidad and Tobago. The Report highlights the many areas in which Government has worked over the last three (3) years to provide a more meaningful and fulfilling life to all citizens including economic growth, financial stability, and good governance, while ensuring that our environment is well protected.

This Report was prepared by the National Transformation Unit (NTU) of the Ministry of Planning and Development in conjunction with all relevant Government Ministries, Agencies and Departments. Ministries provided the relevant information with regard to the achievement of key projects and programmes which were of high national importance and of high developmental impact.

In addition, several key national indicators were also examined and reported on for each of the five (5) Thematic Areas over the period. Thus, the performance of these key selected national indicators, accompanied by key achievement information are presented to outline the progress of achieving Vision 2030 over the period being considered.

Note however, that this Report in no way represent the full extent of the work accomplished by Government between 2015 and 2018. It does however, provide a significant ‘snapshot’ into the progress of key initiatives that are of great national importance towards achieving Vision 2030.

The Ministry of Planning and Development will continue to work closely with Ministries, Agencies and Departments, while ensuring greater levels of transparency, accountability and value for money, as Government continues to give an account to the people of Trinidad and Tobago on the continued achievement of national development priorities.
CHAPTER 2

TRACKING PROGRESS (2015-2018)

i. Calculating Indicator Performance

In the Annual Report on Performance (ARP) 2014, the Ministry of Planning and Development introduced for the first time a Dashboard (Traffic Light System) to display and report on the performance and progress of national indicators identified in the National Performance Framework (NPF).

Dashboards are management tools used for reporting and analysis, while displaying information within a context of a metric or benchmark. It also provides a quick visual display of information that makes the Report more engaging as well as, alerts the reader of exceptional results that may have been otherwise missed. Most notably this approach enables the quick evaluation of status of overall progress; allows for ease of use in reviewing indicators relative to outcomes; and provides a line of sight and enhances the ability decision makers to understand and respond to problems faster.

In the Report, several symbols were used to represent the performance of several selected indicators (see Table 2.1), which provides an overall assessment of progress attained thus far.

NB: For the purposes of this Report ONLY, the following performance criteria used in Table 2.1 was developed to categorize the performance of selected indicators to be viewed at a glance. This performance criteria does not replace the Dashboard (Traffic Light System) as stated in the NPF 2017-2020.

Table 1: Indicator Performance Criteria

<table>
<thead>
<tr>
<th>Symbol</th>
<th>What it means</th>
<th>Indicator Performance</th>
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<tbody>
<tr>
<td>🔔</td>
<td>A negative indicator performance noted.* The actual measure was worse than the baseline.</td>
<td>&lt; 0%</td>
</tr>
<tr>
<td>🔴</td>
<td>No progress/no change noted toward target</td>
<td>0%</td>
</tr>
<tr>
<td>✗</td>
<td>Some Progress, but less than 50% of the target met</td>
<td>&gt;0% but &lt;50%</td>
</tr>
<tr>
<td>⬤</td>
<td>Notable progress whereby more than 50% of target met but target still not achieved</td>
<td>&gt;50% but &lt;100%</td>
</tr>
<tr>
<td>✔️</td>
<td>Target achieved</td>
<td>≥ 100%</td>
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</table>

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To Calculate the Indicator Performance percentage as displayed in the aforementioned table, the following formula was used:

\[
\text{Indicator Performance} \ = \ \frac{I_a - I_b}{I_t - I_b} \times 100\% 
\]

Where, 
- \(I_a\) is the actual measure or value of the indicator as at 2018
- \(I_b\) is the baseline measure or value of the indicator as at start of the measurement period
- \(I_t\) is the set target or expected measure or value of the indicator in 2020.

**Notes on Interpretation:**
A baseline represents a “zero” or starting point from which one observes the progress or lack thereof toward a set target. Targets can be set higher than the baseline, where positive performance is denoted by an upward trend (e.g. Immunization coverage), or targets can be set lower than the baseline, where positive performance is denoted by a downward trend (e.g. Homicide Rate).

**ii. Performance Highlights of Selected Key National Indicators**

The performance of selected key national indicators are as follows:

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### THEMATIC AREA I: PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSETS

**TABLE 2.2: Performance of Thematic Area 1 Selected National Indicators (2015-2018)**

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<tr>
<td><strong>HOUSING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Housing Demand</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Number of housing units completed</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Number of housing units distributed</td>
<td>To be determined</td>
<td>2,000</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Number of loans granted at 2% interest rate</td>
<td>To be determined</td>
<td>1,000</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Number of loans granted at 5% interest rate</td>
<td>To be determined</td>
<td>1,000</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Number of Home Improvement Grants disbursed</td>
<td>To be determined</td>
<td>1,500</td>
<td>To be determined</td>
<td>To be determined</td>
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(Continued on page 18)
### THREATEN AREA I: PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSETS

#### TABLE 2.2: Performance of Thematic Area 1 Selected National Indicators (2015-2018)

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Competitiveness Index: Pillar 4 – Health and Primary Education: 4b - Primary Education</td>
<td>Pillar 4 – Rank 61 out 138</td>
<td>A Rank between 55 and 60</td>
<td>Rank 48 out of 137 (2017/2018)³</td>
<td>✔️</td>
</tr>
<tr>
<td>Global Competitiveness Index: Pillar 5 – Higher Education and Training (including Secondary): 5a- Gross Enrolment</td>
<td>5a- Rank 98 out of 138</td>
<td>5a- Rank between 90 and 95 (including secondary)</td>
<td>To be determined</td>
<td></td>
</tr>
<tr>
<td>5b- Quality of education</td>
<td>5b- Rank 37 out of 138</td>
<td>5b- Rank between 30 and 35</td>
<td>Rank 43 out of 137² (2017/2018)</td>
<td>☢️</td>
</tr>
<tr>
<td>Percentage secondary school students receiving five (5) or more Caribbean Secondary Education Certificate (CSEC) passes inclusive of English A and Mathematics</td>
<td>52.2% (2016)</td>
<td>20% increase</td>
<td>56.47% (July 2018)</td>
<td>✗</td>
</tr>
<tr>
<td>Mean Score for Language Arts in the Secondary Entrance Assessment (SEA)⁸</td>
<td>55.5 (2016)</td>
<td>70</td>
<td>57.9 (July 2018)</td>
<td>✗</td>
</tr>
<tr>
<td>Mean Score for Mathematics in the Secondary Entrance Assessment (SEA)⁹</td>
<td>60.9 (2016)</td>
<td>65</td>
<td>58.8 (July 2018)</td>
<td>☢️</td>
</tr>
</tbody>
</table>

(Continued on page 19)
### THETMIC AREA I:
PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSETS

**TABLE 2.2: Performance of Thematic Area 1 Selected National Indicators (2015-2018)**

<table>
<thead>
<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass rate for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caribbean Secondary</td>
<td>72% (2015)</td>
<td>80%</td>
<td>71.68% (July 2018)</td>
<td>☢️</td>
</tr>
<tr>
<td>Education Certificate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(CSEC) English A</td>
<td>(2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass rate for</td>
<td>54.1% (2016)</td>
<td>75%</td>
<td>53.54% (July 2018)</td>
<td>☢️</td>
</tr>
<tr>
<td>Caribbean Secondary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education Certificate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(CSEC) Mathematics</td>
<td>(2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Institutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with physical infrastructure upgraded or repaired</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECCE-23% (2016) Primary-59% (2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary-38% (2016) Secondary-65%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Educational</td>
<td>Not available</td>
<td>150 ECCE Centres</td>
<td>8 ECCE Centres</td>
<td>To be determined</td>
</tr>
<tr>
<td>Institutions with</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>upgraded</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Educational</td>
<td>80 ECCE Centres (2017)</td>
<td>93 ECCE Centres</td>
<td>80 ECCE Centres</td>
<td>⚠️</td>
</tr>
<tr>
<td>Institutions with</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>access for Students with</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabilities</td>
<td>50 Primary Schools (2017)</td>
<td>58 Primary Schools</td>
<td>50 Primary Schools</td>
<td>⚠️</td>
</tr>
<tr>
<td>Percentage of work</td>
<td>0%</td>
<td>95%</td>
<td>20%</td>
<td>⚢️</td>
</tr>
<tr>
<td>completed for Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Act revision</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of primary</td>
<td>90%</td>
<td>100%</td>
<td>100%</td>
<td>✔️</td>
</tr>
<tr>
<td>and secondary schools</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>developing a Strategic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Plan (SDP)</td>
<td></td>
<td></td>
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</tr>
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</table>

(Continued on page 20)
### TABLE 2.2: Performance of Thematic Area 1 Selected National Indicators (2015-2018)

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<tr>
<th></th>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Education Institutions using Education Management System (EMS)</td>
<td>0%</td>
<td>75%</td>
<td>0%</td>
<td>△</td>
</tr>
<tr>
<td>Percentage of Education District Offices and Divisions/Units at Head Office using EMS</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>△</td>
</tr>
<tr>
<td>Percentage of Government &amp; Government Assisted Early Childhood Care and Education (ECCE) Centres meeting Quality Standards</td>
<td>Not available</td>
<td>75%</td>
<td>60%</td>
<td>To be determined</td>
</tr>
<tr>
<td>Number of students assisted through Government Assistance for Tuition Expense Programme (GATE)</td>
<td>29,492</td>
<td>To be determined</td>
<td>17,924</td>
<td>To be determined</td>
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<tr>
<td>Number of public primary schools establishing literacy management systems</td>
<td>5</td>
<td>444</td>
<td>79</td>
<td>X</td>
</tr>
<tr>
<td>Percentage of Government &amp; Government Assisted ECCE Centres meeting Quality Standards</td>
<td>Not available</td>
<td>75%</td>
<td>60%</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

(Continued on page 21)
### TABLE 2.2: Performance of Thematic Area 1 Selected National Indicators (2015-2018)

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>HEALTH</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immunization Coverage Rate</td>
<td>94%</td>
<td>97%</td>
<td>95%</td>
<td>×</td>
</tr>
<tr>
<td>Hospital beds per 100 persons</td>
<td>1.59</td>
<td>1.92&lt;sup&gt;26&lt;/sup&gt;</td>
<td>1.63</td>
<td>×</td>
</tr>
<tr>
<td>Cancer Mortality Rate (per 100,000 persons)</td>
<td>128.8</td>
<td>107.65</td>
<td>116.71</td>
<td>&gt;</td>
</tr>
<tr>
<td>Communicable Disease Mortality Rate (per 100,000)</td>
<td>38.4&lt;sup&gt;27&lt;/sup&gt;</td>
<td>30.0</td>
<td>32.4&lt;sup&gt;28&lt;/sup&gt;</td>
<td>&gt;</td>
</tr>
<tr>
<td>Non-Communicable Disease Mortality Rate (per 100,000)</td>
<td>535&lt;sup&gt;29&lt;/sup&gt;</td>
<td>480</td>
<td>525</td>
<td>×</td>
</tr>
<tr>
<td>Registered Patients at St. Ann's Psychiatric Hospital</td>
<td>2,033&lt;sup&gt;30&lt;/sup&gt;</td>
<td>1,200&lt;sup&gt;31&lt;/sup&gt;</td>
<td>1,416&lt;sup&gt;32&lt;/sup&gt;</td>
<td>&gt;</td>
</tr>
<tr>
<td>Adult HIV Prevalence</td>
<td>1.22%</td>
<td>0.9%</td>
<td>1.0%&lt;sup&gt;33&lt;/sup&gt;</td>
<td>&gt;</td>
</tr>
<tr>
<td>Diabetes Mortality Rate (per 100,000 persons)</td>
<td>113.6&lt;sup&gt;34&lt;/sup&gt;</td>
<td>103.5&lt;sup&gt;35&lt;/sup&gt;</td>
<td>117.5&lt;sup&gt;36&lt;/sup&gt;</td>
<td>⏰</td>
</tr>
<tr>
<td>Obesity Rate</td>
<td>25.7%&lt;sup&gt;37&lt;/sup&gt;</td>
<td>21.7%</td>
<td>26.7%&lt;sup&gt;38&lt;/sup&gt;</td>
<td>⏰</td>
</tr>
<tr>
<td>Physician Professionals (per 10,000 persons)</td>
<td>25.5</td>
<td>36.8</td>
<td>33.2</td>
<td>&gt;</td>
</tr>
<tr>
<td>Nursing Professionals (per 10,000 persons)</td>
<td>32.8</td>
<td>38&lt;sup&gt;39&lt;/sup&gt;</td>
<td>34.2</td>
<td>×</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>62%&lt;sup&gt;40&lt;/sup&gt;</td>
<td>90%</td>
<td>72%&lt;sup&gt;41&lt;/sup&gt;</td>
<td>×</td>
</tr>
</tbody>
</table>

(Continued on page 22)
### THEMATIC AREA I:
**PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSETS**

**TABLE 2.2: Performance of Thematic Area I Selected National Indicators (2015-2018)**

<table>
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<th></th>
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<tbody>
<tr>
<td><strong>HEALTH</strong></td>
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</tr>
<tr>
<td>Life Expectancy Rate</td>
<td>74.61</td>
<td>75.90</td>
<td>74.61</td>
<td>⚠️</td>
</tr>
<tr>
<td>(per 100,000 live births)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Under Five Mortality Rate</td>
<td>42.20</td>
<td>25.94</td>
<td>10.13</td>
<td>✔️</td>
</tr>
<tr>
<td>(per 100,000 live births)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maternal Mortality Rate</td>
<td>46.98</td>
<td>30.94</td>
<td>0.48</td>
<td>✔️</td>
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<tr>
<td>(per 100,000 live births)</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td><strong>SOCIAL PROTECTION</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>% of persons living below the poverty line</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>No. of socially displaced persons</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
</tbody>
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*(Continued on page 23)*
### THEMATIC AREA II:
DELIVERING GOOD GOVERNANCE AND SERVICE DELIVERY

#### TABLE 2.3: Performance of Thematic Area 2 Selected National Indicators (2015-2018)

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<tr>
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</thead>
<tbody>
<tr>
<td>MODERN, EFFICIENT AND EFFECTIVE PUBLIC INSTITUTIONS</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>No. of Ministries with functional Monitoring and Evaluation (M&amp;E) Units</td>
<td>21</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>IMPROVING CUSTOMER SERVICE DELIVERY</td>
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<tr>
<td>Customer Satisfaction Ratings (of the public service)</td>
<td>4.6/10^9</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>PUBLIC SAFETY AND SECURITY</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Homicide Detection Rate</td>
<td>17%(^{50})</td>
<td>To be determined</td>
<td>18%(^{51})</td>
<td>To be determined</td>
</tr>
<tr>
<td>Crime Detection Rate - Serious Recorded Crimes (SRC)</td>
<td>23%(^{52})</td>
<td>35% (2018)^{53})</td>
<td>36%(^{54})</td>
<td></td>
</tr>
<tr>
<td>Crime Rate (Serious Crimes)</td>
<td>838.5 per 100,000(^{55})</td>
<td>To be determined</td>
<td>497.5 per 100,000(^{56}) (Jan-June, 2018)</td>
<td>To be determined</td>
</tr>
<tr>
<td>Recidivism Rate</td>
<td>69%</td>
<td>To be determined</td>
<td>61% (March 2018)</td>
<td>To be determined</td>
</tr>
<tr>
<td>IMPROVING FOREIGN RELATIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of overseas mission</td>
<td>20</td>
<td>22</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>No. of bilateral agreements related to trading activities</td>
<td>15</td>
<td>To be determined</td>
<td>22</td>
<td>To be determined</td>
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</table>

(Continued on page 24)
### A FIRST CLASS TRANSPORT SYSTEM

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Kilometers (km) of road constructed</td>
<td>2.7</td>
<td>10.0</td>
<td>7.3</td>
<td>&gt;</td>
</tr>
<tr>
<td>Km of roads upgraded</td>
<td>12.72</td>
<td>50.0</td>
<td>33.625 (2017)</td>
<td>&gt;</td>
</tr>
<tr>
<td>Number of new bus terminals constructed</td>
<td>To be determined</td>
<td>2</td>
<td>0</td>
<td>▼</td>
</tr>
<tr>
<td>No. of bus terminals refurbished</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>▼</td>
</tr>
<tr>
<td>Percentage (%) completion of upgrade works to international airports</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Average age of Bus fleet</td>
<td>15 years</td>
<td>7 years</td>
<td>Over 10 years</td>
<td>To be determined</td>
</tr>
<tr>
<td>No. of new buses purchased</td>
<td>35 (2015)</td>
<td>150</td>
<td>70</td>
<td>X</td>
</tr>
<tr>
<td>Bus ridership</td>
<td>7,442,612 (Jan-Dec)</td>
<td>12,000,000</td>
<td>3,771,643 (Jan-June)</td>
<td>To be determined</td>
</tr>
<tr>
<td>Port Capacity for ferries (No. of Berths)</td>
<td>To be determined</td>
<td>To be determined</td>
<td>8</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

### A HIGH QUALITY PUBLIC UTILITIES SYSTEM

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total water storage capacity for treated water (cubic meters)</td>
<td>328,267.18</td>
<td>343,039.91</td>
<td>329,858.31</td>
<td>X</td>
</tr>
</tbody>
</table>

(Continued on page 25)
CHAPTER 2

THEMATIC AREA III:
IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORT

TABLE 2.4: Performance of Thematic Area 3 Selected National Indicators (2015-2018)

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<tbody>
<tr>
<td>A HIGH QUALITY PUBLIC UTILITIES SYSTEM</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of population with piped access to water to their homes</td>
<td>93.6% (2017) 65</td>
<td>94%</td>
<td>93.6%</td>
<td>△</td>
</tr>
<tr>
<td>Km of sewers constructed</td>
<td>1,480 km (2017) 64</td>
<td>1,522.55 km</td>
<td>1,480 km</td>
<td>△</td>
</tr>
</tbody>
</table>

THEMATIC AREA IV:
BUILDING GLOBALLY COMPETITIVE BUSINESSES

TABLE 2.5: Performance of Thematic Area 4 Selected National Indicators (2015-2018)

<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td>A STRENGTHENED PUBLIC FINANCIAL MANAGEMENT SYSTEM</td>
<td></td>
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</tr>
<tr>
<td>Overall Fiscal Balance</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Balance of Payments</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Balance of Trade</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>AN IMPROVED ENTREPRENEURIAL ENVIRONMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Government Expenditure spent on Supporting Entrepreneurship</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>IMPROVED ENVIRONMENT WHICH PROMOTES INNOVATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of patents filed by local companies 66</td>
<td>0</td>
<td>25</td>
<td>3</td>
<td>△</td>
</tr>
<tr>
<td>% GDP spent on Research and Development (R&amp;D)</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

(Continued on page 26)
## THREATMIC AREA IV: BUILDING GLOBALLY COMPETITIVE BUSINESSES

### TABLE 2.5: Performance of Thematic Area 4 Selected National Indicators (2015-2018)

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>% Government Expenditure spent on Innovation Projects</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

### IMPROVED TRADE ENVIRONMENT

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Value of Exports in Non-Energy Sectors</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>No. of Trade Licenses applications received</td>
<td>13,608</td>
<td>To be determined</td>
<td>34,602</td>
<td>✔</td>
</tr>
<tr>
<td>No. of bilateral agreements related to trading activities</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>To be determined</td>
</tr>
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</table>

### NON-ENERGY SECTORS ENHANCED

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>% Contribution of Non-Energy Sectors to GDP</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

## THREATMIC AREA V: PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

### TABLE 2.6: Performance of Thematic Area 5 Selected National Indicators (2015-2018)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CLIMATE CHANGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Sectoral Climate Change Vulnerability and Risk Assessments conducted</td>
<td>0</td>
<td>8</td>
<td>8</td>
<td>✔</td>
</tr>
</tbody>
</table>

### REDUCED FOSSIL USE

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Cumulative Volume of CNG sold (LGE)</td>
<td>2,667,780</td>
<td>4,86,000,000</td>
<td>12,245,806, (July 2018)</td>
<td>✗</td>
</tr>
<tr>
<td>Number of CNG vehicle conversions</td>
<td>1,500</td>
<td>100,000</td>
<td>5,350</td>
<td>✗</td>
</tr>
</tbody>
</table>

(Continued on page 27)
## THEMATIC AREA V:
PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

### TABLE 2.6: Performance of Thematic Area 5 Selected National Indicators (2015-2018)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMPROVED ENERGY EFFICIENCY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity consumption per capita (kWh/person)</td>
<td>6,458</td>
<td>6,667</td>
<td>5,899</td>
<td>&gt; **</td>
</tr>
<tr>
<td>Energy Intensity (kWh/TT$Mn)</td>
<td>78,473</td>
<td>96,373</td>
<td>80,423</td>
<td>&gt; **</td>
</tr>
<tr>
<td><strong>REDUCTION OF OZONE DEPLETING SUBSTANCES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCFC consumption (ODP) Tonnes</td>
<td>46.02</td>
<td>17.9</td>
<td>20.8</td>
<td>✓</td>
</tr>
<tr>
<td><strong>WASTE MANAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of landfills meeting internationally recognized standards</td>
<td>0 (2017)</td>
<td>1</td>
<td>0</td>
<td>❱</td>
</tr>
<tr>
<td>Quantity of Waste requiring final disposal (tonnes per day)</td>
<td>700,000</td>
<td>50% reduction</td>
<td>To be determined</td>
<td>To be determined</td>
</tr>
<tr>
<td>Quantity of persistent Organic Pollutants (POPs) released (g TEQ/a)</td>
<td>249 (2011)</td>
<td>35% reduction</td>
<td>23g</td>
<td>❌</td>
</tr>
<tr>
<td>Percentage completion of Information Capture system on POPs</td>
<td>0% (2017)</td>
<td>100%</td>
<td>0%</td>
<td>❱</td>
</tr>
<tr>
<td>Percentage implementation of air pollution management regulations (Air Pollution Rules)</td>
<td>50%</td>
<td>100%</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>Number of Ambient Air Quality Monitoring (AAQM) stations established</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>&gt;</td>
</tr>
</tbody>
</table>

(Continued on page 28)
## CHAPTER 2

### THEMATIC AREA V:
PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

**TABLE 2.6: Performance of Thematic Area 5 Selected National Indicators (2015-2018)**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BIODIVERSITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of species designated as an Environmentally Sensitive Species (ESS) (^9)</td>
<td>10</td>
<td>11</td>
<td>11</td>
<td>✔</td>
</tr>
<tr>
<td>Number of ESS management plans (^8)</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>⬤ ☆☆☆</td>
</tr>
<tr>
<td>Number of ESS management plans updated and implemented (^9)</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>⬤</td>
</tr>
<tr>
<td>Number of areas designated as an Environmentally Sensitive Area (ESA) (^8)</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>⬤</td>
</tr>
<tr>
<td>Number of ESA management plans updated and implemented (^8)</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>⬤ ☆☆☆</td>
</tr>
<tr>
<td>Number of habitat inventories conducted (^8)</td>
<td>9</td>
<td>15</td>
<td>11</td>
<td>✗</td>
</tr>
<tr>
<td>Number of forestry database management system (^8)</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>✗</td>
</tr>
<tr>
<td>Number of endangered and threatened species (^8)</td>
<td>68</td>
<td>Reduction by 50%</td>
<td>68</td>
<td>🔴</td>
</tr>
<tr>
<td>Percentage of marine areas under protected area status (^7)</td>
<td>0.0028%</td>
<td>Increase by 10%</td>
<td>0.0028%</td>
<td>🔴</td>
</tr>
</tbody>
</table>

(Continued on page 29)
REPORTING ON PROGRESS
2015 - 2018
’TRACKING OUR JOURNEY, SECURING OUR FUTURE’

THEMATIC AREA V:
PLACING THE ENVIRONMENT AT THE CENTRE OF
SOCIAL AND ECONOMIC DEVELOPMENT

* – while it is categorized as having less than 50% of the target achieved, the activities and overall momentum
of achievements accrued in this area seems highly likely to lead to further results in the upcoming months as
project implementation continues.

** – while the actual measures are less than both baseline and target, electricity demand and improved efficiency
operate in a very unique manner. Electricity consumption is generally predicted to increase but in setting
targets the idea is to curb the projected consumption/demand. Improved systemic efficiency of production and
transmission can lead to excess in supply but industrial closures or improved energy efficient technology used
by both household and industry can lead to reduced demand/consumption. In the case where consumption
is reduced, the actual measure may be less than what was originally targeted and may even be less than the
baseline. This must be considered in these situations so while the target is higher than the baseline (due to
the growing demands factored in) a favourable result is actually the overall reduction in consumption due to
improved efficiency in generation and consumption.

*** – This indicator is measured in terms of yes/no or presence/absence. While the indicator performance here shows
no progress (based on the formula used) there has been some progress in meeting the target through the
implementation of a number of activities.
### iii. Highlights of Key Achievements: 2015-2018

The following presents a summary of the key highlights of Government Achievements from 2015-2018 for each thematic area as follows:

#### THEMATIC AREA I:
PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSETS

<table>
<thead>
<tr>
<th>Highlight</th>
<th>Count/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>51 Statutory Leases distributed</td>
<td></td>
</tr>
<tr>
<td>129 Emergency Shelter Relief Grants disbursed</td>
<td></td>
</tr>
<tr>
<td>2,347 homes and 72 home improvement subsidies distributed</td>
<td></td>
</tr>
<tr>
<td>Over 1,500 persons benefitted from Scholarships</td>
<td></td>
</tr>
<tr>
<td>Approximately 800,000 houses were treated with peri-focal work.</td>
<td></td>
</tr>
<tr>
<td>1,200 persons received treatment under the Renal Dialysis Programme</td>
<td></td>
</tr>
<tr>
<td>Approximately 120,000 houses received thermal fogging.</td>
<td></td>
</tr>
<tr>
<td>25,825 persons benefitted from the Public Assistance Grant</td>
<td></td>
</tr>
<tr>
<td>Approximately 2,100 persons benefitted from cardiac services at private health institutions, facilitated by Government</td>
<td></td>
</tr>
<tr>
<td>3,100 persons benefitted from treatment under the External Patient Programme</td>
<td></td>
</tr>
<tr>
<td>3,347 housing units and approximately 1,000 lots of residential land available for distribution</td>
<td></td>
</tr>
<tr>
<td>Agreement to construct 433 housing units via PPPs</td>
<td></td>
</tr>
<tr>
<td>Over TT$1.188bn in revenue generated by the Housing Sector</td>
<td></td>
</tr>
<tr>
<td>25,825 persons benefitted from the Public Assistance Grant</td>
<td></td>
</tr>
<tr>
<td>42,300 poorer and vulnerable persons received nutritious meals through Transformation and Development Centres (TDCs)</td>
<td></td>
</tr>
<tr>
<td>13,544 low income households received financial support under the National Social Development Programme (NSDP)</td>
<td></td>
</tr>
</tbody>
</table>

(Continued on page 31)
CHAPTER 2

THEMATIC AREA II:
DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

105,882 persons visit ‘ttconnect’ service centres

Government plaza officially opened, providing accommodations for 2,749 public officers.

Trinidad and Tobago Immigration Division operationalized a new Call Centre for the booking of Passport Appointments

‘ConstrucTT’, an online portal to automate the Construction Permitting System launched

Two (2) Children Courts established to improve justice to minors

Transition of Central Statistical Office (CSO) to National Statistical Institute of Trinidad and Tobago (NSITT) commenced

Strategic Naval Assets Acquired (four (4) Coastal patrol Vessels; two (2) Utility Vessels; six (6) On-Board Interceptors and one (1) Multi-purpose Vessel-Nelson 11)

Automated Border Control System at the Piarco International Airport (installation of 12 passport kiosks)

Memoranda of Understanding (MOU) signed with Venezuela, Chile and the Republic of China to strengthen and strategically expand foreign relations

22 Bilateral Trade Agreements signed to improve trade opportunities for Trinidad and Tobago

(Continued on page 32)
CHAPTER 2

THEMATIC AREA III:
IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORT

- Remodelling and upgrades to Piarco and ANR Robinson International Airports completed
- New inter-island ferry (Galleons Passage) to service the sea route between Trinidad and Tobago purchased
- Churchill Roosevelt Highway Expansion to Manzanilla launched
- 70 new Buses purchased for the Public Transport Corporation (PTSC)
- Package 1A, 2A, and 2B of Solomon Hochoy Extension to Point Fortin completed
- Construction of “the Curepe Interchange” commenced to reduce traffic congestion
- 3,982 persons benefitted from improved wastewater services
- 261,000 persons provided with a more reliable water service
- 14,395 persons accessed the services of Community-based ICT Access Centres

(Continued on page 33)
CHAPTER 2

THEMATIC AREA IV:
BUILDING GLOBALLY COMPETITIVE BUSINESSES

Expansion of trade into the Cuban market resulting in US$717,818 in exports

National Innovation Policy approved by Cabinet

Secured Transactions Policy approved by Cabinet

Local Feature Film ‘Moving Parts’ appeared at the Cannes Film Market

Expansion of services offered on Single Electronic Window

(Continued on page 34)
CHAPTER 7

THEMATIC AREA V:
PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT

- Reduction in National consumption of Ozone depleting substances reduced from 46.02 ODP tonnes in 2015 to 17.9 ODP in 2018
- Removal of Customs Duties, Motor Vehicle Tax and Value Added Tax on new or used CNG Vehicles
- Designation of Scarlet Ibis declared as an Environmentally Sensitive Species
- Completion of National Environmental Literacy (2017)
- Completion of Inventory of waste generated in Trinidad and Tobago (2013-2015)
SECTION 2
VISION 2030
KEY ACHIEVEMENTS
CHAPTER 3

PUTTING PEOPLE FIRST:
NURTURING OUR GREATEST ASSETS
PUTTING PEOPLE FIRST:
NURTURING OUR GREATEST ASSETS

OVERVIEW OF THEMATIC AREA

Nurturing and putting our people first is central to the holistic and national development of our nation. We must ensure that we create a society where all citizens, including the most vulnerable, have access to the best healthcare; the best educational system; social services for those who need it the most; the opportunity to live in quality living conditions; and most importantly, a society where no one gets left behind. To accomplish this, we must facilitate the creation of an environment that empowers citizens to become creative and productive, both individually and collectively. We must also create an all-inclusive approach whereby all members of society are served and made better off; and ensure that social ills are alleviated to allow for continued national progress.

In order to work towards this vision, Government must strategically coordinate the work of the Housing Sector, the Education and Training Sector, the Health Sector and the Social Sector. Such an effort is expected to promote healthy physical and emotional development of our people through the provision of safe and affordable housing solutions; enhanced wealth-creating capabilities; improved overall health and life expectancy; and the eradication of poverty, inequity and discrimination.

Key Project/Programme Achievements and Analysis of Selected Key National Indicators

HOUSING SECTOR

Everyone has the right to decent and safe housing, and it is understood that this right is central to a person’s physical and emotional health, productivity and self-esteem. In recognition of this, Government remained committed to improving and sustaining the living conditions of individuals, families, and the society overall.

From fiscal 2015 to 2018, Government worked steadily to provide appropriate housing solutions for citizens by pursuing opportunities that make housing more accessible and affordable for all citizens, especially vulnerable groups. Alongside these efforts, Government also engaged in a number of strategic initiatives that strengthened the overall administration of the local housing system and thus, assisted in the identification and provision of service to those most in need. Such initiatives undertaken by Government included:

(Continued on page 38)
Distribution of Houses and Housing Projects

During the period 2015-2018, Government provided several housing solutions to those most in need to improve their quality of life. Over the last three (3) years, Government distributed 2,347 homes to qualified families. Additionally, Government completed 14 housing projects (see Box 3.1), which provided 2,432 housing units for distribution (see Figure 3.1).

In addition, Government also commenced works at ten (10) new housing development sites, which are expected to yield a total of 1,028 units. These new housing development sites are:

- River Runs Through, Arima (32 units);
- Bon Air South, Arouca (72 units);
- Gomez Trace, Moruga (72 units);
- Riverside North, Corinth A, San Fernando (116 units);
- Riverside South, Corinth C, San Fernando (100 units);
- Harmony Hall, Pointe-a-Pierre (102 units);
- Buen Intento, Princes Town (101 units);
- Mahogany Court, Mt Hope (160 units);
- Bamboo Creek Villas, Chin, Cunupia (201 units); and
- Siparia Old Road, Fyzabad (72 units).

During the period, Government successfully engaged in several Public Private Partnerships (PPPs) Agreements for the construction of 433 home units (combined) at Mt. Hope, Cunupia and Fyzabad.

**BOX 3.1 NEW HOUSING DEVELOPMENT PROJECTS COMPLETED**

- Chaconia Crescent & Victoria Keys, Diego Martin (264 Units)
- Hilltop Drive, Malick – 34 Units
- River Runs Through & Malabar Site 3, Arima – 113 Units
- Real Spring Development, Valsayn South – 54 Units
- Greenvale, La Horquetta – NA
- Carlsen Field, Phase C, Chaguanares – 48 Units
- Exchange, Couva – NA
- Fairfield Gardens, Princes Town – 541 Units
- Lake View, La Fortune, Point Fortin – 75 Units
- Hubertstown, Guapo – 27 Units
- Vieux Fort, St James – 44 Units
- Bon Air North, Arouca – 92 Units
- Eden Gardens – 106 Units
- Pier Road, La Brea – 30 Units

NA – Not Available

(Continued on page 39)
PUTTING PEOPLE FIRST:
NURTURING OUR GREATEST ASSETS

Figure 3.1:
Locations of Housing Projects for Fiscal Years 2015-2018

- Completed Housing Projects
- Housing Projects In Progress
- Housing Projects In Progress, delivered via PPPs

(Continued on page 40)
A major objective of Government over the period was the provision of public housing solutions to build communities. Therefore, in addition to the responsibility of providing decent and safe housing, Government also constructed community facilities in several communities to provide opportunities for developing stronger families and communities.

Over the period, Government completed the construction of ten (10) community play parks in the following communities:

- Gomez Trace Phase 1, Moruga
- Tarodale, San Fernando;
- Pleasantville, San Fernando;
- Corinth Hills, San Fernando;
- Orchid Gardens, San Fernando;
- Lisas Gardens, Couva;
- Bourg Mulatresse, San Juan;
- Lake View, Point Fortin;
- PeasTree, El Dorado; and
- Harmony Hall, Pointe-a-Pierre.
PUTTING PEOPLE FIRST: NURTURING OUR GREATEST ASSETS

Home Improvement
In addition to the provision of housing structures, Government also provided financial subsidies, in the amount of either $35,000 or $50,000 to purchase, construct or improve homes. Over the period, subsidies were distributed to persons as follows:

- 72 home improvement subsidies valued at $1,441,800
- 40 home construction subsidies valued at $2,005,000, and
- One (1) home purchase subsidy valued at $35,000

Additionally, Government also provided financial assistance to qualified persons who experienced sudden, negative and unpredictable circumstances resulting from natural disasters, such as flooding, fire and land slippage. Under the Emergency Shelter Relief Programme, Government provided 129 grants to low to middle-income groups, amounting to $1,893,743.00 from 2015-2018 (see Figure 3.2).

FIGURE 3.2 - EMERGENCY SHELTER RELIEF GRANTS DISBURSED FOR EACH OF FISCAL YEARS 2016, 2017 AND 2018

Regularization of Squatters
Squatting has been recognized as a challenge in Trinidad and Tobago for a number of years. To promote the security of tenure and facilitate access to land, Government continued the Squatter Regularization Programme, recognizing the inability of the squatters to afford serviced land.

Therefore, in fiscal 2018, 51 Statutory Leases were distributed to persons and families. As part of the Squatter Regularization

(Continued on page 42)
process, Government also undertook infrastructural work on several lots of land. During 2016-2018, 886 lots were either improved or developed. Some of the infrastructural works done included road and drainage works (see Figure 3.3 for details of work done in selected areas).

Over the period, Port-of-Spain (and environs) was identified as an area where relatively higher levels of poverty, squatting and over-crowding existed. Therefore, Government under the Squatter Regularization Programme provided relief residents in basic infrastructure such as sewage disposal, electricity and upgraded toilet facilities; and improved access to potable water.

**FIGURE 3.3: INFRASTRUCTURAL WORKS COMPLETED DURING FISCAL 2015-2018**

*Arena Road, Freeport- Road Works*

*Kangalee Street, Valencia- Road Works*

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CHAPTER 3

PUTTING PEOPLE FIRST:
NURTURE OUR GREATEST ASSETS

Housing and Village Improvement
Across the country, Government identified a number of communities where the people were severely poor and lived in deplorable living conditions. Over the period, under the Housing and Village Improvement Programme, Government selected Samuel Cooper Road, Moruga, as the first site to receive assistance in improving housing and living conditions (see Figure 3.4). During the period, a survey of the area was completed which identified a total 150 squatter structures that

(Continued on page 44)
are in need to urgent assistance. These were then prioritized and 30 structures were selected for immediate works.

**FIGURE 3.4: HOME CONSTRUCTED UNDER THE HOUSING AND VILLAGE IMPROVEMENT PROGRAMME**

“Under the Government Aided Self Help Housing Programme, during the period 2015-2018, approximately 1,000 lots were completed and are ready for distribution in Corinth, Glenroy A,B,C (Princes Town), Beaucarro (Freeport) and Felicity (A,B).”

In addition to the previously mentioned initiatives, Government also engaged in several other strategic initiatives that would seek to transform the housing system, such strategic initiatives pursued by Government included:

**Public Private Partnerships (PPP)**

Public Private Partnerships are being pursued for the housing sector so as to encourage the private sector to become involved in this area. During the period under consideration, two (2) PPPs were entered into and projects are in progress in three (3) locations, namely Mahogany Court, Mt Hope; Siparia Old Road, Fyzabad and Bamboo Creek Villas, Chin, Cunupia (see Figure 3.5). Combined, it is expected that 433 housing units will be delivered.

(Continued on page 45)
“For the period 2015 to 2018, Government successfully executed a Mortgage Conversion Programme and sales of approximately 3,000 housing units which generated just over $1Bn in revenue.”

**Revenue Generation**

Government also sought to find ways to generate income from the Housing Sector to fund continued operations and reduce the cost to the State. For the period 2015 to 2018, Government successfully executed a Mortgage Conversion Programme and sales of approximately 3,000 housing units which generated just over $1Bn in revenue. These funds were used to fund other housing developments as well as reduce outstanding debt to contractors. Further, Government entered into sales agreements for 107 out of 204 units at Victoria Keyes, Diego Martin. The sale of these units provided Government with $187.58Mn in revenue which is also being used to fund other housing developments.

**Quality Management**

Certification Quality Management Programme was implemented during the period to ensure the improved quality of Government’s housing construction projects. Specifically, the Programme requires sign-off and approval of work at the end of every stage of the construction process, before the next stage can commence. This measure assists in ensuring that completed works adhere to the highest quality standards of construction, resulting in the delivery of a superior product to the citizens of Trinidad and Tobago.
PUTTING PEOPLE FIRST: 
EDUCATION

**EDUCATION AND TRAINING SECTOR**

People are the single resource that can renew itself continually and be nurtured to become a force that is able to transform a nation’s competitive base, create wealth and drive future prosperity. Therefore, the Education and Training Sector must be relevant and capable of producing individuals who can learn independently, think strategically, solve problems and innovate. To achieve this, over fiscals 2015-2018, Government placed strategic focus on enhancing the physical learning environment, tactfully diversifying programmes of study, and continuing the provision of Government Scholarships.

Over the period, some encouraging results were experienced in the ranking of Trinidad and Tobago against other countries. According to the Global Competitiveness Index (GCI): Pillar 4 for Health and Primary Education, Primary Education in Trinidad and Tobago received a rank of 48 out of 137 in 2018, an improvement from the 2015 rank of 61 out of 138, surpassing the 2020 target of a rank between 55 and 60.94

With respect to Higher Education and Training (GCI Pillar 5), while the rank for Quality of Education component declined slightly from 37 out of 138 in 2015 to 43 out of 137 in 2018,95 the rank for the On-the-Job Training component improved over the period from 39 out of 138 in 2015 to 35 out of 137 in 2018,93 achieving the 2020 target of a rank between 30 and 35 two (2) years in advance. The movement of these indicators suggest that the strategic initiatives implemented by Government over the period are indeed producing some positive results.

In addition, from 2015-2018, significant positive results were also achieved in several areas related to Student Performance in Trinidad and Tobago. Over the period, at the Caribbean Secondary Education Certificate (CSEC) level, the percentage of secondary school students receiving five (5) or more passes inclusive of English A and Mathematics climbed by 4.27% between 2016 and 2018.94 However, the pass rate for CSEC English A fell slightly from its baseline of 72% in 2016 to approximately 71% in 2018; and the pass rate for CSEC Mathematics also fell marginally from 54.1% in 2016 to 53.5% in 2018.95

(Continued on page 58)
PUTTING PEOPLE FIRST:
EDUCATION

At the Secondary Entrance Assessment (SEA) level, the Mean Score for Language Arts increased from 55.5 in 2016 to 57.9 in 2018, representing a significant achievement over the period. However, in the area of Mathematics, the Mean Score for Mathematics fell from its baseline 60.9 in 2016 to 58.8 in 2018.\textsuperscript{96} Notwithstanding the marginal downward movement of some indicators for Student Performance, the achievements in several critical indicators are noteworthy.

Over the period, Government consistently implemented several strategic initiatives towards building and transforming the Education and Training Sector. Of the many initiatives implemented the following highlights some of the major accomplishments achieved over fiscal 2015-2018:

SCHOOL INFRASTRUCTURE WORKS

\textit{Physical Infrastructure}

The physical environment of the nation’s schools is a key factor in maintaining the overall health and safety of students, staff and visitors. School buildings and grounds must be designed and maintained to be free of health and safety hazards and promote learning. Globally, classroom standards require that these learning spaces are physical safety, sanitary, have good air quality and lighting, among others.\textsuperscript{97} Therefore, during the period 2015-2018, Government continued work to ensure that the nation’s schools (pre-primary to tertiary) were up to standard.

Over the period, Government completed the following works:

- At the \textit{Early Childhood Care and Education (ECCE or pre-primary) level}, work continued on the construction of 12 ECCE Centers, which are near completion. In addition, upgrades or repairs were completed at 70% of ECCE schools requesting upgrades or repairs in 2018, compared to 23% in 2016.\textsuperscript{98}

- At the \textit{Primary School level}, 59% of primary schools requesting upgrades in 2016 or repairs were completed in 2016 and 81% in 2018.\textsuperscript{99} Also during the period, infrastructural works continued and are at varying stages of completion at several other Government and Government-Assisted Primary Schools (see Box 3.2). Upon completion, over 4,700 students are expected to benefit from infrastructural works on their schools.

(Continued on page 49)
• Additionally, over the period, Government completed the construction of several schools, including the Belmont Boys RC which opened for the new school term in September 2018, benefitting approximately 360 students.

<table>
<thead>
<tr>
<th>BOX 3.2 INFRASTRUCTURAL WORKS ON-GOING AT THESE GOVERNMENT AND GOVERNMENT-ASSISTED PRIMARY SCHOOLS</th>
</tr>
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<tbody>
<tr>
<td>NEW GRANT</td>
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<tr>
<td>CHATHAM</td>
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<tr>
<td>FANNY VILLAGE</td>
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<tr>
<td>CUREPE PRESBYTERIAN</td>
</tr>
<tr>
<td>SIPARIA/UNION PRESBYTERIAN</td>
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<tr>
<td>PREYSAL</td>
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<td>SANTA FLORA</td>
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<tr>
<td>WOODBROOK PRESBYTERIAN</td>
</tr>
<tr>
<td>SAN JUAN BOYS</td>
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<tr>
<td>MARABELLA GIRLS’ AND BOYS’ A.C.</td>
</tr>
<tr>
<td>SAN FERNANDO SDA</td>
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<tr>
<td>MACAULAY</td>
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<tr>
<td>FLANAGIN TOWN</td>
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<tr>
<td>REFORM SDMS</td>
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<tr>
<td>RAMAI TRACE SDMS</td>
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<tr>
<td>ROUSILLAC SDMS</td>
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<tr>
<td>MALABAR</td>
</tr>
<tr>
<td>LA FILLETTE R.C.</td>
</tr>
<tr>
<td>ARIMA HINDU</td>
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<tr>
<td>LOWER MORVANT</td>
</tr>
<tr>
<td>CYPRESS GARDENS</td>
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<tr>
<td>MORUGA A.C.</td>
</tr>
<tr>
<td>PICADILLY</td>
</tr>
<tr>
<td>EGYPT OASIS (NEW SCHOOL)</td>
</tr>
</tbody>
</table>

• At the Secondary School level, in 2016, 38% secondary schools were repaired or upgraded; this moved to 80% repaired or upgraded in 2018. Also, the construction of the Five Rivers Secondary School was completed and opened to students in 2015-2018. Further, the construction of a wing at Holy Cross College in Arima commenced. Upon completion, these works will result in a multigame court, 10 classrooms, administrative and staff areas, as well as specialist rooms for Geography and Technical Drawing.

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PUTTING PEOPLE FIRST: EDUCATION

Also, Government commenced infrastructural works on several other secondary schools (See Box 3.3) as part of its initiative to improve the physical infrastructure of the nation's schools.

- At the Tertiary level, Government commenced and completed infrastructural works commenced at several public tertiary level institutions to support effective learning as well as the pursuance of higher education:
  - Upgrade of NESC Skills and Technology Centre in Goldsborough, Tobago;
  - Upgrade of Technology Centres at Port of Spain, Point-a-Pierre, Ste. Madeline and Laventille;
  - Upgrades and procurement of equipment at Sande Grande HYPE Centre
  - Completion of College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) Campus in Chaguanas;
  - Construction of a new block at HYPE Administration and O’Merara Centre;
  - Establishment of the University of Trinidad and Tobago (UTT) Main Campus at Tamana E-Teck Park (See Figure 3.6); and the
  - Expansion of the School of Dentistry at the Medical Science Complex, University of the West Indies (UWI)

| BOX 3.3 |
| INFRASTRUCTURAL WORKS IN PROGRESS AT THE FOLLOWING SECONDARY SCHOOLS |
| - HILLVIEW BOYS COLLEGE |
| - BARATARIA NORTH |
| - CARAPICHAIMA WEST |
| - PRINES TOWN EAST |
| - SIPARIA EAST GOVERNMENT |
| - CARAPICHAIMA WEST GOVERNMENT |
| - ST JOSEPH GOVERNMENT |
| - BARATARIA NORTH GOVERNMENT |
| - MT HOPE GOVERNMENT |
| - PARVATI GIRLS SDMS |
| - SHIVA BOYS SDMS |

(Continued on page 51)
Information and Communication Technology (ICT) Infrastructure

The use of ICT is becoming increasingly relevant in the modern approach to student learning. ICT is transforming the learning process by improving access to resources and services and facilitating remote exchange and collaboration. Therefore, schools across the nation are being equipped to use technology to facilitate an enhanced learning processes and overall student development.

Over the period, Government continued to ensure that ICTs were made available in all institutions of learning. From 2015-2018, 98 ECCE Centres were equipped with working computers, while 34 ECCE Centers (approximately 18% of all Centers) were provided with internet access.

To ensure that all secondary schools have functional and secure internet access, GovNeTT Internet/ Firewall Kits were installed in 134 secondary schools, and bandwidth was upgraded from 10Mbps to 35 Mbps. Work also continued to upgrade the Wireless Network to facilitate online testing for secondary schools.

(Continued on page 52)
In addition, all secondary schools were provided with laptops as at September 2018. To support this initiative, 1,138 teachers were trained under the ICT Teacher Professional Development Programme from October 2017 to June 2018. This training provided teachers with the necessary skills and knowledge to infuse ICT into curriculum delivery. It is anticipated that a further 480 teachers will be trained between October and November 2018.

Programmes of Study
To ensure that the skills and qualifications of the nation’s students remain relevant to a rapidly changing environment, Government sought to ensure that schools offered programmes of study that are capable of nurturing creativity, critical thinking and innovation. During the period, several efforts were undertaken to diversify and improve the skills of the upcoming labor force.

During 2015-2018, an integrated training facility to facilitate advance programmes in response to labor market needs was established in Chaguanas with the Youth Training and Employment Partnership Programme (YTEPP), National Energy Skills Center (NESC) and the Metal Industries Company (MIC). One (1) of the courses offered at the facility was Cosmetology, with 32 students registered for a nine (9) month long course.

Further, over the period, 900 students graduated and received qualifications from the 11 Technical Vocational Education and Training (TVET) campuses. These graduates now possess employable skills such as electrical installation, auto mechanics and plumbing. Government also pursued interventions to promote skills improvement at both the primary and secondary school level. The ‘Teach Me Project,’ which was undertaken in the period, aimed to contribute towards improving the levels of creativity in students by building and strengthening capacities in the areas of Science, Technology and Innovation, specifically Science Education. This knowledge is expected to support education at primary and secondary levels and prepare young people for the challenging world of Science and Technology. From 2015 to 2018, four (4) additional schools (Mucurapo Boys RC; San Juan Boys RC; Malabar RC; and Woodbrook Presbyterian) benefitted from this initiative, bringing the total number of beneficiaries up to 13 schools.
Teacher Induction, Training and Development
The need for continuous teacher training cannot be over-emphasized. Teaching and learning go hand in hand which makes it necessary for teachers to be trained in areas that are tied to the curriculum and cater to the developmental needs of both teachers and learners. To ensure that the nation’s schools are adequately staffed, 500 new teachers were trained and introduced into the school system. During the July-August vacation period of fiscals 2017 and 2018, over 1,200 teachers, Principals, Vice Principals and School Supervisors also engaged in developmental training intended to empower and equip them with skills and strategies to better support students. Some of these areas of training included Special Education, Clinical Supervision and Curriculum Implementation.

Improved Administration and Governance of the Education and Training Sector
Government initiated a process to build a Seamless Education System (SES), which facilitated a smooth transition from pre-primary level to tertiary level education. Over the period, a long-term perspective on human resource development was adopted, with 26 centres constructed in Phase 1. Also, over the period, all primary and secondary schools developed a Strategic Development Plan, thus achieving the 2020 target. Further, 79 public primary schools established literacy management systems as at June 2018, an increase from the 2015 baseline of five (5) schools.

The implementation of the School Based Management System continued through various activities including, the training of Local School Boards in areas such as Leadership and Management. Over the period, 76 persons, including Heads of Departments, Deans and Vice Principals were trained.

Financial Assistance
The provision of financial assistance for learning has been a critical building block for human capital development, and so Government continued to provide financial support to students. In 2018, 17,924 students received financial assistance through the Government Assistance for Tuition Expenses (GATE) Programme. Additionally, Government continued to offer scholarships on an annual basis to further develop our human capital, with over 1,500 persons benefitting from this initiative during 2015-2018. Due to initiatives like these, Trinidad and Tobago received a rank of 35 out of 134 in 2018 under the GCI Pillar 5 (Tertiary Education Enrolment Rate).
CHAPTER 3

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HEALTH SECTOR

A first-class health care system within any country is a system that is well managed, with modern state of the art hospitals; adequate health care professionals; and a high standard of care, capable of delivering quality health care to all citizens. Thus, improving the public health care system is a top priority of Government.

During fiscal 2015-2018, efforts towards modernizing the nation’s health institutions; increasing the capacity and capability of health professionals; improving and increasing client services as well as strengthening partnerships, were undertaken to improve the health care system. Government also sought to ensure the provision of higher standards of care to patients; and empower and encourage citizens to lead healthier lifestyles by introducing programmes and facilities geared towards healthy eating, diet and exercise.

PHYSICAL INFRASTRUCTURE

Health Infrastructure

According to the World Health Organization (WHO), health infrastructure are formal and enduring structures that support public health and comprises the capacity, physical infrastructure and knowledge within the sector. The principles guiding strong health infrastructure are that citizens will enjoy safe, comfortable, modern and aesthetically pleasing health facilities that provide a wide range of services and responsive to the changing healthcare environment.

Over the period, Government implemented several initiatives that sought to improve the physical infrastructure of the nation’s public hospitals. During fiscal 2015-2018, the number of hospital beds per 100 persons increased from 1.59 per 100 persons in 2015 to 1.63 per 100 persons in 2018, suggesting an improvement to the quality of care for patients with a slightly higher availability of beds.

To improve the quality of health care provided, Government continued the construction of several key health institutions. (Continued on page 55)
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During fiscal 2015-2018, Government conducted construction works, refurbishments and upgrades on over 15 public healthcare institutions (see Figure 3.7).

Additionally, to ensure that operations are seamless at the nation’s health facilities, upgrade works also continued to the C40 Building at Chaguaramas to warehouse and manage pharmaceutical and non-pharmaceutical supplies in addition to location being finalized for Central Trinidad and the Couva Children’s Hospital. At the Accident and Emergency Department of the San Fernando General Hospital, in addition to physical upgrades at the triage and 22 bed observation bay, procedural, patient management and staffing processes were revised.

Recreational Facilities
Government also placed focus on providing health care to persons already affected by various illnesses, with an emphasis on preventative care. During fiscal 2015-2018, Government continued the development of community recreation grounds, sporting centres and swimming pools to foster healthier lifestyles.

Figure 3.7: Infrastructure Works on Public Health Care Institutions

ARIMA AND POINT FORTIN HOSPITALS
• Construction work is approximately 50% complete at the Arima General Hospital with the completion of the foundation, superstructure, floor/roof slabs and elevator shaft. Additionally, modern, state-of-the-art equipment were acquired for a variety of in-patient, outpatient, diagnostic and accident and emergency services.
• Overall construction progress rate at the Point Fortin Hospital is approximately 65% (50% construction progress and 15% procurement).

SAN FERNANDO GENERAL HOSPITAL
• Completion of refurbishment works on the Maternity Ward.
• The new Haemodialysis Unit is complete.

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<table>
<thead>
<tr>
<th>ALL REGIONAL HEALTH AUTHORITIES</th>
</tr>
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<tbody>
<tr>
<td>• Completion of testing of Blood Bank Transformers and refurbishment works to emergency departments and kitchens along with procurement of new medical equipment</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>PORT-OF-SPAIN GENERAL HOSPITAL</th>
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<tbody>
<tr>
<td>• Completion of electrical upgrades and Phase 1 of the New Central Block has commenced.</td>
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<table>
<thead>
<tr>
<th>ST. JAMES MEDICAL COMPLEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Completion of construction and outfitting of a Linear Accelerator (LINAC) and electrical upgrade.</td>
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</table>

<table>
<thead>
<tr>
<th>MAYARO DISTRICT HEALTH FACILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Completion of electrical upgrades.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOCO HEALTH CENTRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Completion of electrical upgrade complete</td>
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</tbody>
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<table>
<thead>
<tr>
<th>CENTRAL PRELIMINARY TRAINING SCHOOL (NURSING HOSTEL) HR &amp; NURSING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Completion of refurbishment works</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SANGRE GRANDE HEALTH CENTRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Construction and equipping complete</td>
</tr>
</tbody>
</table>

In an effort to encourage citizens of all age groups and levels of physical ability to participate in healthy recreational habits, Government continued works on several sporting and swimming facilities during the period 2015-2018 including:

• Refurbishment of five (5) swimming pools: Diego Martin, Cocoyea, Siparia, Couva and La Horquetta;
• Improvement works to four (4) Indoor Sporting Arenas: South West Regional, St. Paul Regional, Mayaro Regional; and Chaguanas Regional;
• Installation of a new hockey turf at the Eastern Regional Indoor Sporting Complex;
• Fabrication and erection of superstructures and construction of an underground tank farm at the Diego Martin Sporting Complex;

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• Construction of four (4) outdoor courts, including two (2) clay court surfaces and one (1) outdoor centre court with a seating capacity of 1,500, as well as car park facilities at the National Tennis Centre;
• Construction of multipurpose and warm up rooms, medical area/rooms and concessions area at the National Cycle and Aquatic Centres;
• Completion of upgrade works to 15 regional, sub-regional and community grounds;
• Construction of the substructure, main structure and roof of the Multipurpose Indoor Sport Facility at Sangre Grande; and
• Improvement works to the Dwight Yorke Stadium in Tobago and the former Caroni Sport Facilities.

Further, works continued on targeted recreational grounds and spaces during the same period with the following works completed:
• Football fields and cricket fields at India and Caparo
• Football and cricket fields, pavilions, retaining walls, cycling track and carpark area at Irwin Park
• Pavilion, practice nets, outfield works, children play area, outdoor basketball court and car park at Brian Lara Recreational Grounds.

HEALTH SERVICES

Internationally, health services delivery systems are considered safe, accessible, high quality, people centered and integrated. Health service delivery systems also addresses the full range of care from promotion and prevention, to diagnostic, rehabilitation and palliative care.

Central to any health services delivery system is also the delivery method of patient-centered care which encompasses clinical encounters, and includes attention to the health of communities. Thus, over the period, Government undertook several initiatives to improve the efficiency and effectiveness of the health service delivery system in treating with Non-Communicable and Communicable Diseases.

Non-Communicable Diseases

Non-Communicable Diseases (NCDs), also known as chronic diseases, are diseases of a long duration that are the result of a combination of genetic, physiological, environmental and behavioural factors. In Trinidad and Tobago, the main NCDs are cardiovascular diseases (heart attacks and stroke), cancers, chronic respiratory diseases (chronic obstructive pulmonary disease and asthma) and diabetes.

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To improve the quality of life and to reduce the number of persons affected with NCDs, over the period, the following key national indicators were monitored to determine the level of progress in treating with NCDs:

i. **NCD Mortality Rate**

   In 2018, the NCD Mortality Rate stood at 525 per 100,000 persons, a decrease from 535 per 100,000 persons in 2015. It is anticipated the NCD mortality rate will be reduced to 480 per 100,000 by 2020.

ii. **Cancer Mortality Rate**

   In 2015, the Cancer Mortality Rate stood at 128.8 per 100,000 persons and was improved to 116.71 per 100,000 persons in 2018. These positive results suggest that Trinidad and Tobago is well on its way to achieving the target of reducing the cancer mortality rate to 107.65 per 100,000 persons by 2020.

iii. **Obesity Rate**

   On the other hand, as it relates to the Obesity Rate, there was a 1% increase from 25.7% to 26.7% over the period 2015-2018, with the intent of achieving the target of reducing the obesity rate to 21.7% by 2020.

iv. **Diabetes Mortality Rate**

   The Diabetes Mortality Rate increased from the 2015 baseline of 113.6 per 100,000 persons to 117.5 per 100,000 persons in 2018. However, Government will continue to implement strategic initiatives to achieve the 2020 target of 83.38 per 100,000 persons.

v. **Under Five Mortality Rate and Maternal Mortality Rate**

   The health of mothers and children is an international goal that Trinidad and Tobago has aligned to and continued to focus on. During the fiscal period, this indicator improved from 42.20 per 100,000 live births in 2015 to 10.13 per 100,000 live births in 2018, surpassing the 2020 target of 25 per 100,000 live births.

   Similarly, as it pertains to mothers, the Maternal Mortality Rate improved from 46.9 per 100,000 live births in 2015 to 0 per 100,000 live births in 2018, which also surpassed the 2020 target of 30 per 100,000 live births.

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vi. Immunization Coverage

Immunization Coverage for Trinidad and Tobago was 95% in 2018, up from the 2015 baseline of 94%, steadily moving towards the 2020 target of 97%.

In addition, over the period, there were also improvements to the mental health of citizens in Trinidad and Tobago. Using the proxy indicator of Registered Patient’s at the St. Ann’s Psychiatric Hospital, there was a decrease in the number of registered patients from 2,033 persons in 2015 to 1,146 persons in 2018 which surpasses the 2020 target of 1,200.

The positive movement of several of the aforementioned indicators may be attributed to the implementation of several Government initiatives over the period. To address NCD’s in Trinidad and Tobago, Government developed a five (5) year National Strategic Framework and Action Plan outlining strategies for the prevention, treatment and control of NCDs. The Plan defined strategies to treat with risk factor reduction and health promotion; integrated comprehensive care for NCD management; surveillance, monitoring, evaluation and research governance, policy and advocacy and the childhood obesity prevention and control programme.

In fiscal 2016/2017, the Plan was implemented and resulted in the completion of the following:

• Evaluation of school food options and survey of body mass indices (BMIs) in primary and secondary schools;
• Prohibition of the sale or serving of sugar sweetened, non-alcoholic beverages in all Government and Government Assisted Schools;
• Healthy Youth Wellness Programme TT;
• Healthy Schools Programme;
• Health in Pregnancy TT Programme;
• Development of National Registries for stroke, heart and diabetes; and
• Upgrade of the NCD Surveillance System National Registries.

Furthermore, treatment and care for persons with ailments associated with kidneys continued with the Renal Dialysis Programme. During the period, the number of patients receiving access to free dialysis treatment under the programme increased from 1,070 patients in 2017 to 4,200 patients in 2018, resulting in reduced deaths and improved the quality of life.

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Further, to decrease wait times for cardiac care at public hospitals, Government procured cardiac services from private health institutions through the Adult Cardiac Programme. These services included Angiograms, Angioplasty, Transoesophageal Echocardiogram and Open Heart Surgeries. To date approximately 4,600 patients benefitted from this Programme.

Improvement to care for citizens awaiting surgical procedures for a minimum of three (3) months at public healthcare facilities continued through the External Patient Programme. The Programme sought to expedite care by providing procedures in the areas of Cataract surgeries, Joint Replacement, Neurosurgery, Hernia Repair, Urology, Pathology, Radiology as well as access to Lab and Prosthetic Limbs (supply and fitting). To date, a total of 6,787 patients benefitted from treatment and care under this programme.

Towards ensuring that the entire spectrum of care is addressed, Government continued to provide access to pharmaceuticals through the Chronic Disease Assistance Programme (CDAP), which provided citizens with free prescription drugs and other pharmaceutical items to combat a number of chronic health conditions. Over the period, there was also an increase in the availability of drugs to customers, with associated pharmacies being re-stocked with CDAP drugs from bi-monthly to monthly.

Communicable Diseases
Communicable Diseases or infectious diseases, are caused by microorganisms such as bacteria, viruses, parasites and fungi that can be spread directly or indirectly from one person to another. Some are transmitted through bites from insects while others are caused by ingesting contaminated food or water. Through Trinidad and Tobago’s strong immunization programme several communicable diseases have already been addressed and significantly reduced. Nonetheless, there are a few areas that continue to affect the population, and these areas are Insect Vector Diseases, the Common Cold and HIV/AIDS.

In addition, programmes aimed at controlling Dengue, Zika, Chickungunya, West Nile Virus, Filariasis, Yellow Fever and Malaria continued over the period through the Insect Vector Control and Surveillance Unit (see Figure 3.8).

“During the period, the number of patients receiving access to free dialysis treatment under the programme increased from 1,070 patients in 2017 to 1,200 patients in 2018, resulting in reduced deaths and improved the quality of life.”

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“Trinidad and Tobago reduced the Adult HIV Prevalence Rate from 1.22% in 2015 to 1.0% in 2018. This improvement is only 0.1% short of the 2020 target of 0.9%.”

As with the rest of the world, HIV/AIDS continues to be a challenge. Nevertheless, the data revealed that Trinidad and Tobago reduced the Adult HIV Prevalence Rate from 1.22% in 2015 to 1.0% in 2018. This improvement is only 0.1% short of the 2020 target of 0.9%. It is anticipated that progress towards the target would be further advanced through the President’s Emergency Programme for AIDS Relief (PEPFAR) based on a commitment established between the United States (US) and Trinidad and Tobago to reduce the incidence and limit the spread of HIV/AIDS, while assisting those who have contracted the disease.

Additionally, to support persons living with HIV/AIDS, during fiscal 2015 to 2018, over 500 patients were successfully re-initiated into the Anti-Retroviral Treatment (ART) Programme, while another 200 patients initiated treatment for the first time. Furthermore, a pilot programme to implement de-duplication software system was introduced together with an HIV drug resistant testing.

Administration of the Health Sector

Administration of the health sector is critical toward improving service delivery. It ensures the planning and implementation of short, medium and long-term strategies that reflect the dynamics of the local health care system, with the overall aim of ensuring coordinated delivery of health care and efficient management of medical facilities.107

The management of people, systems, skills and facilities as well as the building of relationships with regional and international partners in the sector are critical elements to improving the delivery of health care to citizens. Therefore, from 2015-2018, Government sought to increase the professional staff of nurses and doctors within the health system.

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During the period, the number of Physician Professionals per 10,000 persons increased from 25.5 in 2015 to 33.2 in 2018, nearing the 2020 target of 36.8. Likewise, Nursing Professionals per 10,000 persons showed an increase from 32.8 in 2015 to 34.2 in 2018. It is also anticipated, that the 2020 target of 38 per 10,000 persons may be achieved.

On the other hand, the Client Satisfaction Rate remained unchanged from 74.61 in 2015 over the period, nevertheless, it is nearing its 2020 target of 75.90. The unchanged movement of the indicator indicates that the work being done in this sector neither improved nor declined, and clients are receiving the same level of care at public health facilities.

Essential to proper administration of the health sector, is the establishment of systems, procedures and policies. During the period, a system for block appointments across some specialties was instituted, with the system currently being assessed to determine its effectiveness. Further, to address the human resource capacity issues in the system, Principal Medical Officer positions in the areas of Epidemiology, Environmental Health and Institutional Strengthening were re-established; and the Specialist Register at the Medical Board of Trinidad and Tobago was established.

In an effort to improve quality of care, emphasis was placed on better coordination in the transportation, rotation of staff and use of equipment at the Caura Hospital. An update of the clinical guidelines and protocols for chronic diseases areas including diabetes, hypertension and cardiac also continued during the period.

To facilitate overall improvement of service to patients, the Drug Advisory Committee was re-constituted, reducing the backlog of drugs to be considered for approval by over 60%. Additionally, the Quality and Risk Committee at North Central Regional Health Authority was established to identify areas of concern and initiate audit/process in order to investigate the operations of services. Pending the assessment of the functions of the Committee, it is expected that a similar structure will be implemented in all other RHAs.
CHAPTER 3

PUTTING PEOPLE FIRST:
SOCIAL SECTOR
PUTTING PEOPLE FIRST: SOCIAL SECTOR

Access to Social Protection for the Poor and Vulnerable

Ensuring the protection of poor and vulnerable groups within a country is the responsibility of any society. Government views the poor and vulnerable as citizens who have fundamental basic human rights, particularly the right to an acceptable standard of living. Therefore, the need to develop and strengthen a country’s social protection system is paramount to ensure that the poor and vulnerable have access to much needed social services (financial assistance, grants, shelters etc.), health care, employment opportunities and life skills, that will allow persons to reintegrate into society and live normal lives.

From 2015-2018, Government implemented specially designed initiatives to meet the needs of society’s poor and the vulnerable, aimed at providing and increasing their access to social protection programmes. Therefore, to ensure that the social protection system is made available to persons most in need, a Standard Means Test (SMT) was implemented across satellite offices of the Ministry of Social Development and Family Services. This Test provided the administration with a common eligibility criteria for services and grants provided within the Social Sector.

An effective social protection system is one that empowers persons to take the initiative to improve their standard of living. The National Commission for Self Help is one (1) such programme, designed to assist persons to improve their standard of living by providing grants to poor and vulnerable citizens to use in a productive manner.

Under National Commission for Self Help, several grants were provided to 482 persons and/or families in need. The grants provided included the Minor Repairs and Reconstruction Grant (MRRG); the Emergency Repair/Reconstruction Assistance Grant (ERRAG); and the Low-Cost Housing Grant (LHG). See Figure 3.9 for grants distributed for 2015-2018 under the National Commission for Self Help.

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“National Social Development Programme (NSDP) provided house wiring, repair and plumbing services to those in need, benefitting over 300 households.”

To improve the living conditions and quality of life of poor and vulnerable persons in under-developed communities, Government under the National Social Development Programme (NSDP) provided house wiring, repair and plumbing services to those in need, benefitting over 300 households (see Box 3.4).

Box 3.4: Projects undertaken through the National Social Development Programme

**HOUSING WIRING ASSISTANCE**

- 126 households wired for the first time or rewired to improve electrical wiring

**MINOR HOUSE REPAIR ASSISTANCE**

- 180 households undertook minor home repairs to either roofing or overall structure

**SANITARY PLUMBING ASSISTANCE**

- 71 households with new installation or repairs to sanitary plumbing

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As part of the suite of initiatives aimed at improving access to social protection programmes to the poor and vulnerable, Government continued outreach through the Utilities Assistance Programme (UAP). Eligible citizens were given financial support to subsidize living costs of basic utilities (water and electricity) and those households that were in areas that may have underserved utilities were supported through the installation of water storage tanks and/or solar panels. Also, under the Bill Assistance Programme component of the UAP, 13,544 low income households were provided with financial support for their electricity and water bills.

Additionally, the UAP provided 56 households in remote communities with assistance for the installation of water tanks to improve household water accessibility, storage and hygiene. Further, eight (8) low income households were provided with financial assistance for the installation of solar panels to generate electricity through the Solar Panel Assistance Programme of the UAP. This programme is geared specifically toward households located in remote communities, unable to access the electricity grid. See Box 3.5 for UAP projects undertaken in fiscal 2015-2018.

**Box 3.5: Projects Undertaken through the UAP**

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Assistance Programme</td>
<td>13,544</td>
</tr>
<tr>
<td>Water Tank Assistance</td>
<td>56</td>
</tr>
<tr>
<td>Solar Panel Assistance</td>
<td>8</td>
</tr>
</tbody>
</table>

"Under the Bill Assistance Programme component of the UAP, 13,544 low income households were provided with financial support for their electricity and water bills."

*(Continued on page 68)*
In providing social protection to the poor and vulnerable, Government sought to provide basic daily nutrition for destitute persons that fall into a critical category of the poor and vulnerable population. Over the period, through the Transformation and Development Centre (TDC) pilot programme, daily nutritious meals were provided to destitute persons at three (3) locations overseen by NGOs- South Port-of-Spain Centre, Spree Simon Centre, and the Cocorite Centre. From fiscal 2015 to 2018, 235 meals were provided per day at these Centres amounting to over 42,300 meals being provided to persons in need during the period.

In addition to the aforementioned initiatives, to assist the poor and vulnerable groups in Trinidad and Tobago, Government also provided financial assistance to persons who met the criteria in the distribution of several Grants. During fiscal 2015-2018, financial assistance was provided for poor and vulnerable groups under several programmes including:

- **The Public Assistance Grant**
  
  In 2015, 26,064 persons received assistance under Public Assistance Grant compared to 23,525 (of which 4,387 were new clients) in 2016. In 2017 the number of grants provided increased to 25,233 (5,739 of which were new clients) and 25,825 (5,071 from this were new clients) in 2018. While there seems to be a decrease in the number of persons benefitting from the grant since 2015, there was a marked increase in the number of new recipients benefiting from the programme (See Figure 3.10).

Figure 3.10: Persons Benefitting from Public Assistance Grant (2015-2018)
PUTTING PEOPLE FIRST:
SOCIAL SECTOR

- **The Disability Grant**
  Through the Disability Grant, 24,111 persons received assistance in 2015. By 2018, the number of persons benefitting from the Grant was reduced to 23,844, representing only a 1.1% decline in the number of persons who accessed the Grant (See Figure 3.11).

![Figure 3.11: Persons Benefitting from Disability Grant (2015-2018)](image)

- **General Assistance Grant**
  Another form of financial assistance provided during fiscal 2015-2018 was the General Assistance Grant. This Grant provided assistance to households/persons/families traumatized and rendered needy, as a result of natural/other disasters. During this period, the number of recipients varied from 4,982 in 2015, to 8,254 in 2016, representing an increase by 165%. In 2017, 1,934 benefitted from this Grant and 4,596 in 2018.

Another social protection programme established to assist the needs of vulnerable groups was the Sowing Empowerment through Entrepreneurship Development (SEED). This initiative sought to improve the standard and quality of life of citizens through programmes and facilities that were developmental and entrepreneurial in nature. Small grants were provided to assist clients who were interested in starting a business or improving their skills set. A total of 67 SEED applicants were trained in fiscal 2017, while 106 clients received Grant funding.

(Continued on page 70)
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SOCIAL SECTOR

Also, during the period, applicants to the SEED programme were exposed to highly interactive and intensive sessions that focused on financial management, marketing and customer service as well as the development of responsible behavioural and attitudinal skills for the entrepreneur. Participants involved in the programme engaged in starting their own businesses ranging from Agriculture, Sewing, Cosmetology, to Catering and Mini Marts.

During the period October 2017 to July 2018, Government also provided programmes for ‘young, at risk’ persons in communities to minimize the delinquency and drop-out rate in the nation’s school population. Thus, under the Retirees Adolescent Partnership Programme 336 young persons between the ages of 9 - 21 years (166 were male and 170 were female) were impacted by the programme to lead more productive lives.

Access to Social Protection for the Elderly

A vulnerable group within the society that are often times overlooked are the elderly. To ensure that all vulnerable groups, particularly the elderly were provided for, over the period, Government implemented several initiatives specially targeted towards improving their quality of life. Such initiatives included the Older Person Information Centre (OPIC) aimed at providing the elderly with relevant information related to services and programmes designed for them, and protection against elder abuse; and the Homes for Senior Citizens, which offers safe accommodation at state funded Senior Citizens Homes.

The OPIC is a system that was implemented to provide information, activities and services for elderly persons, investigate instances of elder abuse and ensure their safety. During 2015-2018, the OPIC investigated an average of 15 cases of elder abuse per month, while also responding to approximately 200 requests for information. In addition to the OPIC, Government implemented other initiatives to address the housing needs of the elderly such as, the Homes for Senior Citizens. These homes provided safe accommodations as well as care and support to persons aged 60 years or over who may be socially isolated or indigent.

Over the period, nine (9) Homes for Senior Citizens were in operation across various locations in Trinidad and Tobago.

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PUTTING PEOPLE FIRST: 
SOCIAL SECTOR

(See Figure 3.12), with support from the Ministry of Social Development and Family Services. Further, reviews were also conducted on 12 Homes for Older Persons to evaluate the standards of care being administered at these locations.

Rehabilitation and Reintegration of Vulnerable Groups

Socially displaced groups are among the most vulnerable groups within Trinidad and Tobago. Traditionally they are unable to access the social protection services available to other vulnerable groups, mainly due to the circumstances surrounding their displacement, such as substance abuse. To enable this group to graduate out of poverty, Government over the period, implemented specific initiatives targeting socially displaced groups including the provision of shelters, empowerment centres, and substance abuse programmes aimed at rehabilitating and helping these individuals to reintegrate into society.

Government facilitated the protection, rehabilitation and reintegration of various socially displaced groups through the provision of facilities aimed at addressing their particular reason for social displacement. Through the implementation of several Government initiatives, socially displaced persons were provided access to several rehabilitation and reintegration facilities throughout Trinidad and Tobago, including the Pipapo Empowerment Centre; National Drug Abuse and Prevention Programme (NADAPP) facilities; the New Horizon Home; and the Domestic Violence Safe Home.

The Piparo Empowerment Centre is a therapeutic Centre, designed to provide a safe and encouraging environment for persons suffering from substance abuse to receive the support and rehabilitation necessary for them to address their addiction. Residents are also provided with the skills training necessary to attain gainful employment after they graduate from the Centre, and are safely reintroduced into society.

During 2015 to 2018, over 36 new residents were enrolled in the Piparo Empowerment Centre and benefitted from the counselling, therapy sessions and skills training provided. Additionally, over 760 remedial tutoring sessions were conducted, 200 education and developmental seminars held and five (5) residents started training through both the Adult Educational Programmes and MIC Institute of Technology (formerly known as Metal Industries Company) in the fields of Auto Mechanics, Domestic Electrical and Carpentry.

"Over 36 new residents were enrolled in the Piparo Empowerment Centre and benefitted from the counselling, therapy sessions and skills training provided. Additionally, over 760 remedial tutoring sessions were conducted, 200 education and developmental seminars held and five (5) residents started training through both the Adult Educational Programmes and MIC Institute of Technology (Continued on page 72)
“Under the National Drug Abuse and Prevention Programme (NADAPP), 226 persons were provided with access to residential and non-residential services at the Rebirth House, Helping Every Addict Live (HEAL) Centre and the Serenity Place Empowerment Centre for Women.”

(Continued on page 73)
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Another social facility that provided access to social protection for the vulnerable was the rehabilitation programme at the New Horizon Home for socially displaced street dwellers. In fiscal 2017, 26 persons benefitted from the Facility, with 30 persons also benefitting from admission and care in 2018.

As it pertains to the socially displaced victims of domestic violence, Government continued to work on the development of a Domestic Violence Safe Home. This Home is currently being constructed to provide secure temporary accommodations for victims of domestic violence where they will receive support in order to cope with emotional and physical trauma. In addition to these coping skills, residents of the Safe Home would also be provided with training and the skills development necessary for their economic and social reintegration into a safe and stable position in society.

In addition to the provision of shelters and empowerment centres, Government also made several rehabilitation and reintegration services available for socially displaced street dwellers; deportees; and both juvenile, and adult offenders. Through the ‘Thinking for a Change’ programme, juvenile and young adult offenders were given the opportunity to participate in sessions that help to build their self-esteem, motivate them to become productive members of society and help to reduce their risk of recidivism. During the period, over 35 juvenile and young adult offenders benefitted from the programme.

Regarding the rehabilitation and reintegration of socially displaced street dwellers, Government continued the operation of the Street Dweller’s Rehabilitation and Reintegration Strategy. Through this initiative, over 115 in-Office Social Work Interventions inclusive of guidance and counselling, were conducted. Further, 67 street dwellers were provided with advice, referrals and counselling services while five (5) street dwellers were assisted with accessing rehabilitation services, and over three (3) persons relocated to alternative accommodations.

Additionally, Government undertook several initiatives to relocate and reintegrate elderly street dwellers through the Relocation of Elderly Street Dwellers Programme. Under this initiative, over 25 elderly persons aged 65 and over were relocated into elder-care facilities, with eight (8) receiving counselling. Over 35 elderly persons were admitted into special care facilities for the socially displaced, while nine (9) were placed in private homes for the elderly.

Similar services were provided through the Street Outreach Programme where 135 street dwellers were provided with advice, referrals and counselling, while another 37 street dwellers were assisted with accessing rehabilitation.

“Through the ‘Thinking for a Change’ programme, juvenile and young adult offenders were given the opportunity to participate in sessions that help to build their self-esteem, motivate them to become productive members of society and help to reduce their risk of recidivism. During the period, over 35 juvenile and young adult offenders benefitted from the programme.”
CHAPTER 4

DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE
A core feature of a developed nation is having good governance. Good governance is essential to stability, prosperity, maintaining law and order, and ensuring the overall wellbeing of the citizenry. To ensure that good governance is maintained, focus must be placed on developing modern and efficient public institutions; strengthening public service delivery; building effective law enforcement systems; and strengthening regional and international partnerships.

Key Project/Programme Achievements and Analysis of Selected Key National Indicators

Modern, Efficient and Effective Public Institutions

At the core of good governance is having modern, efficient and effective public institutions that effectively manages the administration of government policy, and served the people in the provision of core services that only the State can provide.

As Trinidad and Tobago moves closer to the year 2030, the transformation of critical public institutions; improving customer service delivery; and improving overall efficiency and effectiveness in reforming structures and systems throughout the public sector is necessary. Therefore, Government over the period sought to transform several key public institutions that had the widest impact on all citizens, including the Central Statistical Office (CSO).

The CSO is an independent organization, responsible for the collection, compilation and dissemination of timely, reliable and relevant information intended to inform social, economic and environmental policy and planning. Therefore, as an integral institution, the process of transforming the CSO to the National Statistical Institute of Trinidad and Tobago (NSITT) continued, with the intent of the NSITT being fully established by 2019.

For almost two (2) decades, the CSO operated at less than optimal performance. The CSO is plagued with institutional and operational issues that have inhibited their performance in several areas including challenges in quality and relevant data; and inefficiencies in data collection and dissemination.

"To consolidate these gains and fully facilitate the transformation of the CSO, the National Statistical Bill 2017 was introduced to Parliament to establish the NSITT, and to repeal and replace the Statistics Act."
CHAPTER 4

DEVELOPING GOOD GOVERNANCE AND SERVICE EXCELLENCE

The CSO continues to work to improve its performance, products and adherence to international standards in including greater adherence to the System of National Accounts 2008 (SNA 2008), improvements in methodologies and the revision of major economic indicators. In addition, to consolidate these gains and fully facilitate the transformation of the CSO, the National Statistical Bill 2017 was introduced to Parliament to establish the NSITT, and to repeal and replace the Statistics Act.

IMPROVING CUSTOMER SERVICE DELIVERY

Over the period, Government sought to improve the level of service to all users accessing government services, at all public institutions through the implementation of several key initiatives. Such key initiatives included:

- The launch of ‘ConstrucTT’ - a new online portal to improve service delivery at the Town and Country Planning Division (TCPD). This online portal is designed to automate the Construction Permitting System, streamline applications for construction permits and ensure proper compliance with TCPD regulations. Through TTBizLink, persons who are already registered for these services will also be able to access their information on ConstrucTT using their personal login password, thereby facilitating quick and easy access to key TCPD services;

- The launch of the Improvement of Service Delivery Infrastructure project in the TCPD to provide effective, efficient and equitable service delivery infrastructure for transparent, accountable, citizen-centric service at the four (4) Regional Offices of the TCPD.

“...The launch of the Improvement of Service Delivery Infrastructure project in the TCPD to provide effective, efficient and equitable service delivery infrastructure for transparent, accountable, citizen-centric service at the four (4) Regional Offices of the TCPD.”

- The ‘ttconnect’ initiative to provide easier access to government services. ‘ttconnect’ is a multi-channel initiative that provides the public with convenient access to government services and information at a time and location of choice. Between fiscal 2016 and fiscal 2017, the services provided by ttconnect was significantly utilized by persons seeking information instead of going into a government office (see Box 4.1). This high usage of the ttconnect platform demonstrates Government’s ability to provide a service that meets customer’s needs and demands.

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DELCIVERING GOOD GOVERNANCE  
AND SERVICE EXCELLENCE

“Box 4.1: Number of Users Accessing ttconnect Services from Fiscal 2016-2017

19,450 HOTLINE USERS
527,525 MOBILE PORTAL VISITS
105,882 SERVICE CENTRES INTERACTIONS;
5,170,520 ONLINE PORTAL VISITS;
7,959 EXPRESS BUS SERVICE INTERACTIONS; AND
11,655 KIOSKS VISITS.

• The operationalization of a new Call Centre under the Trinidad and Tobago Immigration Division to further enhance the delivery of immigration services, including quicker service times and an improved public interface system.110

• To reduce inefficiency and ensure that international standards are being upheld, a new Automated Border Control System at the Piarco International Airport was launched. This new System features the use of 12 kiosks in scanning of machine-readable passports; taking users’ fingerprints; and photographs. This newly implemented System will significantly reduce the time spent for travellers at the Immigration Hall of the airport.

• Additionally, Government-owned accommodations were opened during the reporting period included the Ministry of Education complex, the Ministry of National Security, Immigration Division Building, the Ministry of the Attorney General and Legal Affairs Tower, the Ministry of Finance, Board of Inland Revenue in Port of Spain, and the Ministry of Agriculture and Land and Fisheries in Chaguanas. These buildings provided a total accommodation for 2,749 public officers and modern service environment for persons conducting business with GoRTT.

• Development and Implementation of a Free Island-Wide Public Broadband Wireless Network. In fiscal 2016, Government initiated the process of developing a free island-wide public broadband wireless network, starting with free public hotspots in popular areas. Phase I of this initiative was launched in August 2016, with Wi-Fi hotspots installed on 13 Public Transport Service Corporation (PTSC) Buses. This initiative is an initial step towards creating a future where the internet will serve as a major conduit for transacting business and Government services.

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To further improve customer service delivery within the public sector, the Public Service Academy (PSA) in October 2017 commenced a Train-the-Trainer course in Customer Service, with the aim of training at least two (2) officers from each Ministry/Department and other selected public entities. These ‘trainers’ will in turn train front-line and other staff at their respective agencies.

Over the period, in an effort to improve the administration of justice, the Judiciary of Trinidad and Tobago implemented several key initiatives with the aim of improving efficiency, reducing the time taken for the administration of justice and ensuring public trust and confidence in the justice system.

Trinidad and Tobago is well on its way to making significant strides towards the improvement of the youth justice system and to incorporate international standards and practices. This effort was evident in the opening of two (2) new Children Courts in Port of Spain and Fyzabad in March 2018 to treat with matters relating to children (under 18 years) who are charged with offences, in need of supervision and child care, and protection matters.\textsuperscript{112} As a country, the opening of these Courts marked a significant achievement for being the first in the Caribbean Community (CARICOM) region to open such courts.

In August 2018, to reduce the backlog in cases and ensure that justice is served in a timely manner, the Fast Track Court was introduced by the Judiciary of Trinidad and Tobago to treat with the backlog of cases in the criminal High Courts.\textsuperscript{113}

Also, to treat with case-backlogs and improve efficiency, the Judiciary signed a Memorandum of Understanding (MOU) with the U.S. National Center for State Courts and the Nigerian Judicial Council in Nigeria for the design, development and implementation of a new Case Management Information System (CMIS) for Trinidad and Tobago and the region.\textsuperscript{114} The new CMIS solution will allow significant savings in operational costs along with greater process efficiencies, and help treat with the growth in the volume of matters before the courts.
Chapter 4

Delivering Good Governance and Service Excellence

Public Safety and Security

Maintaining law and order is critical to creating the environment that ensures public safety and security. Therefore, over the period, Government worked assiduously to improve the Homicide and Crime Detection Rates; and reduce the Crime Rate (Serious Crimes) and Recidivism Rate.

As at June 2018, the Homicide Detection Rate improved from 17% in 2015 to 18% in 2018, demonstrating a 1% increase over the period. As it relates to improving the Crime Detection Rate (Serious Recorded Crimes), there was a notable increase of the Crime Detection Rate of 23% in 2015 to 36% in 2018, representing an increase by 13%. However, not only was there a marked increase in the Crime Detection Rate, but the intermediate target to increase the Crime Detection rate to 35% in 2018 was surpassed by 1% signaling an upward trend.

Additionally, over the period, the Crime Rate (Serious Crime) was 838.5 per 100,000 in 2015 and for the period January to March 2018, the Crime Rate stood at 493.43 per 100,000. It is anticipated that there will be a downward trend in the number of serious crime reported to the end of December 2018, which will have a positive impact on the wellbeing of all citizens.

In addition, to treat with the issue of repeat offenders, a concerted effort was undertaken by key law enforcement agencies to reduce the Recidivism Rate. As at March 2018, the Recidivism Rate was 61%, representing a reduction by 8% from the baseline in 2015 which stood at 69%. While a target has not been yet established, the performance of this indicator over the last fiscal years is commendable.

As Government continues its efforts towards ensuring a safe and secure nation, over the fiscal period 2015-2018, Government implemented several key initiatives that strategically focused on improving physical infrastructure, training professionals, and engaging in crime prevention and public education activities. Such initiatives included:

Physical Infrastructure

Critical to having modern and effective law enforcement is having adequate and efficient physical infrastructure and equipment to effectively meet the policing and security needs of all citizens. Over the period, to ensure the security of all citizens, Government completed the construction and

(Continued on page 80)
upgrade of several facilities, including the purchasing of critical equipment to enhance the capability of national security bodies to do their jobs effectively.

From 2015-2018, several strategic initiatives completed by Government to ensure public safety and security included:

- Completion of the Immigration Detention Centre in March 2018;
- Completion of improvement and upgrade works to the Trinidad and Tobago Defence Force (TTDF) Headquarters and the Defence Force Reserves (Granwood) to improve the safety and security of the working environment;
- The launch of an Automated Border Control System at the Piarco International Airport and introduction of passport kiosks to enhance border control security at the nations’ international airports. The System will scan and validate passports by referencing hidden security measures; utilize state-of-the-art facial recognition software; and collect fingerprints which would be verified against an international database to quickly identify security threats;
- The purchase of seven (7) vehicles for the Trinidad and Tobago Prison Service to improve responsiveness and operational readiness;
- 95% completion of the Laboratory Information System (LIMS) Configuration to improve the management of consistent evidence tracking/chain of custody and workflow management as it relates to the computerization of the Forensic Science Centre;
- The purchase and commissioning of four (4) Coastal Patrol Vessels; two (2) Utility Vessels; six (6) On-Board Interceptors and one (1) Multi-purpose Vessel-Nelson 11 to improve responsiveness for Humanitarian Assistance and Disaster Relief (HADR) and provide stronger border security;
- Completion of the Administration of Justice (Deoxyribonucleic Acid) Regulations 2018 to allow the State to give effect to the provisions of the Administration of Justice (Deoxyribonucleic Acid) Act;115

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CHAPTER 4

DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

The construction of three (3) Trinidad and Tobago Police Service (TTPS) Stations, located in Besson Street, Maracas St. Joseph, and St. Joseph; completion of refurbishments to 19 Police Stations; and the completion of upgrade works to seven (7) Police Administration and other TTPS buildings;

Construction of the Coast Guard Facility at Galeota; completion of upgrades to the Trinidad and Tobago Coast Guard Facilities in Tobago, including the construction of an electrical kiosk and installation of a standby generator; and completion of upgrades to the Coast Guard’s Distress and Safety Communication System, including the installation of two (2) suites of the Global Maritime Distress and Safety System;

95% completion of the construction of the Maximum Security Prison Perimeter Fence at the Golden Grove Maximum Security Prison to increase security and improve rehabilitation and re-integration through the development of the Prison Industry;

Acquisition of four (4) Multi-Twin-Turbine AW 139 Helicopters to improve responsiveness and operational readiness in response to hazards; and

Completion of Phase 2- Ultra High Frequency Radio encrypted System to improve the Digital Public Safety Communication System for the TTPS (E 999 System) and improve public access to information from the TTPS.

Trained Law Enforcement Professionals
Training and capacity building of law enforcement officers charged with the responsibility of public safety and security is critical to reducing crime, and maintaining law and order. Over the period, Government undertook several strategic initiatives to provide the highest level of training to officers involved in national security including the TTPS, TTDF and the Trinidad and

i. TTPS
To enhance the leadership skills and capacity of senior TTPS managers, and improve the specialized/professional skills of TTPS staff, several training initiatives were executed over the period. In building leadership capacity, two (2) batches of officers completed the Bullet Proof Manager Training in 2016 and 2017, with more than 45 Field Training Officers (FTOs) and civilian managers participating.

(Continued on page 82)
In addition, 36 officers completed a two (2) week specialized training course in Advanced Homicide Investigations in 2015 and 2018, along with other specialized courses benefitting 460 officers (see Table 4.1 below for list of other specialized training conducting over the period).

Table 4.1: List of Specialized Training Courses Conducted for the TTPS (2015-2018)

<table>
<thead>
<tr>
<th>SPECIALIZED TECHNICAL TRAINING AREA</th>
<th>NUMBER OF PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Homicide Investigations</td>
<td>36</td>
</tr>
<tr>
<td>Crime Scene Investigation (CSI) Training</td>
<td>140</td>
</tr>
<tr>
<td>Active Shooting Incident</td>
<td>174</td>
</tr>
<tr>
<td>DEA Narcotics Investigations Training</td>
<td>19</td>
</tr>
<tr>
<td>Microsoft Office Suite Programmes</td>
<td>60</td>
</tr>
<tr>
<td>Crime Prevention Through Environmental Design (CPTED)</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>460</strong></td>
</tr>
</tbody>
</table>

ii. **TTDF**
To strengthen human resource capacity in the TTDF Reserves to improve management of staff, a Bullet Proof Managers Training course was completed.

iii. **TTFS**
In 2017, to strengthen the capacity of human resources to improve hazard response with the TTFS, three (3) fire service personnel were trained in the International Divisional Command Course.

**Institutional Strengthening of Law Enforcement Institutions**
In 2017, the final report of Trinidad and Tobago’s Police Manpower Audit Committee was completed. The Report provided a blueprint for the transformation of the police service after assessing several areas including processes and systems; manpower strength and use; governance; positive partnerships and importantly, public confidence.
In 2015, 15 bilateral trade agreements were signed, however by 2018, there was a marked increase to 22 signed bilateral agreements. Though a target is yet to be identified, it is noted that there is an upward trend in the number of opportunities being afforded to Trinidad and Tobago to engage in trade regionally and internationally.

Crime Prevention and Public Education
As part of a crime prevention strategy, training and sensitization sessions were undertaken by the Counter Trafficking Unit (CTU). Sensitization workshops have been conducted with the Trinidad and Tobago Prison Service, Ministry of National Security Agencies; Non-Governmental Organizations (NGOs), Primary, Secondary and Tertiary level schools; Regional Judges and Magistrates; the Hotel Industry; Foreign Missions; and the wider public to improve their knowledge of human trafficking.

To further expand the capacity to identify possible cases of trafficking, legislative amendments were also made to the Strategic Services Agency (SSA) Act to include human trafficking under the category of “serious crimes,” for which intelligence data would be collected.

IMPROVING FOREIGN RELATIONS

Trinidad and Tobago continues its pursuit of developing deeper economic and diplomatic relations with countries both within the Caribbean region and internationally. To strengthen the diplomatic position of Trinidad and Tobago regionally and internationally there are a total of 19 overseas missions as at 2018. It is expected that by 2020, a total of 22 missions will be established.

Also, in 2018 there was an increase in the number of bilateral trade agreements that Trinidad and Tobago became a party to. In 2015, 15 bilateral trade agreements were signed, however by 2018, there was a marked increase to 22 signed bilateral agreements. Though a target is yet to be identified, it is noted that there is an upward trend in the number of opportunities being afforded to Trinidad and Tobago to engage in trade regionally and internationally.
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Additionally, to improve external relations, Government began the process of establishing an Embassy in Abu Dhabi and a Consulate General in Dubai. These diplomatic relations will further rationalize Trinidad and Tobago’s energy sector, and facilitate the establishment of bilateral agreements in three (3) principal sectors – tourism, renewable energy and finance.

To strengthen relations with regional and international partners, encourage exploration and continue bilateral discussions, agreements were also signed by the Government of Trinidad and Tobago with the Republic of Ghana for general cooperation and oil and gas arrangements. To strengthen and strategically expand our trade relationship with other countries, several Agreements and a MOU were signed by the Government of Trinidad and Tobago with several other countries. Over the period, MOUs were signed with:

- **The Bolivarian Republic of Venezuela** - An Agreement was signed for the implementation of the natural gas supply project from Venezuela to the Republic of Trinidad and Tobago;

- **The Government of the Republic of Chile** – An MOU between the Government of Trinidad and Tobago and the Government of the Republic of Chile was signed to formalize cooperation and development of intellectual property between the two (2) countries; and

- **The Peoples Republic of China** - To establish Trinidad and Tobago as the gateway to South and Central America for China, an MOU relating to the One Belt One Road (OBOR) initiative was signed. This MOU also extended to:
  - Cooperation on increasing the number of Chinese tourists visiting Trinidad and Tobago;

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DELIVERING GOOD GOVERNANCE AND SERVICE EXCELLENCE

- Agreement for Chinese firms to invest equity, and actively participate, in commercially viable projects in Trinidad and Tobago;

- Agreement for Chinese banks to set up operations in Trinidad and Tobago; and

- Participation by Chinese state companies to invest and build a dry docking facility in La Brea; a new Terminal at the ANR Robinson International Airport; the construction of a new central block for the POS General Hospital; participate in housing projects; and the possibility of equity investment and in the construction of the Sandals project in Tobago.
CHAPTER 5

IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORT
An important hallmark of development for any country is the quality of its transport system and infrastructure. Having a first class air, sea and land transport system and a high quality, resilient public utilities system are prerequisites for increased productivity, creating employment and improving a nation’s competitiveness.

As part of Government’s vision to create a first class national transport system, strategic focus must be placed on developing an efficient and integrated transportation network, with quality roads and bridges. In addition, port (maritime) and airport infrastructure must meet international standards and the management of the various components of the transport system such as the Air Bridge, Sea Bridge and Bus Rapid Transit System must be improved.

Additionally, to expand business activity, increase productivity, and improve the quality of life for all citizens, having a high quality public utilities system is imperative. Therefore, creating an efficient ICT system, and improving the provision of Water, Sanitation and Hygiene (WASH) Utilities to the population is critical to national development.

Further, to meet current and future needs for energy, emphasis must also be placed on the provision of affordable and reliable alternative energy for power generation and on adopting cleaner energy technologies to ensure a sustainable future for the citizens of Trinidad and Tobago.

**KEY PROJECT/PROGRAMME ACHIEVEMENTS AND ANALYSIS OF SELECTED KEY NATIONAL INDICATORS**

**A FIRST CLASS TRANSPORT SYSTEM**

From 2015-2018, Government sought to increase productivity, accessibility and efficiency by improving the national transportation system on land, sea and air. Over the period, Government focused on implementing several strategic initiatives focused on the expansion of Arterial Networks;
improvement of Land Transport Facilities; improvement of Port (Maritime Transport) and Air Infrastructure; and improvement of the Sea Bridge and Public Bus Transportation System.

**Expansion of Arterial Networks**
Over the period, Government undertook several initiatives to increase road capacity, catering for projected traffic needs resulting from increased development. These initiatives were undertaken with the aim of increasing the connectivity, mobility and safety of the travelling public. Under the Programme for Upgrading Roads Efficiency (PURE) Programme, Government completed 7.3km of roads, with a target of completing 10km by 2020. Based on the current completion rate of 63%, towards the target, it is anticipated that Government will meet this target ahead of schedule by fiscal 2019.

Further, to enhance the nation’s road works 20.90km of road was upgraded as at June 2018, from 12.72 km in 2015. By 2020, Government has set a target of upgrading 50 km of road, and based on the current trajectory, it is likely that this target will also be achieved.

As at June 2018, other key initiatives undertaken by Government to improve mobility for users, and capacity of the nation’s arterial network included:

- Commencement of the Churchill Roosevelt Highway Junction (CRHJ)/Southern Main Road (SMR) Curepe Flyover and Ancillary Works (or “the Curepe Interchange (see Figure 5.1) to significantly reduce traffic congestion and increase nationwide productivity. To date, the services of a design-build contractor have been engaged and other significant preliminary activities were initiated, including the process for the acquisition of lands to expand the highway;

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Recommissioning of the Solomon Hochoy Highway Extension to Point Fortin (SHHEPF). The SHHEPF is a landmark project that is 43km in length, running from the Solomon Hochoy Highway at Golconda to the Dunlop Roundabout in Point Fortin. This extension serves to improve the ease of access to the communities of Debe, Penal, Siparia and Fyzabad, which are along the way (see Figure 5.2).

Over the period, Government completed works on the Mosquito Creek Southbound Bridge and Godineau River Bridge, with the Ministry of Works and Transport officially opening Package 2A and 2B of the SHHEPF Project in June 2018. Also, works have begun on Package 5A which includes the completion of the widening of 2.5km of South Trunk Road between Mosquito Creek Bridge and Godineau River Bridge;

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CHAPTER 5

IMPROVING PRODUCTIVITY THROUGH
QUALITY INFRASTRUCTURE AND TRANSPORT

FIGURE 5.2: SOLOMON HOCHOY HIGHWAY
EXTENSION TO POINT FORTIN (SHHEPF)

Source: Ministry of Works and Transport

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IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORT

- The Extension of the Churchill Roosevelt Highway Expansion to Manzanilla to facilitate greater connectivity and mobility throughout the eastern region;

- Commencement of Repair Works in Moruga. In October 2017, Government turned the sod for the commencement of repair works to 28.1km of the Moruga Road to provide greater access to several communities, including Indian Walk, Basse and La Lune;

- Completion of the conceptual design and route selection for the Toco to Valencia Highway; and

- Completion of Phase one (1) of construction works to the Saddle Road from Rapsey Street to Valleton Avenue to increase road capacity and improve access to the Maraval area.

Improved Public Transportation

Public transportation is an essential service provided by any country. For many, public transportation is the only source of mobility throughout and in between both islands. Therefore, to increase access and ensure a high quality of service to those who depend on public transportation, over the period, Government focused on improving the services provided by the PTSC.

To improve access and the quality of service provided to daily users of the PTSC, the size of the bus fleet was increased from 356 buses in 2015 to 394 buses in 2018. By 2020, it is anticipated that the bus fleet at the PTSC would increase to a total of 506 buses.

To improve the quality of service to commuters, 70 new buses, including Compressed Natural Gas (CNG) buses, were purchased by the PTSC to enhance the reliability and quality of the service to commuters, and expand the bus route network throughout Trinidad and Tobago.

Over the period, Government also sought to reduce the average age of the bus fleet to improve the safety, reduce maintenance costs and enhance the overall experience of it users. In 2015, the average age of the bus fleet was 15 years, but by 2018, the age of the bus fleet was reduced to just over 10 years.

In addition, to improve the quality of service to commuters, 70 new buses, including Compressed Natural Gas (CNG) buses, were purchased by the PTSC to enhance the reliability and quality of service to commuters.
CHAPTER 5

IMPROVING PRODUCTIVITY THROUGH
QUALITY INFRASTRUCTURE AND TRANSPORT

quality of the service to commuters, and expand the bus route network throughout Trinidad and Tobago. As at June 2018, 35 of these new buses were commissioned and assigned to the following routes:

- Port of Spain/Chaguanas
- Arima/La Horquetta
- Port of Spain/Diego Martin
- Port of Spain/Piarco
- Port of Port of Spain/Chaguaramas
- Port of Spain/Greenvale, and
- Tobago.

It is expected that by 2020, that 150 new buses will be purchased, further expanding and enhancing the services provided by the PTSC.

As part of a comprehensive strategy to provide an improved bus service, initiatives were also undertaken to develop passenger facilities and terminals. During the period, project designs for the development of the Rio Claro Passenger Facility were commissioned and are 90% completed. Additionally, conceptual designs were completed for the design and construction of a new Passenger Terminal Depot at Sangster Hill to serve commuters in Tobago.

*Improved Port (Maritime) Infrastructure*

As part of the thrust towards developing the economic potential of the maritime sector and several economic zones throughout Trinidad and Tobago, during the period Government initiated several key activities for the construction of a Ferry Port in Toco. The Ferry Port will accommodate an inter-island ferry facility; a marina/capainere for approximately 30 pleasure crafts; a coast guard facility; and a fishing facility. It is expected that this Port will become the main hub of commercial activity in the North Eastern Peninsula, and be a major stimulus for residential, commercial and industrial development. In August 2017, a consultant was engaged to develop the conceptual designs for the new ferry port, the conceptual designs and spatial requirements for the facility were completed.

*(Continued on page 93)*
**Improved Air Transport Infrastructure**

To enhance the travel experience and deliver better quality service to domestic and international users, several initiatives were undertaken by Government to improve and enhance the services provided by the Piarco and ANR Robinson International Airports. At Piarco International Airport, key infrastructural works undertaken to improve the services provided to the travelling public included:

- Upgrading of the Building Management Systems at the Piarco International Airport;

- Rehabilitation of the Airfield through the Airfield Pavement Rehabilitation Programme;

- The remodelling and upgrading of the International Departure and Arrival Halls, as well as modifications to the Customs and Immigration spaces;

- The launch of the new public lounge known as the ‘Atrium’ in August 2017. The Atrium is a comfortable public airport lounge, complete with mobile telephone charging stations and comfortable seating for airport users;

- Upgrade of the security systems Closed Circuit Television (CCTV) and Access Control Systems at both Piarco International Airport and the ANR Robinson International Airports as well as the replacement of the Security Screening equipment to include explosive detection capability; and

- The expansion and modernization of the carpark facilities to enhance the experience of users, with solar powered sensors installed to make identification of available parking spots easier.

Since the construction of the ANR Robinson International Airport (formerly named the ‘Crown Point International Airport’) in 1986, no major rehabilitation works were undertaken to improve the airport. Hence, through the Airports Authority of Trinidad and Tobago (AATT), Government completed several key initiatives to improve the physical infrastructure of the airport to meet international standards, and enhance the overall experience of employees and travelers.

*(Continued on page 94)*
Key initiatives completed by Government over the period included the addition of a First Class Lounge; remodeling of the Domestic and International Ticketing Areas; upgrading of the International Departures and Arrival Halls; the modification of the Customs and Immigration spaces, and the commencement of refurbishment works at the washrooms located in the North Terminal of the Piarco International Airport.

To improve the operation of the infrastructure at both the Piarco International Airport as well as the ANR Robinson International Airport, Government through the AATT engaged in the upgrade of the Building Management Systems. These upgrade works facilitated improved control of the lighting and temperature control as well as elevators and water and sewer systems within the airport buildings. The upgrade of the Building Management System also allowed for improved control of critical components such as the power systems, airfield lighting, generators and fire alarms. As at July 2018, the upgrade of the system was 75% completed with an expected completion date of September 2018.

Complementary to the upgrade of the Building Management System was the installation of a new 800 KVA generator as well as the replacement of a 500 ton chiller for the Terminal air-conditioning system. The installation of the 800 KVA generator would assist with ensuring the continued operation of the ANR International Airport in the event of a power failure since it improves the reliability of the emergency back-up power system, while the installation of the 500 ton chiller would ensure the reliability of the Terminal air-conditioning system.

With the aim of improving the airfield at the airports, the Airfield Pavement Rehabilitation Programme which is expected to ensure that airfield pavement meets United Nations International Civil Aviation Organization (ICAO) safety regulations was implemented. During the period 2015-2018, works at the Piarco International Airport Bravo 3 Hold Point northern pavement was 20% completed, while the contract for the rehabilitation of the airfield pavement at the ANR Robinson International Airport was awarded.
With the aim of achieving greater operational efficiency and streamlining related systems and processes, the safety and security of operations at both the Piarco and the ANR International Airport were also upgraded. Over the period, works were undertaken to upgrade the video surveillance systems which included:

- the installation of the infrastructure to facilitate the security cameras,
- the replacement of analogue cameras,
- the addition of new cameras for increased surveillance coverage of the North terminal,
- the upgrade of the video management system with capabilities for enhanced video surveillance,
- the upgrade of video monitoring systems, and
- the establishment of the new Airports Authority Security Control Room for the Piarco International Airport at the Executive Jet Centre, South Terminal.

The baggage screening and Baggage Make-Up Areas (BMA) were upgraded to include the replacement of the old security screening equipment with new equipment that has the capability to detect explosives in alignment with ICAO security regulation. A new Domestic In-bound conveyor was also installed at the ANR Robinson International Airport, as well as an In-transit Corridor adjacent to the International Departure Hall.

Ground handling agencies also benefitted from works via upgrades to the areas utilised by support services. Overall, the works resulted in a 35% increase in operational space, enhanced aesthetic appeal to all airport users, streamlined systems and processes for superior operational efficiency.\

Additionally, as part of a wider strategy to improve the tourism sector and increase economic development on the island, Government in conjunction with the Tobago House of Assembly (THA), conducted several stakeholder consultations with the people of Tobago as part of the process for the construction of a new international airport on the island.

(Continued on page 96)
**CHAPTER 5**

**IMPROVING PRODUCTIVITY THROUGH QUALITY INFRASTRUCTURE AND TRANSPORT**

*Improved Sea Bridge*

For many, the sea bridge between Trinidad and Tobago is an essential service, with hundreds of persons and businesses depending on the service being provided daily for trade, business and other necessities such as access to medical care and tertiary-level education at the nation’s universities. Therefore, over the period, government worked tirelessly to ensure the efficiency and effectiveness in the provision of this essential service.

In 2017, to provide an efficient service to passengers and businesses, Government purchased a new ferry- the ‘MV Galleons Passage’ to service the inter-island sea route between Trinidad and Tobago (see Figure 5.3). The MV Galleons Passage has the capacity to carry 600 passengers below deck, and parking for 100 vehicles which would significantly contribute to the mobility of persons between both islands and restore confidence in the sea bridge.

“*In 2017, to provide an efficient service to passengers and businesses, Government purchased a new ferry- the ‘MV Galleons Passage’ to service the inter-island sea route between Trinidad and Tobago.*”

(Continued on page 97)
A high quality public utilities system is critical to improving the quality of life for all citizens in the provision of indispensable services such as electricity, water, waste management and ICT services. Therefore, to provide reliable, efficient and sustainable public utilities to citizens, Government engaged in key initiatives that were strategically focused on improving several areas including Water Infrastructure; Wastewater Infrastructure; and Waste Management.

**Improved Water Infrastructure**

To increase the supply and improve the reliability of water services to customers, infrastructure upgrades were made to several water treatment plants both in Trinidad and in Tobago. Over the period, the Highlands Road Water Treatment Plant in Tobago was upgraded which benefitted, 2,500 residents in Highlands Road and environs.

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To further improve the reliability and the level of water supplied to consumers, transmission and distribution pipelines were installed in several communities across Trinidad and Tobago (see Box 5.1). From 2015-2018, over 261,000 persons were provided with a more reliable water service. In addition, over 7,000 persons received an increased water supply from two (2) days to seven (7) days per week; from three (3) days to six (6) days per week; and from five (5) days to seven (7) days per week.

Box 5.1: Communities Benefitting from Increased Water Supply (2015-2018)

Several communities received an increase in water supply from 2015-2018 including:
- Shaffiran Avenue, Cunupia
- Grande Riviere
- Jacob Hill Development, Arima Phase 2
- Valencia
- Lady Young Road to Mac Kai Street, Belmont
- Techier Village, Point Fortin
- Torrib, Tabaquite
- Toco
- Castara Road to Studley Park Road, Tobago
- Mt. St. George and Hope, Tobago
- Port of Spain and environs
- Maracas Valley
- Fishing Pond, Oropouche
- South East Trinidad from Rio Claro to Cocoyea
- St. Mary's, Cunjal Road, Battan Trace and Cumuto Road, Moruga, and
- River Estate, Diego Martin.

Additionally, several Water Treatment Plants were refurbished and upgraded, including:

- The refurbishment of Granville Water Works which improved the level of water supply from one (1) day to five (5) days a week, thus benefitting 40,000 persons from the communities of Granville, Coromandel, Bois Bourg, Bonasse, Fullerton, Columbus Bay and Icacos;

“From 2015-2018, over 261,000 persons were provided with a more reliable water service. In addition, over 7,000 persons received an increased water supply from two (2) days to seven (7) days per week; from three (3) days to six (6) days per week; and from five (5) days to seven (7) days per week.”

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Chapter 5

Improving Productivity through Quality Infrastructure and Transport

- The refurbishment of the Courland Water Treatment Plant which resulted in an improvement of the quality of water provided to 20,000 persons from Plymouth to Crown Point, Tobago; and

- The upgrade of the existing facilities and equipment at Richmond Water Treatment Plant, improving the reliability of water supply to 5,778 persons from the communities of Goodwood, Goldsborough, Pembroke, Glamorgan, Richmond, Belle Garden, Kendal, Argyle, Roxborough, Betsy’s Hope, Louis D’or and Delaford, Tobago.

Improved Wastewater Infrastructure and Waste Management

To provide improved wastewater services to users, the Lange Park Wastewater Treatment Plant was rehabilitated and expanded. Work included the expansion of the aeration system and construction of new secondary clarifiers and an ultra-violet disinfection system. The implementation of this initiative resulted in 3,982 persons benefitting from improved wastewater services.

Modern ICT System

Trinidad and Tobago ranked 67 out of 139 with an overall country score of 4.1 in the Global Information Technology Report (GITR) in 2016. This reflects, inter alia, a number one (1) ranking in mobile network coverage, high mobile phone subscriptions, high individual usage of the internet, efforts to reform the legislative environment and development of the ICT sector.

As part of the National ICT agenda, Government provided access to technology and bridged the digital divide between the elderly, physically challenged, at risk youth and persons living in rural areas, by constructing several Community-based ICT Access Centres. In 2015, the fourth (4th) ICT Access Centre was launched. Each Centre provided members of the community with computers to access the internet and information on government services, training and Wi-Fi pavilions for connecting their own devices. As at 2018, 14,395 persons accessed these centres and 1,707 persons received ICT training.
CHAPTER 6

BUILDING GLOBALLY
COMPETITIVE BUSINESSES
Sustained economic growth is the key to securing the future prospects of any country. An important pre-requisite to this growth is building a strong competitive economy through the promotion of healthy trade and payments balances, and taking the necessary steps to contain inflationary pressures.

A strong competitive economy requires a sound public financial management system and a stable macroeconomic environment that reduces risk and uncertainty, and ensures greater levels of investor confidence in the economy. It also requires a greater level of innovation, entrepreneurship and diversification of the economy in the midst of a globally competitive environment with limited resources.

Additionally, to ensure that Trinidad and Tobago achieves and maintains sustained economic growth, strategic focus will also be placed on building the capacity of locally-based businesses to operate at a global level. Efforts will also be made to attract international firms with the ability to build domestic capacity and ultimately boost exports, translating in the long run into better paying jobs, increased employment and a higher standard of living for the citizens of Trinidad and Tobago.

KEY PROJECT/PROGRAMME ACHIEVEMENTS AND ANALYSIS OF SELECTED KEY NATIONAL INDICATORS

A STRENGTHENED PUBLIC FINANCIAL MANAGEMENT SYSTEM

Over the period 2015-2018, several initiatives were undertaken by Government to strengthen the country’s public financial management system. These initiatives focused on revenue collection, and strengthening public debt management capabilities.

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Revenue Collection

Revenue collection is a critical element of budget reform, which significantly impacts a country’s public financial management system. Government, therefore, sought to strengthen and improve the revenue collection system through various avenues. One (1) such avenue is the establishment of the Trinidad and Tobago Revenue Authority (TTRA).

Over the period, Government steadily worked towards the full operationalization of the TTRA. When established, the TTRA is intended to “modernize and fortify the collection of revenue through institutional strengthening, focusing on accountability and greater efficiency.”119 The TTRA will protect national revenue by reducing leakage; assisting in bringing about greater levels of accountability and transparency in revenue administration, and ensuring the fair and equitable distribution of the tax burden as each person pays their appropriate share.120

Additionally, to improve revenue collection, Government commenced the implementation of Property Tax Reform, with the institutional strengthening of the Valuation Division under the Ministry of Finance. Over the period, the Valuation Division Information System was developed which would assist the Valuation Division in fulfilling its role in the property tax process. The completed information system was delivered to the Division with the completion of the inputting of residential rates; the design and development of the calculation module; completion of all system testing; and the completion of training for Valuation officers.

Another significant initiative undertaken by government to improve revenue collection was the acquisition of four (4) mobile container scanners from the United States to mitigate against tax and duty fraud by detecting undeclared cargo, aiding in the more accurate collection of duties.121

Government has also been working on completing the E-Payment Project for Electronic Receipts aimed at improving the efficiency of payments and receipts and providing the public with a safe and convenient options for transacting Government goods and services. Over the period, the Electronic Funds Transfer (EFT) Regulations were passed; Interim Instructions for LINX operations for Ministries and Departments were drafted; and iGovTT also upgraded its portal to offer a service called ‘GovPay’ which was presented for consideration as a technology option for customers to transact business with the GoRTT.

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In addition to the aforementioned efforts to strengthen the public financial management system, Government also entered into a loan agreement with the Corporación Andina De Fomento (CAF) Development Bank for the implementation of a programme to support the Medium-Term Fiscal Consolidation Strategy – Phase II. The programme is intended to increase fiscal revenue, improve the efficiency and accountability of public expenditure, strengthen public debt management and promote fiscal policy sustainability. The programme will also include energy sector tax policy reforms; corporation tax reform; the implementation of an environmental tax; the strengthening of the Central Audit Committee of the Ministry of Finance; and the establishment and operationalization of the National Investment Fund. 122

**Public Debt Management**
To strengthen government’s public debt management capabilities, over the period, the National Debt Management System (Debt Recording and Management System/CS-DRMS) was implemented. The System is a debt recording management system which is more advanced both operationally and institutionally, and allows for capacity-building. The System is expected to, ‘inter alia’, minimize the long-term cost of covering expenditure while containing exposure to risk; and to ensure that the debt management policy is consistent with the objectives of monetary, fiscal and other macroeconomic policies.123

**AN IMPROVED ENTREPRENEURIAL ENVIRONMENT**
In fiscal 2018, Cabinet approved the Secured Transactions Policy for the enhancement of the secured transactions regime in Trinidad and Tobago. The Policy is intended to facilitate the development of a modern, simplified legal framework governing security interests in moveable property, taking into account international best practice. The Policy will also facilitate the development of a centralized electronic registry system; the creation of clear and comprehensive guidelines and the treatment of quasi-securities; and the promotion of the use of moveable property as collateral. This initiative has been implemented in various countries around the world as a means of providing small and micro enterprises/entrepreneurs with the support that allows them to increase their financing capacity.

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IMPROVED ENVIRONMENT WHICH PROMOTES INNOVATION

To create the necessary environment and thus promote an innovative culture, a National Innovation Policy was developed. The aim of the Policy is to “foster a vibrant, integrated innovation system that promotes the generation of new ideas, products and processes and encourages and rewards their commercialization.”

During the period under consideration, the implementation of the Policy began with the identification of a suitable group of projects aligned to the Policy agenda. These projects will be funded under the 11th European Development Fund (EDF) in several areas such as capacity building in innovation management; the establishment of digital technologies for small and microenterprises; and the further development of the cocoa industry.

Additionally, several initiatives were undertaken to promote inventiveness among citizens. Some of these initiatives included the conduct of Intellectual Property (IP) clinics which provided guidance to individuals in protecting their knowledge assets. Proprietors and innovators who attended these clinics were made more aware of IP in the areas of contracts and disclosure of inventions. Other initiatives undertaken to encourage innovation at a country level included IP training at several secondary and tertiary level institutions in the fundamentals of IP, aimed at bringing about greater local awareness of the IP system.

The implementation of the aforementioned initiatives may be credited in part for some of the positive changes being made. For example, as at June 2018, three (3) patents were filed by local companies compared to a baseline of zero (0) patents filed in 2015. While the full extent of actual patents filed by local companies is not captured in this figure as many applicants may have filed patents abroad, the achievements acquired thus far are encouraging.

Another critical success factor to building an integrated innovation system is having high levels of investments in

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Research and Development (R&D). Being cognizant of this, Government supported investments in new and advanced innovation by providing $1,080,000.00 to three (3) applicants through the Research Development Fund (RDF) in the areas of ICT, Security and Education.

**IMPROVED TRADE ENVIRONMENT**

During the 2015-2018 period, Trinidad and Tobago continued to pursue a more vibrant trade sector through various initiatives. One (1) such initiative was the strengthening of commercial and economic relations with strategic partners. As such, Government approved the engagement in and the establishment of Partial Scope Agreements with both Chile and Panama.

Further, several official visits were undertaken to countries such as The People’s Republic of China, Ghana and Jamaica to strengthen economic ties and increase opportunities for trade. Additionally, the pursuit of trade expansion into the Cuban market also took place, resulting in the signing of an agreement of cooperation which facilitated the generation of a total revenue of US$717,818 in exports as at June 2018.

An improved trade environment also requires that exporters be adequately equipped to engage in regional and international trade. Therefore, several initiatives intended to boost the capacity of local exporters were undertaken to ensure that companies have export-ready products to enter the international market, and that their production processes are able to support export growth. These initiatives included training programmes in areas such as ‘The Art of Conducting In-Market Research for Exporters’, ‘Identifying and Assessing Export Markets’ and ‘Boost Your Possibilities – What’s Your Facebook Plan’. Over 46 training sessions were conducted during fiscal 2016 and 2017 with over 300 unique companies in attendance. See Box 6.1 for a list of training programmes held.

‘The pursuit of trade expansion into the Cuban market also took place, resulting in the signing of an agreement of cooperation which facilitated the generation of a total revenue of US$717,818 in exports as at June 2018.”
BUILDING GLOBALLY COMPETITIVE BUSINESSES

Box 6.1:
Export Training Programmes Held (2015-2018)

- Export Basics
- FSPCA Preventive Controls in Human Food
- Identifying & Assessing Export Markets (IICA)
- The Art of Conducting and Analysing In-market Research for Exporters
- Costing & Pricing Analysis
- Webinar: Digital Catalogue
- Webinar – Private Labelling
- Intellectual Property for Food and Beverage Companies.
- DAGS Sensitization Workshop
- Introduction to Export Marketing
- Boost Your Possibilities – What’s Your Facebook Plan

“25 companies were provided with the support required to overcome non-tariff trade barriers resulting in earnings from new exports due to direct interventions from trade shows and missions valued at US$793,946.00 in fiscal 2018 only (as at March 2018).”

To defray the costs associated with certain export related activities for selected exporters, Government provided a Co-Financing Service as exporters sought to penetrate or expand in export markets. From fiscal 2016 to fiscal 2018 (up to March 2018), 25 companies were provided with the support required to overcome non-tariff trade barriers resulting in earnings valued at US$793,946.00 in fiscal 2018 only, from new exports due to direct interventions from trade shows and missions.

Additionally, the National Aid for Trade Strategy was launched as a means of mobilizing resources from donor agencies to assist exporters and enhance trade. The Trade Strategy is aimed at identifying donor funding that can meet the needs of the country to improve the capacity to supply products for trade and trade-related infrastructure.

The Single Electronic Window (SEW) or TTBizLink continues to function as a platform to simplify and streamline all trade processes from documentation to regulatory procedures, thus enhancing the trade environment. Through the SEW or TTBizLink, during 2015-2018, the following Government services were brought online to improve efficiency:

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BUILDING GLOBALLY COMPETITIVE BUSINESSES

- The Pesticides and Toxic Chemicals Inspectorate, under the Ministry of Health on the SEW's e-Goods Declaration Module which is where the Customs and Excise Division manages the clearance process for goods entering Trinidad and Tobago;

- The e-Maritime Module, which allows shipping agents in Trinidad and Tobago to electronically prepare and simultaneously submit vessel pre-arrival and pre-departure declarations to several government agencies;

- The Pharmacy and Drug Inspectorate, Ministry of Health where persons can apply for the new electronic Permits and Licences needed by traders to import or export certain classes of goods.

To further improve the trade environment, and allow for easier inspections, reduce manpower and reduce processing time Government officially deployed two (2) mobile container scanners at the Port of Point Lisas, with two (2) more scanners to soon be deployed at the Port in Port-of-Spain. As international trade increases, and the demand on the port’s capacity increases, these scanners will significantly reduce the time taken to scan each container and improve service delivery as the new scanning process only takes between 2 and 7 minutes.

During this period, due to constraints experienced as a result of the limited access to foreign exchange, facilitating an unhindered process for trading became a challenge. Therefore, to address the challenges that arose and to meet the needs of affected manufacturers, Government implemented a US$100 Mn facility through the Export Import Bank of Trinidad and Tobago (EXIMBANK) that provided foreign exchange to approved manufacturers, inclusive of small and medium sized companies who meet the qualification criteria. This facility ensured the continuance of trading activities by companies of all sizes during the period.

Exporters also benefitted from the implementation of the Food Safety Modernization Act (FSMA) Programme which provided

“Government implemented a US$100 Mn facility through the Export Import Bank (EXIMBANK) that provided foreign exchange to approved manufacturers, inclusive of small and medium sized companies who meet the qualification criteria.”

(Continued on page 108)
the required support to become compliant with the FSMA. According to the US Food and Drug Administration (FDA), compliance with the FSMA is required in order to export to the United States. During fiscals 2016 and 2017, the Programme enabled over 22 companies to strengthen their food safety system and improve the quality of their exports.

**NON-ENERGY SECTORS ENHANCED**

Diversification of the economy continues to be a priority on the agenda of the Government of Trinidad and Tobago, especially in light of the volatility of energy prices on the international market. As such during the 2015-2018 period, several initiatives were undertaken to enhance the capacity of non-energy sectors to become more self-sustaining. Over the period, Government strategically focused on developing five (5) key sectors: Maritime Sector (including Yachting sub-sector); Tourism Sector; Manufacturing Sector; Creative Industries Sector; and Information Technology enabled Services (ITeS) Sector.

**Maritime Sector (including Yachting sub-sector)**

Over the period, the development of the Maritime sector continued with Government exploring several opportunities for establishing Trinidad and Tobago as a ship building/repair hub, due to our maritime location. In September 2018, a cooperation agreement for the development of a dry docking facility in La Brea was signed by the China Harbour Engineering Company Limited and the National Infrastructure Development Company (NIDCO) on behalf of the Government of Trinidad and Tobago. This project is expected to create employment, generate foreign exchange and therefore increase the contribution of the maritime sector to the revenue stream of the country.

A key sub-sector identified for investment in the Maritime Sector is the Yachting sub-sector. The Yachting Policy of Trinidad and Tobago was approved by Cabinet to reform and strengthen the legal and regulatory framework, allowing for a more organized and efficient means of developing the sector and generating revenue by making Trinidad and Tobago a preferred destination for yachters. In addition, a Yacht Marketing and Promotional Plan was developed and is now guiding efforts to increase the

(Continued on page 109)
number of vessel arrivals. One such effort was the Tobago Sailing Regatta (see Figure 6.1) which attracted 19 vessels. This Regatta benefitted Tobago financially, while providing much needed visible branding for Trinidad and Tobago as a yachting destination.

**FIGURE 6.1: TOBAGO SAILING REGATTA**

(Continued on page 110)
“Over the period, Government strategically focused on developing five (5) key sectors: Maritime Sector (including Yachting sub-sector); Tourism Sector; Manufacturing Sector; Creative Industries Sector; and Information Technology enabled Services (ITeS) Sector.”

To further demonstrate the commitment to build the yachting sub-sector, employees of companies in the yachting industry were provided with specialized customer service training. Participants benefitted from an introduction to approaches to attaining customer service excellence; the ways that customer service can aid in retaining clients; the importance of adding value to their business through loyalty programmes and a robust customer management system.

**Tourism Sector**

Efforts to enhance the tourism sector continued over the period. In 2015-2017, an in-depth analysis of the sector was conducted resulting in the closure of the Tourism Development Company (TDC*) and the subsequent establishment of two (2) new companies with oversight for Trinidad and Tobago as individual destinations. The two (2) new companies formed were the Tourism Trinidad Destination Management Company Limited which is focused on Trinidad as a business destination; and the Tobago Tourism Agency which is focused on Tobago as a leisure-based location.

To further support the development of the tourism sector and support the work of the aforementioned companies, Government commenced the establishment of the Trinidad and Tobago Tourism Regulatory and Licensing Authority (TTTRLA) to ensure that the quality of the tourism product meets international standards.

(Continued on page 111)
Other initiatives undertaken to develop the tourism sector included the provision of fiscal incentives to hotel and hotel-related businesses to enable viable and sustainable operations. One (1) such initiative is reimbursement of expenditure on the cost of work per room under both the Trinidad and Tobago Hotel and Guest Room Stock Upgrade Programme and the Small Approved Tourism Properties Programme.\(^{330}\)

**Manufacturing Sector**

In addition, to encourage diversification, facilitate business growth and develop new businesses, several Industrial Parks were either upgraded or expanded to satisfy the demand for industrial space over the 2015-2018 period. (See Box 6.2 for Works Completed at Industrial Parks in Trinidad and Tobago).

**Box 6.2: Works Completed at Industrial Parks in Trinidad and Tobago**

- Civil engineering work on 21 Lots (over 74 acres) for new investors was completed;
- O’Meara: roads paved and roofs and factory shells refurbished;
- Plaisance: roads paved and installation works on Waste Water Treatment Plant completed;
- Frederick Settlement: all roads paved and Electrical and Drainage works completed;
- Trincity: drainage improvement works completed;
- Morvant & Sea Lots: Landscaping and vegetation control; and
- Point Lisas: Fencing/Lighting works completed.

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**Creative Industries Sector**

In the midst of financial constraints, efforts at diversification continued through the development of the Creative Industries Sector in the areas of Music, Film and Fashion. To strengthen the local music industry, a National Stakeholder Engagement Event with 250 persons in attendance was conducted in October 2017 to discuss future projects for the development of the industry. The Stakeholder Engagement Event was then followed by the launch of the Live Music District in March 2018, which has since given local artists opportunities to display their talent at several events and locations.

Several workshops were also held to assist with developing the skills needed to improve the quality of the music being produced locally. These workshops covered topics such as Songwriting, Producing, Mixing and Mastering. Local songwriters, producers, artists and audio engineers were provided with the opportunity to interact with and learn from some of the global industry’s best in each field.

Another industry which has been under development is the Film industry with the development of a Production Expenditure Rebate Plan. Over the period, Government approved the Plan developed and when implemented, it is expected to attract many lucrative projects in the future.

Additionally, in the development of the film industry, the feature film ‘Moving Parts’ was created in collaboration with the local film industry. The film produced in Trinidad and Tobago premiered in Denver, San Francisco, Havana, Guadeloupe, Martinique and Panama, and also appeared at Cannes Film Market. The film is expected to capitalize on available sales and distribution opportunities to create further opportunities for the development of the film industry in Trinidad and Tobago.

(Continued on page 113)
Another sector which has been high on the agenda of the Government is the Information Technology enabled Services (ITeS) Sector. The lack of qualified human resources has been identified as a challenge in this area that needs to be addressed for the development of the sector and its expansion into the global market. Under the umbrella of the Global Services Promotion Programme, the Inter-American Development Bank (IADB) partnered with the GoRTT to provide funding for a number of initiatives aimed at providing specific ITeS training to meet the resource demands of the economy. It is expected that this partnership will increase the availability of human capital to support the growth and international competitiveness of firms in the ITeS sector.

Additionally, it is anticipated that the initiative will equip individuals with world-class certified ITeS-related skills, thereby improving the competitiveness of the workforce; securing a participatory and transparent process of resource allocation for ITeS skills development; and fostering closer relationships between the public and private business sector for ITeS skills development.

In addition, in fiscal 2018, six (6) firms were awarded a total of $3.2 million under the Global Services Promotion Programme, to undertake training expected to result in increased exports and employment in the ITeS sector.
CHAPTER 7

PLACING THE ENVIRONMENT AT THE CENTRE OF SOCIAL AND ECONOMIC DEVELOPMENT
As Trinidad and Tobago continues on the path of national development, it is critical that our natural resources are not over-exploited, but conserved and used sustainably. The environment plays a major role in the lives of citizens by providing food, livelihoods, clean air, water, energy, and safe shelter. Threats to the environment are both local and global and as such, we are faced with several challenges including the increased occurrence of natural disasters, spread of diseases and food shortages.

As the world becomes more interconnected, these environmental issues become easier to highlight and those more global in nature, require deliberate and coordinated efforts across national borders to reduce the effects. Climate change and the reduction of ozone depleting substances are two (2) such issues. At present, Trinidad and Tobago accounts for less than 1% of absolute global greenhouse gas emissions and while this represents a relatively small contribution to global emissions, it is imperative that we make efforts towards reducing our carbon footprint and reducing ozone depleting substances in the atmosphere.

Improper waste management, another burgeoning issue, poses social and health implications on any country. Thus, a conscientious effort to protect human health and the environment, must be undertaken to treat with both solid and chemical waste management. Likewise, the use of our biological resources (terrestrial and marine) which supports daily life, should be given priority as we engage in socio-economic activities.

Therefore, as Government continues on the development path to 2020, Government remains committed to ensuring the prudent use of our nation’s natural resources, and making certain that development activities and the environment co-exist in harmony without any detriment to the environment.
Trinidad and Tobago is committed to conditionally reducing its cumulative carbon emissions by 15% in the areas of power generation, transport and industrialized sectors by 2030. Therefore, over the period, attention was placed on the areas of climate change vulnerability and risks assessments; reducing fossil fuel use; improving energy efficiency; increasing the use of renewable energy; and reducing ozone depleting substances.

**Climate Change Vulnerability and Risks Assessments**

Pursuing climate change adaptation actions is one (1) of the key supportive strategies to provide protection and enhance the resilience of the nation’s vulnerable sectors from the severe consequences of climate change. Therefore, to understand and assess the risks posed by the potential consequences of climatic changes to vulnerable sectors as at August 2018, Government conducted Climate Change Vulnerability and Risks Assessments for eight (8) key vulnerable sectors in Trinidad and Tobago. Training was also provide in Community Climate Change Vulnerability Mapping and Risk Management with the key stakeholders and implementers in both Trinidad and Tobago. Thus, Government remains committed to treating with climate change related issues and ensuring that Trinidad and Tobago does its part on the regional and global stage. This commitment is demonstrated in Government completing all eight (8) Assessments in 2018, two (2) years ahead of time.

**Reduced Fossil Fuel Use**

A transition from fossil fuels means a reduction in carbon emissions. One (1) of Government’s key initiatives in transitioning away from the continued use of fossil fuels that is harmful to the environment is the transformation of the transportation sector from using gasoline to CNG.
CNG is a cheaper, greener, and more efficient alternative to the traditional petrol and diesel fuels for vehicles, emitting about 30% less carbon dioxide than the aforementioned. Therefore, through the implementation of several key initiatives by Government, growth in the use of CNG in the transportation sector is gradually gaining momentum.

Over the period, some improvement was seen in the overall sale (represented as volume of CNG in Litre Gasoline Equivalent (LGEs)) of CNG. Volumes moved from a baseline of 2.67 million LGEs (Litre Gasoline Equivalent) in 2015 to a high of 3.57 million LGEs in 2017 (34% increase), with an average of approximately 2.88million LGEs being sold per year over the last eight (8) years. The 2020 target is set at 486 million LGEs and as at July 2018, there was a cumulative volume of 12.25 million LGEs, with 2.66 million LGEs of CNG sold thus far for 2018.

Additionally, the number of vehicles that underwent Gasoline to CNG conversions was 5,350 in 2018, compared to only 1,500 in 2015 (see Figure 7.1). While there is still need for continued work to achieve the target of 100,000 CNG conversions by 2020 a phased approach to increase CNG conversions is being implemented.

To further encourage consumers to convert their vehicles from gasoline to CNG a new CNG Price structure of $1.00 per LGE was previously introduced in 2014. However, to create greater incentives, Government removed Customs Duties, the Motor Vehicle Tax, as well as, the Value Added Tax (VAT) on new or used (up to 2 years) CNG Vehicles. As a result of the removal of these taxes, there was a noticeable rise in publicity and marketing of CNG fueled vehicles by the private sector, resulting in increased CNG fueled purchases.
Further, through the intervention of Government, the CNG Company Limited (a subsidiary of the National Gas Company (NGC) of Trinidad and Tobago) committed to sponsoring approximately 2,620 conversions across all market segments between 2018 and 2019, further creating peaks in public awareness and interest.

In 2017, as part of its strategic intent to transition from gasoline to CNG, Government begun the implementation of a programme for the conversion of Government and State Owned Enterprises (SOEs) vehicle fleets to CNG. It is expected that by December 2020, a minimum of 30% of all GORTT and SOE fleets will be CNG. Accordingly, as of July 2018, one (1) CNG Mobile Refueling Unit (MRU) was stationed at PTSC’s compound to ensure an uninterrupted supply of CNG to PTSC’s fleet of CNG Buses.

Further, over the period as at August 2018, the PTSC procured 55 out of a target of 100 new dedicated CNG buses and they were successfully integrated into the PTSC fleet of buses. Likewise, in August 2018, Cabinet approved the deployment of

(Continued on page 119)
an MRU to NGC’s Gas Receiving Facility at Cove Estate, Tobago. The MRU was deployed to re-fuel PTSC’s five (5) CNG buses operating out of Tobago, as there are no other CNG refueling locations on the island. With such activities in train, conversions and volumes of CNG being used in the transport sector are expected to rise, further adding to achievements in this area.

**Improved Energy Efficiency**

To effectively manage a country's energy resources, and reduce wastage in power generation and through industrial sectors, strategic initiatives that focus on optimizing electricity generation and increasing efficiency in electricity per unit of fossil fuel are necessary. Therefore, from 2015-2018 Government engaged in a sustained effort to replace aging transmission infrastructure throughout the country to increase transmission efficiency.

Over the period, there were upgrades to infrastructure at the Bamboo/Gateway, Pinto Road, Westmooring and St. James locales, and new transmission infrastructure was laid in other regions such as Brechin Castle/Union and Gandhi Village/Debe. Notably, while 2018 had marginal improvements to electrical infrastructure and electrical output, there were favourable changes in the overall amount of electricity consumed. Electricity consumption per capita (kW·h) was reduced from 6,458 kWh in 2015 to 5,899 kWh as at June 2018 signaling a favourable trend that suggests reduced wastages, consumption, and/or increases in efficient technologies.

In addition, there were slight shifts in the country’s energy intensity, moving from 78,473 (kWh/TT$Mn) in 2015 to 80,423 (kWh/TT$Mn) in June 2018. While this shows an increase over the three (3) year period, Trinidad and Tobago’s energy demand has continually increased as the economy and country develops. However, this increase is well below the level of energy intensity expected by 2020 (96,373 kWh/TT$Mn).

**Renewable Energy**

Adoption and utilization of renewable and clean energy technologies, mainly within the power generation and industrial sectors, has remained a priority. However, for Trinidad and Tobago... (Continued on page 120)
Chapter 7

Placing the Environment
At the Centre of Social and Economic Development

Tobago to achieve its renewable energy (RE) goals, important supportive instruments are required in the areas of legislation, the fiscal mechanism and education and awareness. In this regard, a technical review of the Cabinet approved Feed in Tariff (FIT) Policy 2015 commenced at the end of 2017. The review is expected to inform legislative amendments to the Trinidad and Tobago Electricity Commission (T&TEC) Act and the Regulated Industries Commission (RIC) Act. These amendments will allow smaller producers of RE such as, houses with solar Photovoltaics (PV) cells or wind turbines, to connect and be integrated to the national power grid.

In an effort to engage and educate the general public on the uses and benefits of RE, Outreach, Education and Awareness Programmes were continued between 2015 and 2018. The implementation is one (1) such programme included the illumination of three (3) playfields with Light Emitting Diode (LED) lights used as both a display, and an opportunity to initiate discussions with the public about matters of energy efficiency, pricing and general information regarding RE.

Reduction of Ozone Depleting Substances

After acceding to the Vienna Convention in 1987, Trinidad and Tobago became part of a global movement toward the controlled phasing-out of the production, and use of ozone-depleting substances such as the refrigerant hydrochlorofluorocarbons (HCFCs); the fumigant- methyl bromide; and the fire suppressant- halon.

In 2015, Trinidad and Tobago consumed 46.02 Ozone Depleting Potential (ODP) tonnes of HCFCs (see Figure 7.2). While Trinidad and Tobago has consistently maintained results and successes in this area over the past decade, we have also been in pursuit of reducing our consumption to 17.90 ODP tonnes by 2020 thereby reducing, our baseline measurement by at least 60%.
“In addition, over 400 refrigeration and air conditioning technicians were trained in the proper used of HCFC related technology over the period and the National Guidelines for the Air Conditioning and Refrigeration Sector was also developed and approved by Cabinet.”

As of 2018, measurements have shown a consumption of 20.80 ODP tonnes, which signals a clear movement towards achieving the target and likely surpassing it.

A critical sector that is attributed to HCFC emissions is the Refrigeration143 and Air-conditioning Sector. Therefore, Government pursued three (3) main initiatives in attempting to significantly reduce HCFC emissions from this sector. These initiatives were providing technical support to the service industry; legal policy and institutional support; as well as, executing education and awareness campaigns. As such, a programme for Professional Certification of Refrigeration and Air Conditioning technicians, in collaboration with the Air Conditioning and Refrigeration Industry Association (ARIA) and the National Training Agency (NTA) was launched to improve the level of professionalism and accountability in the sector.

In addition, over 400 refrigeration and air conditioning technicians were trained in the proper used of HCFC related technology over the period and the National Guidelines for the Air Conditioning and Refrigeration Sector was also developed and approved by Cabinet. Over the period, Government also continued the implementation of the national compulsory

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labelling standards for refrigerant cylinders. These initiatives all culminated toward the proper use and purchases of products, appliances and equipment to reduce and eliminate impacts on the stratospheric ozone layer.

**WASTE MANAGEMENT**

Waste management continues to pose a challenge in the promotion of a clean and healthy environment. In an effort to sufficiently address the problems of waste and rectify issues associated with waste management, an inventory of waste generated in Trinidad and Tobago (2013-2015) was completed in 2016. This inventory characterized the volume and types of wastes generated across the different economic sectors and will now serve as the base for proper management of waste in Trinidad and Tobago. Further, a draft Waste Management (Registration and Permitting) Rules was developed with the intent of engaging in the Public Comment process in accordance with Section 28 of the Environmental Management (EM) Act.

**Solid Waste Management**

A critical aspect of waste management is the proper disposal, treatment and management of solid waste. Over the period, a number of initiatives were developed to treat with solid waste management which focused on treating waste at landfills. In 2016, the conceptual designs for a new landfill in Forres Park were completed; and to reduce surface water pollutants attributed to landfill activities, a pilot project for leachate treatment and identification of parameters for full treatment at the Guanapo Landfill was also completed. However, to date no landfill in Trinidad and Tobago has met internationally recognized standards, but as works continue, and it is expected that one (1) landfill will meet international standards by 2020.

In 2010, it was estimated that Trinidad and Tobago produced 700,000 tonnes of waste, far too much for a small island state. Therefore, to treat with solid waste and the issues surrounding it, several recycling initiatives were developed to help reduce waste at the national level, including within the public service, communities and in schools. Recycling initiatives implemented included:

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At the Guanapo Landfill Site, a Material Recovery Facility was commissioned for sorting commingled recyclable waste; 

A pilot recycling programme was established in eight (8) Ministries/Agencies; and 

The curbside Collection Pilot Programme was launched in the Couva/Tabaquite/Talparo Regional Corporation and the San Fernando City Corporation.

In addition, recycling initiatives were also introduced in schools, together with public awareness measures for the general public. In 2016, the ‘Eco Island Trip Board Game’ and ‘Folio and Friends Activity Book’ were launched as part of an enhanced public education programme targeted at school children. Anti-littering and Recycling Awareness Programmes were also conducted in 139 schools over the period October 2017 - June 2018.

The Recyclable Solid Waste Collection Project (iCare) was one of the major initiatives aimed at reducing the volume of solid waste entering landfills implemented by Government over the period. The Project is phase two (2) of the Beverage Containers Cleanup Project and aims to encourage recycling across Trinidad and Tobago. During the period, seven (7) new collection sites (mainly for beverage containers) were established at Maracas St. Joseph; Valencia Recreational Grounds; C3 Centre, Cashew Gardens; Cross Crossing Complex; the Ministry of Public Utilities and the Ministry of Rural Development. Three (3) Pilot Recycling Collection Depots at Claxton Bay, Sealots and Guanapo, managed by the Solid Waste Management Company was also implemented.

Additionally over the period, a number of clean-up activities were executed nationwide. To date, through this initiative, 510,681 bags of various sizes containing a mix of recyclable and non-recyclable material were collected.

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Chemical Waste Management

Efforts were also made to address waste management as it relates to persistent organic pollutants (POPs) and mercury contamination. One (1) initiative that sought to address the issue of POPs, was the Development and Implementation of a Sustainable Management Mechanism for POPs project in the Caribbean.

Trinidad and Tobago, being a signatory to the Stockholm Convention on POPs, will directly benefit from three (3) of the five (5) components under this initiative and implementation has begun, with significant being strides made in these areas. These strides included the completion of an updated POPs inventory; a draft revised National Implementation Plan for the Stockholm Convention which is in the final stages of completion for endorsement; and a draft comprehensive Integrated Chemicals Management Bill.

In assessing potential contaminated sites to determine the level of contamination by POPs, two (2) sampling campaigns were conducted to identify the presence or absence of POPs at the Guanapo landfill, while a Preliminary Contaminated Sites Inventory of potentially contaminated sites were developed for further streamlining to five (5) priority sites for detailed assessment. Furthermore, work continues on the development of an Information Capture System on POPs which is expected to be completed by 2020. This, through the implementation of these activities, 'inter alia,' the quantity of POPs released (g TEQ/a) was reduced from 24 g (TEQ/a) in 2011 to 23 g (TEQ/a) as at June 2018.

Mercury continues to pose a challenge to the health and safety of our citizens. Once mercury enters the environment as a pollutant, it can be extremely dangerous given its persistence, mobility and ability to bioaccumulate and biomagnify. Therefore, it is of critical importance that mercury is contained and managed. One (1) initiative implemented by Government that sought to address the containment and management of mercury was the Minamata Initial Assessments (MIAs) project in the Caribbean. This project aims to facilitate and ratify implementation of the Minamata Convention of Mercury.

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Under this initiative, Trinidad and Tobago established a National Working Group; completed an assessment of the Legislative and Institutional Framework in Relation to the Implementation of the Minamata Convention on Mercury; completed a Mercury Level Two (2) inventory of mercury releases; public awareness and public education campaign; and are in the final stages of completion of the Trinidad and Tobago Minamata Initial Assessment Report.

**Air and Water Pollution**

Air and Water Pollution is also a serious concern for Trinidad and Tobago. As a heavily industrialized country, air and water pollutants can have significant negative impacts on the health of citizens if not properly managed. As such, over the period 2015-2018, efforts continued towards ensuring the quality of our air and water were properly monitored.

Work continued on the development of the Ambient Water Quality Standards with the establishment of a technical working group to develop the draft standards. Further, work continued under the expansion of the Ambient Air Quality Monitoring Network (AAQMN) and development of an Air Quality Index (AQI) for Trinidad and Tobago. To date, two (2) AAQMN stations were placed in Port-of-Spain and Chaguanas, with ongoing work to establish a third (3rd) station before the end of 2018, and the fourth (4th) by 2020. Thus, Trinidad and Tobago has made significant progress as at fiscal 2018, with all facets of the air pollution rules being fully executed, meeting the 100% implementation of the rules, ahead of the 2020 target.

In the area of water pollution, studies were conducted to establish key areas where there were high levels of pollution. Investigations were also done into the amount of waste, including the bacteria and chemicals found in fish and shellfish in order to determine contamination. Bacteriological water quality studies were also conducted at various beaches, where areas with poor water quality and resultant potential health risks for bathers were identified. A trade effluent standard, to limit the amount of pollutant entering public sewers and thus the environment, was also declared in 2015 by the Trinidad and Tobago Bureau of Standards.

"Trinidad and Tobago has made significant progress as at fiscal 2018, with all facets of the air pollution rules being fully executed, meeting the 100% implementation of the rules, ahead of the 2020 target."
Biodiversity both terrestrial and marine play a significant role in the social and economic development of Trinidad and Tobago. Biodiversity plays four (4) major roles in human lives through provisioning services; regulating services; supporting services and cultural service). In recognition of this, Government engaged in a number of strategic initiatives to protect and conserve our rich biodiversity.

**Terrestrial Biodiversity**

With respect to the use of land resources, Government implemented a number of initiatives to conserve our terrestrial biodiversity. One (1) such initiative was improving Forest and Protected Areas in Trinidad and Tobago. Over the period, stakeholder interest was gathered through stakeholder consultations in six (6) of the pilot sites for project implementation. Desk reviews were conducted for each site to compile knowledge of the use of these areas. Baseline ecological surveys were also undertaken at each site to identify and assess certain species and to propose appropriate tools and techniques for subsequent monitoring.

Additionally, Knowledge, Attitude and Practices (KAP) surveys were conducted in communities surrounding each of the pilot sites to help identify what is known about these sites, including their protected status, the threats they face and how persons are currently using these areas in the hope of improving the management of these sites. Training was also conducted with the aim of building the skills and experiences of the stakeholders to improve the management of forested and protected areas.

A National Protected Area System Plan is also being developed in order to rationalize protected areas in the country, improve their long-term viability and to conform to existing international norms for protected area design, designation and management (See Figure 7.3 for Key Achievements of Improving Forest and Protected Areas Management in Trinidad and Tobago).

With regard to forest management, continuous management and treatment of the 35 forest reserves and 11 wildlife sanctuaries (Continued on page 127)
continued in the South East Conservancy to determine if any treatment is required. One (1) forestry data base management system and two (2) habitat inventories were also developed, and with continued efforts, it is anticipated that three (3) additional forestry data base management systems and four (4) additional habitat inventories will be completed by 2020.

Protecting and conserving natural areas, while critical for human development, is also critical to the species that inhabit these areas to maintain ecological balance. So in July 2018, the Scarlet Ibis was declared as an Environmentally Sensitive Species (ESS), meeting the target of one (1) additional species added to the ESS list. In order to protect other animals that are already designated ESS, the development of a management plan for the ocelot continued, while the management plans for the pawi and sea turtles being updated and implemented. It can be expected that these plans will be completed by 2020.

“In July 2018, the Scarlet Ibis was declared as an Environmentally Sensitive Species (ESS), meeting the target of one (1) additional species added to the ESS list.”

Figure 7.3: Key Achievements of Improving Forest and Protected Areas Management in Trinidad and Tobago

(Continued on page 128)
While the aforementioned efforts were focused on ESS, further work must continue in reducing the number of species that are endangered or threatened. For the period 2015-2018, the number of species endangered or threatened remained at 68, showing no improvement toward a 50% reduction by 2020.

Biologically rich areas were also given attention and as such the Caroni Swamp was identified for designation as an Environmentally Sensitive Area (ESA). With works ongoing we can therefore expect by 2020, the Caroni Swamp will be designated as an ESA thereby adding one (1) additional ESA added to the existing three (3) ESAs. For the previously designated ESAs- the Matura National Park, Nariva Swamp and the Aripo Savannas- management plans are currently being updated and can be expected to be completed by 2020.

**Marine Biodiversity**

In 2015-2018, efforts were made to manage marine invasive alien species, specifically the Lionfish, as it posed a serious threat to the coral reefs in Tobago. During this period, the lionfish was monitored and managed, and baseline information was collected on the ecology of the lionfish to determine the negative impacts on the coral reefs. Further, there were continuous efforts to control the lionfish population in Tobago through the promotion of the lionfish as a food source and reduce its impacts on the reefs (See Figure 7.4). There has been a public and private sector awareness and education program on the impacts of lionfish to the ecology of our marine environment.

(Continued on page 129)
Efforts were also made to increase the acreage of valuable resources under protected area management, particularly that of Tobago’s coral reef. In order to do so, surveys were conducted on the reef structure of North East Tobago and assessments of biodiversity characteristics, ecological value, socio-economic value, fisheries nursery functions, physical topographic structures and pollution and climate change impacts on the reefs in South West and North East Tobago were performed. While these efforts would play a significant role in protecting our reefs and marine environment, the percentage of marine areas under protected area status remained unchanged from the 2015 baseline (0.0028%).

(Continued on page 132)
Since 2006, there were significant changes to the social, economic and environmental paradigms locally and internationally and as such, the process to revise the 2006 National Environmental Policy (NEP) was undertaken. The NEP serves as the policy document that provides a rational, practical and comprehensive framework for environmental management.

To date, an assessment of National Environmental Literacy was completed in 2017 whose findings have been used to further inform the revision and update of an NEP (2018). Cabinet also agreed to the implementation of an Integrated Coastal Zone Management Policy to address degradation in the coastal and marine environment, and an Inter-ministerial Committee was appointed to oversee the implementation of an action plan for the Policy.
Government remains committed to the long term development of Trinidad and Tobago, and to ensuring the highest standard of living for all citizens. As such, it is imperative that the implementation of key projects, programmes and policies are monitored and evaluated to ensure that the intended results are actually being achieved and transforming the lives of the people of Trinidad and Tobago. Therefore, in the coming months, the Ministry of Planning and Development will be working together with Ministries, Departments and Agencies to develop the Annual Report on Performance (ARP) 2019.

The ARP 2019 will provide a more comprehensive view of the progress of Government initiatives from fiscal 2017 to fiscal 2019 in the five (5) thematic areas outlined in Vision 2030.

Specifically, the ARP 2019 will focus on the achievement of outcomes and impacts, rather than the activities and outputs. The ARP will examine the linkage between key projects and programmes and results in the Standard Results Chain and examine where performance exceeded expectations or fell short; thus incorporating key monitoring and evaluation (M&E) tools and techniques as part of the process of defining and determining progress, based on the National Performance Framework (NPF) 2017-2020.

The NPF (2017-2020) is a performance measurement framework developed to monitor and assess the implementation of the goals of Vision 2030 over a three (3) year period, from 2017 to 2020. The NPF facilitates a new approach to results-based management (RBM), by outlining Results Chains for each thematic area and serving as a measurement tool to track the achievement of the goals which have been set out, using targets and national indicators.

In fiscal 2019, the Ministry of Planning and Development, through the National Transformation Unit (NTU) will also be engaging Ministries, Departments and Agencies in strategic workshops for the development of a supplemental National

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Indicators Booklet. As a result of the workshops, it is expected that the Booklet will identify the most appropriate performance indicators with corresponding clear targets so we can better track our progress in achieving our vision by the year 2030.

Further, within the next fiscal year, the Ministry of Planning and Development will be rolling out a two (2) year M&E Implementation Plan for the institutionalization of the National M&E Policy of Trinidad and Tobago in the public sector.

The National M&E Policy sets out the approach to be used in the National M&E System, and provides guidance for the practice of M&E activities within the public sector.

Additionally, within the next year, strategic focus will be placed on the development of a National Evaluation Agenda which will be a comprehensive and standards-based approach to identifying a specific number of strategic projects or programmes for which evaluations should be undertaken.

In conclusion, the Government of Trinidad and Tobago is intent on continuing to move steadily forward in the establishment of Results-Based Management as a more reflexive method of governing. The values of transparency, accountability and value for money remain a high priority. Government will, therefore, continue to undergird the work of all Ministries, Agencies and Departments with the appropriate practices to ensure lasting prosperity and sustainable development.
1. The Dashboard (Traffic Light) System is designed to display information pertaining to indicators as they relate to the priority areas. In this manner the Dashboard System adds value by focusing the user or reader on monitoring data that links the indicators and metrics to the Key Result Areas.


7. Source: Ministry of Education

8. Ibid


10. Ibid

11. Ibid

12. Ibid

13. As a percentage of the schools recommended for upgrade/repairs


15. Ibid


17. Ibid

18. Ibid


20. Ibid


22. Ibid

23. This is an annual statistic. Ministry of Education

24. Ibid

25. Ibid

26. Arima and Point Fortin Hospital Included

27. Hospital Utilization Reports 2016

28. Forecasted based on hospital Utilization 2018 reports


30. Ministry of Health 2018

31. Ibid

32. Ibid

33. HIV Estimates, Ministry of Health

34. Hospital Utilization Reports 2016

35. Hospital Utilization Reports 2017

36. Hospital Utilization Reports 2017 (Forecasted)


38. Pan-American STEPS Chronic Non-Communicable Disease Risk Factor Survey, 2012 (Forecast)

39. Based on projections inclusive of Arima and Point Fortin Hospitals


41. Hospital satisfaction rates 2018

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CHAPTER 2 NOTES

42. CSO publications: National Population and Housing Census Report 2011
43. https://data.worldbank.org/indicator/SH.DYN.MORT
44. Sustainable Development Goals for 2030
45. Hospital Utilization Data 2018, Ministry of Health
46. Hospital Utilization Data 2016, Ministry of Health
47. Sustainable Development Goals for 2030
48. Hospital Utilization Data 2018, Ministry of Health
49. Source: Ministry of Public Administration, T&T’s score for Citizen Index Study of 2015 which measured six (6) public services
50. Source: Ministry of National Security: January to December.
51. Source: Ministry of National Security: January to June
52. Ibid
53. Source: Trinidad and Tobago Police Service (TTPS)
54. Ibid
55. Ibid
56. Source: Crime and Problem Analysis (CAPA) Branch, TTPS
57. Information related to Programme for Upgrading Roads Efficiency (PURE) Programme only.
58. PURE Programme only
59. Operational buses fleet-on an average less than 250 per day.
60. Operational buses fleet-on an average less than 400 per day.
61. Operational buses fleet-on an average less than 200 per day.
62. Source: Water and Sewage Authority (WASA)
63. Ibid
64. Ibid
66. Source: Ministry of Trade and Industry
67. Source: Ministry of Planning and Development, Environmental Policy and Planning Division.
68. Source: Ministry of Energy and Energy Industries
69. Ibid
70. Source: Trinidad and Tobago Electricity Commission via Ministry of Public Utilities,
71. Source: Ministry of Public Utilities, Trinidad and Tobago Electricity Commission
72. Ibid
73. Source: Trinidad and Tobago Solid Waste Management Company (SWMCOL)
74. Ibid
75. Ibid
76. Ibid
77. Source: Environmental Management Authority
78. Ibid
79. Ibid
80. Ibid
81. Ibid
82. Ibid
83. Ibid
84. Source: Ministry of Agriculture, Land and Fisheries
85. Ibid
86. Ibid
87. Source: Institute of Marine Affairs

(Continued on page 137)
88. Source – Adapted from http://www.housing.gov.tt/new-home-subsidy/ Accessed on September 3rd, 2018
89. Information for Fiscal 2018 is as at July 2018.
90. In the Squatter Regularization process, a squatter must first apply and receive a Certificate of Comfort (CoC) to be eligible for a Statutory Lease. Once in possession of a Statutory Lease, the relevant payments for the land must be met within a maximum of 30 years. Upon completion, the applicant can be granted a Deed of Lease for 199 years. This Deed of Lease conveys ownership of the land to the eligible squatters and, by extension, all of the benefits of land ownership under the Constitution. Adapted from http://www.housing.gov.tt/300-squatters-receive-certificates-comfort-end-year/ Accessed on August 20th, 2018.
94. Source: Ministry of Education
95. Ibid
96. Ibid
97. Adapted from https://www.education.nh.gov/instruction/school_health/health_coord_environ.htm Accessed September 9th, 2018
98. In 2018, 20 schools made requests for repairs, and works were completed at 14 schools. Source: Ministry of Education.
99. In 2018, 100 schools requested repairs and works were completed at 81 schools. Source: Ministry of Education.
100. In 2018, 70 schools requested repairs and works were completed at 56 schools. Source: Ministry of Education
105. Adapted from Franklyn J., Gaston (2014) A Seamless Education System for the Ministry of Education of Trinidad and Tobago. UWI Mona Website: http://www.mona.uwi.edu Accessed September 2nd, 2018
107. Adapted from https://www.healthcareadministrationedu.org/what-is-health-and-medical-administration/ Accessed on September 19th, 2018

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CHAPTER 4 NOTES

108. The central purpose of the NSITT is to deliver a modernized system for data collection and timely delivery; to collect and disseminate more credible data, to exercise more authority in the management of the data; to ensure stronger and more vigorous data collection strategies; and to have autonomy as an institution. Source: Ministry of Planning and Development

109. North-West and Central Regional; North-East Regional; South Regional and Tobago Regional.


CHAPTER 5 NOTES


123. Government of Trinidad and Tobago Information Memorandum, https://www.stockex.co.tt/read.

(Continued on page 139)
124. 11th EDF Presentation, European Development Fund, Ministry of Planning and Development

133. National Climate Change Policy. 2011. Government of the Republic of Trinidad and Tobago
134. Conditional reduction of Trinidad and Tobago’s carbon emissions are set at 15% since the country is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC) namely, the Kyoto Protocol and Paris Agreement.
136. Source: Ministry of Energy and Energy Industries
138. Legal Notice No. 117 of 2017
139. Energy intensity is the ratio between the gross inland consumption of energy and GDP calculated for a calendar year Source: MEEI.
141. MEEI’s Public awareness projects, in particular, the Solar LED Lighting in Play Parks Project aims to engage the public and increase awareness of Renewable Energy Technologies but also contribute to the reduction in the carbon footprint of public facilities.
142. HCFCs are measured in Ozone depleting potential (ODP) which refers to the amount of ozone depletion caused by a substance. Notably, this measure is based on imports since the country does not manufacture or produce any ozone depleting substances.

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CHAPTER 7 NOTES

143. International Institute of Refrigeration (2014) estimates that 7.8% of global greenhouse gases (GHG) emissions are attributed to the refrigeration sector


146. Biomagnification - The concentration of toxins in an organism as a result of its ingesting other plants or animals in which the toxins are more widely disbursed https://en.oxforddictionaries.com/definition/us/biomagnification


148. The six pilot sites are Trinity Hills, Caroni Swamp, Nariva Swamp, Matura Forest, Main Ridge Forest Reserve and North East Tobago Marine Protected Area
