The People’s Partnership Plan

2015 CLEAR, COMPREHENSIVE MANIFESTO TO UPLIFT ALL CITIZENS AND TO BUILD A JUST, MORE EQUIitable SOCIETY.
Courageous, Caring, Compassionate Leadership
Looking Ahead

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LOOKING AHEAD
In the last five years, your People’s Partnership Government has moved our country from decline to growth, from crisis in 2010 to recovery since 2012 and continuing, and we have kept all our people united, our country secure and our economy strong.

Moreover, we have delivered goods and services to all our people without discrimination and have brought development, in one form or another, to every part of the country, reversing rural neglect, addressing urban challenges, and focusing on the development of people in a way that is unprecedented in this country.

We created 56,000 jobs, we facilitated a climate where businesses could grow, we increased investment, both local and foreign, and we supported the vulnerable and the poor to ensure that all citizens would be able to live a decent life.

Trinidad and Tobago is receiving the attention of the world and we are doing what we can to play a responsible role in the international community. Within the last five years several heads of state have come to visit and we have been signing trade agreements in Central America, double taxation treaties with major economies, engaging international investors, and making an impact in the United Nations system.

Our international engagements, though, are for the sake of the people of Trinidad and Tobago. Our work in government is for the people of Trinidad and Tobago. Over the last five years, the People’s Partnership has been building a partnership with the people because we understand that we govern because the people have asked us to govern for them, and that it is their will that we govern.

We want, in partnership with you, to take this country into a glorious future where jobs are plentiful, where opportunities are many, where hard work and productive effort bring rewards, where the workforce is educated and skilled, and where every citizen can enjoy a high quality of life with a good income.

We also want to see all our people, in all their variety, continue to live in unity and harmony. We want to see our culture flourish, our children well looked after, our families strong, our communities thriving, our society cooperative and happy, and our economy buoyant and prosperous.

So work with me for a brighter future. Let us learn from the mistakes of the past as we fashion a brighter future. The road to development is not always smooth but together we shall succeed. Partner with me for an even better tomorrow. Let us work together to build our country and make it stronger. The People’s Partnership has performed well and delivered as never before over the last five years, and together we can build on this foundation and make a leap forward.

Let every child be healthier and full of enthusiasm to learn. Let the differently abled be given the support required as well as opportunities. Let every man and woman be productive and creative and reap the rewards of their efforts.

Let us respect the elderly who have given much to our society and let us give them opportunities to give value and feel valued and cared for.

Let us have good government, compassionate business, enlightened labour, a responsible civil society, a fair and balanced media, and an objective, more selfless elite in a thriving democracy.

And let us work together in harmony to build a brighter future.

Kamla Persad-Bissessar
The last five years have been both fulfilling and challenging for the National Joint Action Committee (NJAC). NJAC is proud to have been part of a government that has achieved an unprecedented level of service delivery and fulfilment of the needs of the population, from roads and infrastructure to human development. The party is further gratified that it has made significant contributions to the policies presented in the 2010 “Prosperity for All” Manifesto, which was adopted as government policy from 2010 through 2015. The People’s Partnership was able to deliver on as much as 90% of the plans outlined in the manifesto, which is a remarkable achievement. This has signalled a new political culture in Trinidad and Tobago and has raised the bar for standards of achievement by all public office holders.

NJAC believes that Trinidad and Tobago, as a developing nation, will not achieve developed nation status unless the critical issue of national unity is dealt with effectively. This has been a major focus of NJAC’s struggle since 1969. Politically, and to a lesser extent, socially, Trinidad and Tobago has been a very divided and polarised society. The two major bases for this division are ethnicity and class. This is a legacy of our colonial experience. As a result, this poses a great challenge for efforts that should be made towards the mobilisation of our resources, particularly our human resources, in the process of national development. Much progress has been made under the People’s Partnership but this must continue to be a very high priority on the agenda during the next term of government.

As our people move forward towards the creation of a new and just society, it is important that we recognise the need to adhere to the fundamental principles of participation, consultation and mobilisation in the process of nation building. In so doing, this would ensure that the essential framework for participatory democracy and people’s power prevails. The sovereignty of the people must be respected in the governance of our nation. NJAC remains steadfast and committed to the principles of good governance, with two of the most important pillars being transparency and accountability.

NJAC is committed to continued service to the people, and is committed towards working with the people and for the people, and towards making its contribution in the interest of the people.

Kwasi Mutema
The TOP joined the People’s Partnership to secure the best possible outcome for the people of Tobago. It is my view that we have achieved most of what we set out to do. That is why we continue to be partners. The People’s Partnership has been good for Tobago and as a government, the People’s Partnership has taken Tobago seriously. But a lot has happened in five years – Tobago has been up and it has been down, and the people of Tobago need to be on top again.

There is a huge aspiration in the heart and spirit of the people of Tobago for self-governance, greater autonomy and self-sufficiency. It is the responsibility of leadership in Tobago to recognise this and to harness these aspirations into constructive action.

Trinidad and Tobago is a blessed nation, and Tobago is indeed paradise! Both islands need to work harmoniously so that Tobago can begin to achieve its real potential and so that Trinidad and Tobago as a significant small nation can attain its destiny.

Each island can be an economy unto itself. With effective synergies and competent management, the possibilities for each are multiplied with the main beneficiaries being our people on both islands. Tobago wants to do more and to be more and Tobago wants to contribute significantly to national development. One way to do that is through the national Parliament with effective representation.

The TOP is committed to effective representation of the people of Tobago in Parliament but we can only help you to achieve your aspirations if you choose us to do so.

If you give TOP the opportunity to represent you in Parliament again, you will not regret it. We have achieved a great deal in these last five years and the people of Tobago will achieve more with a People’s Partnership Government, which has delivered across Trinidad and Tobago without discrimination and which will continue to do so in the next term.

One of the important aspirations that the TOP fought to fulfil was internal self-government but it eluded us in Parliament. Rest assured that should the people of Tobago give us the opportunity again, we will do everything possible to ensure that Tobago secures meaningful self-governance.

Ashworth Jack
1.3 Message From The Leader Of The Congress Of The People

We build tomorrow today on our experiences of yesterday. We, the Congress of the People, will continue to be part of creating a successful, sustainable, viable and vibrant future for the people of Trinidad and Tobago on the many achievements of our government over the past five years and our hopes, dreams and expectations – our vision for tomorrow.

In so doing, we will continue to be the party of integrity, ideals and ideas. We will be that solid rock of support for principles and probity in government and a constant advocate for morality in public affairs. We will never deviate from our insistence on transparency and accountability in government. We will always be the voice of reason in the heated emotional atmosphere of national politics and the bastion of equal rights, equity and fairness in a society so often polarised by race and sectarian interest.

We believe that the future of our country is too important to be left to politics as usual and this is why our party was formed. We are about serious politics for serious people. We are about decisions made in the best interests of all our people, not just this generation but generations to come. We cannot and will not tell you what to think but we try to identify the things worth considering together.

In our five years in office, the People’s Partnership has done more than all previous governments in improving the quality of life, infrastructure and services in Trinidad and Tobago. We have developed citizen-centric policies, instituted programmes, completed projects and made available goods and services that vastly improve the standard of living of all our citizens. These achievements are the foundation and launching pad for an even brighter and better future for all – a future made possible by our party, the Congress of the People, as part of a government that delivered. With all the new infrastructure in place, we will continue to deliver even more benefits and opportunities for citizens now and in the future.

I urge you to keep the faith in us and in the People’s Partnership that has done so much for so many people in the short space of five years and will do even more if you give us the opportunity.

Prakash Ramadhar
The Economy And Jobs

1. The People’s Partnership will double exports of locally manufactured products by 2020. We will double exports in services by 2020 with a corresponding increase in the number of jobs. We expect to see a drastically higher contribution to Gross Domestic Product (GDP) by both the manufacturing and services sectors.

2. We will increase employment both in manufacturing and in services by 50% by 2020.

3. Growth poles (geo-economic centres) supported by strategically located economic zones will be created or enhanced as required in key areas to create jobs.

4. The seven clusters to achieve diversification will be dedicatedly developed. These are finance, ICT, tourism, marine industries, food sustainability, creative industries, and energy and related services.

5. The Green Economy in Trinidad and Tobago will be developed, creating jobs, new businesses and economic growth. The Blue Economy will be developed, helping the coastal communities of Trinidad and Tobago rely on their aquatic sustainability. We will develop the Silver Economy to benefit our older citizens and stimulate our economy as a whole.

Crime

6. The People’s Partnership is firm in its zero-tolerance approach to crime. Our unequivocal commitment is to preserve law and order and to rid the country of the blight of crime. Crime and law and order remain the number one issue facing our country and this is our top priority for our second term in office.

7. In our next term in office, we will continue the emphasis on more effective law enforcement, policing and border control.

8. We will also strengthen surveillance and control of our territorial borders to stem the illegal entry of goods and people.

Healthcare

9. We will provide improved care at our 105 health centres across the country and at our hospitals for all pregnant women, babies and infants so that our children get the best possible start in life. The new hospitals that we shall build will offer the highest quality healthcare well distributed throughout the country.

Education

10. We will provide a place for every child at early childhood level, and at primary and secondary
school. We will improve the quality of education for all in our country school by school.

11. We will develop and roll out a comprehensive school curriculum from the pre-primary to secondary education level.

Homes

12. We will help every family that needs a home to find a way to achieve this, through jobs, through programmes such as squatter regularisation, land for the landless, low-cost mortgages, and home acquisition supported by HDC.

13. We are committed to economic justice through widespread opportunities for education and skills training, and land ownership, homeownership, share ownership, business ownership, and jobs.

Transport

14. We have linked communities by building the Point Fortin Highway to San Fernando and this will continue as we build the road to Fyzabad. The San Fernando to Mayaro Highway and the Port of Spain to Chaguaramas Highway/Causeway will also have the same effect on other communities.

15. We will alleviate traffic problems. Transit hubs will be constructed in Chaguana, Arima, and St Augustine. Dedicated school bus transportation and dedicated bus services for industrial estate workers will be developed. Two dedicated, predictable rapid bus transit systems from north to south and east to west will be introduced. Park and ride will indeed become a reality from a number of strategic locations.

Broadband

16. We are committed to the continuing development of a comprehensive broadband network.

Gender Equality

17. We will address the issue of equal pay for equal work by men and women. We will introduce a comprehensive programme of day care and after-school services to support parents at work.

Water

18. We will continue the development of water supplies with the construction of another 1,000 kilometres of pipeline and provide water directly to every home.

Sport

19. We will transform the Tarouba facility into the Tarouba Sports Academy and develop sport as an industry.

Good Governance

20. We will ensure good governance through procurement reform, an enlightened political party financing regime, free and fair elections, and strong, independent institutions.
1. Helping Your Children

We launched the Children’s Life Fund to ensure that children living with life-threatening medical conditions can access funding and medical care at the state’s expense. The lives of over 200 children have been saved.

2. Better Education For Your Children

i) Universal preschool education (one of the few nations to achieve this UN Millennium Development Goal (MDG)) where children two to five years are given a strong foundation for learning, after which they have good opportunities up to free tertiary and technical vocational education.

ii) Delivery of laptop computers to every secondary school child.

iii) Construction of the University of the West Indies South Campus.

iv) An integrated University Campus in Tobago.

v) Construction of a new UTT Campus in Chaguanas.

vi) New COSTAATT Campus in Sangre Grande.

vii) Construction of about 95 schools.

3. Improving Health Treatment For Your Family

i) We delivered the long-denied Scarborough General Hospital and developed the 240-bed San Fernando Teaching Hospital.

ii) The Couva Children’s Hospital has been constructed and will be operational by September 2015.

iii) We have also rebuilt and/or refurbished 105 community health facilities with extended opening hours, and construction has started on the long-promised (by previous governments) Arima and Point Fortin Hospitals.

iv) We established the El Dorado Nursing Academy to support the country’s need for nurses and medical personnel.

4. Water Distribution To Your Community

We have transformed potable water distribution from 17% nationally in 2010 to over 74% currently in 2015.

5. More Homes For Your Families

i) We provided a substantial number of homes for those on low incomes with additional support for the development of strong communities.

ii) We have also met the needs of middle-class families
and professionals and built homes in Egypt Village, Chaguanas, Cypress Gardens in San Fernando, and the Victoria Keys complex in Diego Martin.

6. More Jobs For You

We have created 56,000 new jobs since 2010.

7. Increased Minimum Wage And Pensions For You

i) We raised the minimum wage by 66% to improve the lives of the lowest paid citizens, and increased the minimum wage on two occasions to achieve this from from $9.00 in 2010 to $15.00 per hour.

ii) We have increased the Senior Citizens Pension from $1,950 in 2010 to $3,500 in 2014/15.

iii) We have also increased pension up to $72,000 as non taxable.

8. Lower Food Prices For You

We have kept food prices lower by:

i) Significant increases in local food production.

ii) Removing VAT on 7,000 food items.

iii) Effecting cost-price reductions for national religious observances.

iv) Pursuing prudent fiscal policies to keep inflation in low single digits.

9. Defending Our Nation

We have secured our country by strengthening defence capability in the following ways:

i) The highest visibility of mobile law enforcement ever seen in our nation’s history, which has provided a great deterrent and caused a degree of reduction in fear.

ii) Reduction of serious crimes to the lowest level in 31 years

iii) National Security Operation Centre established and functioning effectively.

iv) Community Comfort and Highway Patrols established and functioning effectively.

v) Anti-human trafficking efforts intensified through the formation of the Counter Trafficking Unit (CTU).

vi) More police vehicles equipped with GPS and installation of CCTVs throughout the nation.

vii) Eight new police stations built.

10. Diversifying Our Economy

We are accelerating diversification of the economy. We have increased non-energy revenue by over TT$13 billion and the non-energy sector’s contribution to GDP has been growing, taking us in the direction that we want to go, which is to be less dependent on energy resources.
11. Increasing Oil Production

We have stopped a ten-year decline in oil production, which tumbled from 145,000 barrels per day in 2005 to under 100,000 barrels per day in 2010. This decline actually began in 2006. We have succeeded in stabilising production over the last three years and are moving towards building up production again.

12. Increasing Foreign Investment In Our Country

We have increased foreign direct investment from around US$500 million in 2010 to an average of about US$1.5 billion each year since 2012.

13. Delivering Social Justice

We have negotiated and settled over 130 collective agreements, giving workers their due and putting more income into the hands of tens of thousands of working citizens.

14. Better Governance

We introduced and passed enlightened legislation to govern public procurement, bringing integrity and transparency to the procurement of goods and services and more effective scrutiny of project execution.

We met the international requirements for the Extractive Industries Transparency Initiative (EITI). We strengthened legislation to address white collar crime. We made Parliament more responsive and accountable.

15. Improving Sports Facilities For You

We created a sports sector that can generate revenue through improved opportunities for training and competition by building:

- The first national cycling centre in the region
- The first national tennis centre in the region
- The first national aquatic centre in the region

We have also resurfaced the Wallerfield Motor Racing Circuit with a view to include motorsport in our sport tourism thrust. These initiatives will transform sport and the approach to sport in Trinidad and Tobago.

We have built and/or refurbished sports pavilions and lit 221 recreation grounds – with 204 commissioned throughout the country.

We have increased foreign direct investment from around US$500 million in 2010 to an average of about US$1.5 billion each year since 2012.
1. Development Of Seven Economic Zones

This will be actioned at several locations. These include Connector Road (97 acres), Dow Village (150 acres), Factory Road (67 acres), Frederick Settlement (400 acres), Preysal (80 acres), Reform (19 acres) and Point Fortin (20 acres). These will be rationalised for agroprocessing, commercial services, manufacturing, light manufacturing, petrochemicals and high-tech manufacturing. Good quality jobs will be created by these initiatives and the decentralisation process will be accelerated. This will facilitate the movement of the Borough of Chaguanas to city status and will complement other private initiatives in housing and retail commerce. The economic zones are aligned with our growth pole strategies, for example, the economic zone in Point Fortin is part of the development thrust for the south-west growth pole.

2. Establishment Of Dry-Docking Facilities In La Brea

This will also be a public-private partnership with possible start-up early in 2016 yielding thousands of sustainable jobs in a traditionally depressed area. This initiative has to be seen in the context of major investments by Mitsubishi-Massy-NGC, a clear commitment to the development of the south-west growth pole with an economic zone identified for Point Fortin and other government infrastructure projects.

3. A Medical Tourism Hospital

This will be a public-private sector project involving university collaboration on university lands along the east-west corridor and supported by international collaboration and expertise. The focus here will be on specialist surgery and recovery care at competitive rates and the best global standards for an international clientele.

This will be separate and distinct from other state-driven projects focused on local and national communities already initiated. This medical tourism-focused hospital will have a positive effect on standards of performance for state-run institutions and other private providers of healthcare, and will represent this country’s first major initiative in medical tourism.
4. The Highway From San Fernando To Mayaro

Work has already started and will continue until completion and link the Rio Claro/Mayaro growth poles to the San Fernando Waterfront Development. These two linked highways and development of the San Fernando Waterfront will usher in new possibilities for the city of San Fernando as a thriving city on the waterfront.

5. The Access On The Ocean Front To Chaguaramas

This will be a public-private partnership project. Consultation will begin this year and project implementation will begin in 2016. This will support public-private development on the Chaguaramas Peninsula and connect Carenage and other east-west corridor communities to commercial possibilities for growth and development.

6. National Transport And Traffic Management Strategy

This thrust will be linked to an accelerated decentralisation thrust and the growth poles development strategy, which will include park and ride, dedicated bus lanes and water transportation. This project will be executed in phases supported by studies as may be required. The first phase of traffic management in targeted focal points such as Chaguaramas, the east-west corridor and the north-south corridor will be immediately actioned.

7. The San Fernando Waterfront Development Project

A full study has been done, consultations held and this project is ready to go. Projects have been identified and sequenced and the way forward will be public-private partnerships beginning with signature initiatives. Cabinet has already agreed on a committee to action this project to develop the waterfront and begin the renewal of the city of San Fernando. This project is conceived as a 15-year project with the first three-year phase beginning in 2015. The first phase includes resolution of immediate challenges such as upgrading of sea bathing areas, enhancing facilities and options for fishermen, the construction of parking facilities and the rollout of an effective park and ride system, and development of a recreational area, supported by local cuisine and entertainment.

8. Designation Of Tobago As A Duty-Free Port And Development Of A Marina

Collaboration will continue with the Tobago House of Assembly (THA) and other stakeholders to make this a meaningful, economically sustainable initiative. This will be done to promote
entrepreneurial initiatives in Tobago on the supply side of goods and services, stimulate agricultural production, encourage a retail commerce industry, and to stimulate services industry growth and expansion, and marine services industries supported by increased tourism.

9. The Doubling Of Non-Energy Exports Initiative

This will be another strategic project that will involve partnering with the private sector in manufacturing as well as in ICT-based services. We will work directly with the organisations representing these interests. **The manufacturing and ICT services sector will receive special attention. These matters are elaborated in a later section of this manifesto.**

10. Sustainable, Smart City Of Port of Spain

We have had a port rationalisation study conducted by independent consultants and this identifies the need for a **Post-Panamax Port** in Trinidad. This will open the way for development of Port of Spain initiatives such as the waterfront and the city centre itself. This will include improvements at Invaders Bay and the development of the Chaguaramas Peninsula on the basis of private sector participation. Port of Spain will become a sustainable, smart city with extended waterfront leisure, entertainment, business and residential areas.

These initiatives will create jobs and opportunities and will be linked to a comprehensive plan for a complete refurbishment of the capital city of Port of Spain over a 10-to-15-year period. This plan will include rehabilitation of infrastructure inclusive of roads, pavements, drainage, traffic flows, historical buildings, public buildings, parks and public spaces.
LOOKING AHEAD
1. **Accelerated Diversification**

The People’s Partnership will accelerate diversification to grow the economy outside the energy sector in the seven clusters, seven growth poles and the identified economic zones. We will target work with the manufacturing sector to achieve higher levels of exports. This we will also do with the ICT-driven services sector, creating a positive effect on foreign exchange earnings and on good quality jobs. **The seven clusters are finance, information and communications technology, tourism, food sustainability, maritime industries and services, creative industries, and energy and related services. The seven growth poles are in Port of Spain, south-west peninsula, central Trinidad, north-east Trinidad, eastern Tobago, the Rio Claro/Mayaro region, and Sangre Grande town and surrounding communities.** The economic zones will be spread across the country and linked to the growth poles, and specific acreages have already been identified for Point Fortin and Central Trinidad. East Port of Spain will be designated a Special Economic Zone to support investment, industrial development and jobs.

2. **Enhancing Productivity**

Addressing the issues related to productivity is a major priority. **Industries cannot compete in the world and grow exports without enhanced productivity, and no country can make significant progress in the world unless the people are productive, its institutions efficient and effective, and all citizens with ambition and drive strive to do more and to do better.** The People’s Partnership, therefore, will focus on improving productivity in Trinidad and Tobago and we will work with labour and business to achieve our goals. This will result in a win-win outcome that will make the country more competitive. We will engage the private sector to encourage investment in plant and technology upgrade.

3. **Strengthening Governance And Institutional Arrangements**

The state provides the institutions and infrastructure that enable the economy and society to operate. Its ability to carry out these functions has an undeniably profound impact on the lives of all citizens. Good governance establishes a platform for effective and efficient growth and development, makes a country internationally competitive, and provides the setting for the fair distribution of benefits from growth. Our goal continues to be to reinforce and to strengthen the model of governance to overcome the various challenges that cut across the developmental sphere and stifle economic and social transformation by, among other things, deepening the practice of democracy and institutional reform, strengthening the public institutions, and enhancing transparency and accountability across all sectors of society. **As we move forward, the voice of the people will continue to be heard as we adopt policies and programmes guided by multi-stakeholder partnerships for national development.**

**Progress In Motion**

- The People’s Partnership is constructively addressing the issue of corruption through procurement legislation as well as through the establishment of an oversight committee which includes civil society and private sector members to ensure its implementation.

- The People’s Partnership has completely overhauled the planning regime to facilitate development through effective land use.

- We have strengthened the law as well as the institutions to fight white-collar crime.

- The People’s Partnership has strengthened the Financial Intelligence Unit (FIU), Securities and related matters to address white-collar crime.

- The People’s Partnership has facilitated the revamping of Parliament, strengthened committees and created reforms for better accountability, for instance, in public scrutiny of the budget and questions to the Prime Minister and Ministers.

**The Way Forward**

- As a country we need to focus now on creating an innovation-driven public sector committed
to citizen service and committed as well to the support of the productive sectors.

- Our country has benefited from our state enterprises but at this stage we need more productive performance-driven, profitable state enterprises.

- As a country we need to strengthen the independent institutions of the state.

- As a country we need to address issues of quality improvement in the health and education sectors so that citizen satisfaction can be higher now that we have put good physical and technological infrastructure in place.

- As a country we need to strengthen transparency and accountability in the government and state system everywhere. We will initiate mandatory adoption of the Code of Corporate Governance by all state enterprises and yearly mandatory audits for compliance with the code.

- These are some of the governance and institutional strengthening issues that the People’s Partnership will pursue with dedicated effort and vigour in the next term.

4. International Partnerships For Energy Growth

The People’s Partnership will internationalise our energy platform through partnerships with our neighbours. Work with Venezuela to monetise the Manatee fields that we share will proceed; there are opportunities in Guyana and Suriname that we have begun to explore and that we will continue to pursue with increased vigour. These opportunities can be leveraged based on our experience and know-how, acquired over our 100-year history in the energy industry. This could also open up options in northern Brazil and Colombia, with implications for other international public-private partnership streams of development.

Possibilities also exist for collaboration with Barbados, which is now involved in its second round of exploration in oil and gas.

We have already signed a memorandum of understanding with the Inter-American Development Bank (IDB) to collaborate globally and to establish an energy fund for Caribbean economic sustainability, which will transform the energy matrix in the region. This will open up new opportunities for both the Government of Trinidad and Tobago and the Trinidad and Tobago private sector.
5. Human Development And Talent Management

While our projects, plans and programmes over the next five years will create thousands of jobs, we also have to be concerned about underemployment and the fact that with the drastic increase of citizens with tertiary exposure, degrees and higher degrees, graduates need meaningful employment and good opportunities to use their talents and abilities. We are also aware that these young graduates need to earn the levels of income that would support them to start families and make the down payment on a home.

The diversification thrust and the opening up of opportunities for entrepreneurs and innovators are key factors in keeping such talent at home for productive contribution but also for growing the middle class. The People’s Partnership has already set in motion a Manpower Study being supported by the IDB which, when completed, can inform Government Assistance for Tuition Expenses (GATE) strategies to transform curricula in tertiary and Technical and Vocational Education and Training (TVET) education to support market-related choices and address development deficits.

6. Infrastructure Development To Connect People

We will advance initiatives to open up the country through highways, and break barriers through broadband to connect people and communities to the main arteries and centres, and to stimulate commerce, business creation, growth and development, and to manage transport. This will also prepare our country for the world and deepen the process of building a knowledge economy. The People’s Partnership is committed, therefore, to the continuing development of infrastructure and expansion of a comprehensive broadband network.

7. Asset Management and Maintenance

All of the new facilities that we are building are assets of our country and we must maintain them, manage the facilities, and take custodial care of them as assets.

The hospitals, the schools, the highways, the roads, sports facilities, new public sector facilities and so on— we must take care of these and protect them. We will begin to change the culture in new buildings and spread good habits in other buildings across the state sector. This will stimulate a new industry, protect and maintain our physical assets, and create jobs. The People’s Partnership will make a dedicated effort in facilities management, maintenance and asset management.
• The People’s Partnership Government will present the 2015-2016 budget in September.

• The People’s Partnership Government will mandate the Trinidad and Tobago Police Service (TTPS) to roll out its plan for hotspots, safe zones, community policing, ubiquitous police presence, traffic management, detection rate targets, and resource allocation for detection rate improvement and other strategic actions for a systematic, drastic reduction in crime within defined time frames.

• We will expedite action to make the Procurement Bill operational.

• At first, the Honourable Prime Minister and her team will engage separately business, labour, civil society, and academia, respectively, and eventually all four groups together with a view to operating collaboratively on a national agenda.

• We will begin the practice of referring all complex bills to a joint select committee prior to commencement of debate.

• We will set into motion a programme for distributing laptops to all first-time, first-year university students in addition to laptops for secondary school students. We will also introduce tablets for primary school students. These programmes will begin in 2016.

• Action will be taken to escalate conversion to CNG of all government vehicles by 2018.

• We will introduce the bill to ensure land security for squatters as promised.

• We will engage the judiciary to come up with a workable plan to significantly reduce the backlog of cases before the courts with targets and timelines.

• We will initiate action to establish a financially independent judiciary.

• We will establish a ministerial and multi-stakeholder commission to monitor and have oversight of the ten flagship projects as a partnership. In addition, we will establish five additional partnership commissions at a national level for building social
capital to generate the trust and cooperation necessary for becoming a nation that breaks out of the middle-income trap. In addition to the flagship projects, these partnerships will focus on:

1. Innovation-led growth
2. The diversification agenda
3. Increased productivity
4. Peace, security and justice
5. Social inclusion and protection

- We will initiate action to establish a research regime that is more solution-oriented and meaningful to Trinidad and Tobago’s needs and our development goals. Research projects will be established to support specific objectives and achieve identified results.

- We will begin to explore the possibility of diaspora bonds to engage the T&T diaspora community in savings and investment support for national development initiatives.

- We will initiate discussion and consultation on Action 2015-2025, the medium-term policy and plan for the next ten years, which will take its cue from our manifesto framework and commitments.

- Action will be taken to initiate energy conservation measures in all ministries and government buildings with a view to achieving a 20% reduction in energy use by 2020.

- We will initiate collaborative action to solve the problem of homelessness in a humane but effective manner.

- We will begin the process of establishing a comprehensive health insurance system in collaboration with the private sector.

- The People’s Partnership will begin to explore educational opportunities linked to steel pan, the creative industries, sport and health to offer new approaches to educational development for teenagers.

- Cabinet and Permanent Secretaries will meet to work through the action agenda for fiscal 2015-2016.
OUR VISION FOR TRINIDAD AND TOBAGO
2.0  **Our Vision**

A nation that places people at the centre of development as our most valuable resource, empowered with opportunities in a sustainable growth economy, working towards a more desirable future in a nation united in purpose, committed to productivity, achievement and creation, and respectful of the environment.

Citizens will be healthier and safer with good jobs and incomes and the power to shape the future of Trinidad and Tobago.

2.1  **Our Values**

1. **Good Governance**

   Good governance through procurement reform, an enlightened political party financing regime, free and fair elections and strong, independent institutions.

2. **A Just And Fair Society**

   A just and fair society in which all have opportunity to improve their quality of life, where there is equity, where there is respect for the law, respect for each human being, where power is exercised with restraint, and the aggrieved have opportunity for redress.

3. **Power To The People**

   We are committed to decentralisation, the devolution of power, partnerships and civil society collaboration at the community level. Decentralisation with the growth poles and economic zones will create jobs, promote development, ease traffic congestion and spread economic prosperity.

   Devolution will give more autonomy to Local Government as we address the issue of strengthening autonomy in Tobago. The end result will be that decision-making for issues related to communities will be closer to the people. Civil society collaboration at the regional level will bring the people closer to government in the communities where they reside and give them influence in the identification of priorities.

4. **Sustainable Development**

   Sustainable development principles informed our 2010 Manifesto and guided our medium-term policy over the last five years. The United Nations has identified sustainable development as their overarching objective driven by 17 UN post-2015 Millennium Development Goals (MDGs). As a Small Island Developing State (SID) we will take a lead in pursuing sustainable development goals and objectives.

   This means that we will live within our means. We will save for a rainy day. We will work hard and smart today in order to build a prosperous and desirable future. It means that we will put people at the centre of development and that we will respect the environment as we pursue economic growth and prosperity in an equitable and inclusive manner.

5. **Working For The Common Good**

   As we provide good government, pursue good governance and work to achieve a prosperous society we will also create a climate for compassionate business and ethical conduct in business, enlightened and progressive labour leadership, and a responsible and engaged civil society. We will work with academia to make our higher education institutions more relevant and responsive. The purpose of this is to build a society that works together to achieve the common good and which strengthens democracy.
Some Principles For Which We Stand

1. **Unity**
The strengthening of unity and cohesion in our society is an absolute necessity in a country as diverse and as creative as ours. Unity of purpose will bolster the value of our diversity and propel our creativity forward.

2. **Productivity**
Productivity is a cornerstone of economic and financial success in our second term. This will make our economy more competitive as we continue to win investments and stimulate growth in the economy. The People’s Partnership is committed to this.

3. **Inclusion**
The clear commitment of the People’s Partnership is to eradicate poverty from the face of Trinidad and Tobago, and to offer training, skills and education to all who desire it so that citizens can become economically self-sufficient and independent. We are committed to helping people to help themselves and to support those who are constrained to look after themselves. The People’s Partnership makes an unequivocal commitment to social, economic and political inclusion.

4. **Prosperity**
The People’s Partnership is committed to growing the economy at a rapid rate through exports, investment, entrepreneurship, higher productivity, intense diversification, international partnerships, and ensuring that all citizens and residents have better economic opportunities. We are mindful of the middle-income trap that many progressive countries face and we will adopt breakthrough measures to achieve our prosperity goals.

5. **Equity**
The People’s Partnership is committed to closing the gap between rich and poor and to growing the middle class. The idea is to include every citizen in a system of economic well-being and expand the prosperity principle to all citizens.

6. **Justice**
The People’s Partnership is committed to a system of justice that is responsive and that works. We are also committed to economic justice through job opportunities, widespread land ownership, home ownership and share ownership. Political abuse will be addressed by taking steps to curb and contain arbitrary abuse of power and to ensure that citizens have redress against abuse. We will engage the judiciary to reduce the backlog of cases before our courts and we will constructively address reform of the prison system.

7. **Human Rights**
The People’s Partnership is committed to all citizens enjoying equal human rights under the law and to ensuring that there is no discrimination on the basis of race, religion, gender, place of residence, political affiliation or sexual orientation.

8. **Learning**
In all our plans for development, we will put people at the centre and learning as central to human development, change and transformation. Our objective is to develop a society in which citizens learn and establish a foundation to take action, to produce goods and services, and to make positive interventions that create wealth and opportunity. This is the perspective of the People’s Partnership. We are committed to developing a learning society in which citizens have the wherewithal to make and do things and to contribute constructively.

9. **Compassionate Business Community, Enlightened Progressive Labour Leadership, A Responsible And Engaged Civil Society And A Solution-Oriented Academia**
We are committed to this principle. The People’s Partnership will pursue partnerships with these interests in order to achieve economic progress, strengthen democracy and build consensus on important issues in the society.

10. **Peace**
We are committed to building a prosperous, inclusive, equitable society on the basis of cooperation, collaboration, creativity, innovation and mutual respect in order to nurture a society of peace, prosperity and sustainable progress. The People’s Partnership is committed to a democratic, collaborative and peaceful society.
2.3 **Objective**
A Prosperous, Free And Democratic Society With Abundant Opportunities

To continue to build a society that is prosperous, free and democratic that provides good jobs and varied opportunities for individual progress.

To achieve by 2025 an inclusive, more equitable society with a per capita income of US$30,000 and a 50% increase in GDP growth. We will transform the Trinidad and Tobago economy to a more competitive, more innovative, greener economy and create a society in which people are free from fear of crime, are happy, productive, and disciplined, and united in purpose.

2.4 **Mission**
Sustainable Development Through An Innovation-Led, Knowledge-Driven Economy

The overarching imperative is to nurture and facilitate an innovation-led, knowledge-driven economy with clusters geographically spread, contributing to growth, prosperity and quality jobs, and that is committed to the principles and practice of sustainable development. We pursue the goal of prosperity for all as not only attainable but with more comprehensive inclusion and a better spread of equity. We envision a society in which businesses are competitive and profitable but also compassionate; where workers are productive and well paid; where the environment is respected and choices are made to transform to a green economy and society. The society we seek is one in which civil society has voice and influence for public good, where citizens are free to pursue happiness, where social cohesion, conflict resolution, peace and harmony are valued, and where people are the focal point in the development process, both as beneficiaries and as imaginative agents of the development process.
“The national watchwords, which include discipline and tolerance (and let us assume respect), are very important.”
1. Community Vitality

The People’s Partnership will focus on the extent to which people are in contact with each other and on the quality of our personal relationships; people must feel that they belong to their community and feel safe; goods and services must be accessible within their community; it is important that communities be aesthetically pleasing and that function and movement are not restricted; community activities must encourage participation. A harmonious relationship between residents, the State, private sector and civil society is the desired goal.

2. Instilling Morals And Values

The People’s Partnership will ensure that barriers are removed to facilitate full participation in society. The national watchwords, which include discipline and tolerance (and let us assume respect), are very important. Homes, schools, religious and civic organisations need to be alert to the key role that they play in developing a sense of conscience, the need to do right, and the need to be productive and purposeful and contribute to a harmonious nation-building.

3. Safety And Security

The objective here is to significantly reduce the number of persons who are victims of crime, to strengthen and effectively target programmes to address the root causes of crime (poverty, family life, etc.), to strengthen the judicial and protective services, to establish restorative measures, and to relieve citizens of the fear of crime.

4. Culture And Leisure

We will preserve and use dialects, songs, and expressions and develop sites, and support persons with traditional and artisan skills and persons who participate in socio-cultural activities, to promote a sense of belonging and to strengthen our sense of authenticity as a community and society.

5. Education

We will ensure that persons are trained and certified in their areas of interest and are knowledgeable of the wider world, and that both children and adults have the ability to function in various societal contexts and plan for and adapt to future situations.

6. Agriculture, Food Security And Agro-Entrepreneurship

The development of a highly productive, modern agricultural sector that contributes to food security, is internationally competitive and generates sustainable income levels for producers while increasing the
sector’s contribution to the national gross domestic product is key for the development of any nation. The government’s overarching goal is, therefore, to foster food security and encourage agro-entrepreneurship, thus re-establishing agriculture as a key component of the economy, contributing to sustainable employment, economic diversification and exports. In this regard, the broad policy imperatives for the next five years are: (1) adequate and affordable food; and (2) making agriculture a viable sector of the economy in an effort to increase the contribution of agriculture to the GDP from 0.6% to 3%, and increase its contribution to employment from 3.5% (22,625) to 5% (31,400), with a view to reducing the food import bill from TT$5.5 billion in 2013 to TT$3 billion by 2020.

We will ensure that food is safe, healthy, available and affordable to citizens, and that food production will be local to meet most of our needs. We will also ensure that there is local control over the supply of food and that healthy, balanced and nutritious meals get to the table. Steps will be taken to attract youth to agriculture and to capture and transfer traditional knowledge for the aging farming population by building a partnership between youth and the elderly.

7. Healthy Population

We will ensure that quality healthcare is accessible, that persons are satisfied with health services provided, and that institutions are equipped to address mental and physical health issues. We will continue to encourage and promote healthy activities as well as healthy lifestyles and a preventative medicine approach.

8. Homeownership

We will continue to ensure that citizens can access decent and affordable housing, persons can access basic utilities, buildings are structurally safe, there is efficiency in the use of energy, water and space, and that there is access to green spaces, leisure activities, transportation and work.

9. International Connectivity

Citizens of T&T are impacting the global community. The strength of the personal and professional relationships with our diaspora and our Caribbean neighbours is important and we will continue to promote these efforts. There are economic, cultural and other opportunities that can emerge from international connectivity.
10. Innovation

We will continue to promote initiatives such as the idea2innovation (i2i) and Lumination programmes to turn ideas into reality so that technology is used to improve the efficiency of processes and create new avenues for progress. We view innovation as (1) a structured research, science, technology and application process; (2) an informal process in which people and their creativity manifest; and (3) an interventionist process in industry. We see innovation as deriving from a creative people who put their imagination to work. Innovation, therefore, is at the heart of creation, invention and socioeconomic progress and may come from individuals or institutions and structures in the society.

11. Living Standards

We will work towards improving the standard of living and ensure that people are in jobs that can support decent livelihoods, commensurate with their qualifications, experience and aptitude. We must also ensure that people no longer employed and seeking work find opportunities and that they can establish and sustain businesses, and that there is a social safety net.

12. Psychological Well-Being

We will promote maintenance of psychological well-being to ensure happy and stable personal and professional lives, and we will ensure that persons are allowed to practice their belief systems.

13. Environment

Citizens must accept personal responsibility for their environment and conserve, sustainably utilise or find alternatives to non-renewable resources. We will ensure that ecosystems are preserved and sustainably utilised, that water is conserved, waste material is reutilised, pollution is contained, and mitigation and adaptation measures to climate change are given priority.

14. Tourism

Tourism is an industry that links our assets and natural beauty to an international market, and by bringing markets here we create opportunities for spinoff business and systematically create markets in international centres for our products and services. Tourism and the development of assets that support a tourism industry are very important to Trinidad and Tobago as part of its diversification thrust. We wish to see developed a sustainable tourism industry that is inextricably linked to our own aspirations for national development and in which tourists and nationals can enjoy Trinidad and Tobago alongside each other.

15. Representation

We will continue to build a system that puts power into the hands of the people to ensure that their representatives work for them at all times.

16. Volunteerism

We will promote volunteerism as one of our goals for a better society. People giving of their time, know-how and energy represent an important virtue. We will actively and constructively work better and more inclusively with voluntary organisations and associations.

“We will continue to ensure that citizens can access decent and affordable housing”
It is important to understand what we have been doing over the last five years in context. First of all, we were guided by an overarching framework of sustainable development established in our 2010 Manifesto, elaborated in policy documents of government. Sustainable development has now been identified by the United Nations as the overarching objective of its post-2015 Millennium Development Goals. Now as we are preparing for a second term, we are also well poised to become a leader in sustainable development policies and practice over the next decade.

Secondly, we were guided by seven pillars identified in our 2010 Manifesto on which policy in the 2010-2015 years was built.

1. People-centred development
2. Poverty eradication and social justice
3. National and personal security
4. Information and communication technologies
5. A more diversified, knowledge-intensive economy
6. Good governance
7. Foreign policy

Guided by these seven pillars, we concentrated on five areas for budgetary purposes:

1. Human and national security
2. Poverty eradication and human development
3. Food security and sustainability
4. Health and hospitals
5. Job creation, growth, economic competitiveness and innovation

Every budget from 2010 to the current budget has been aligned to these priorities. When you look carefully over the last five years, you will see that we have taken care of the vulnerable by expanding the reach of social support and by increasing it in some areas. We have achieved growth and built the confidence for recovery. We have focused resources on social infrastructure such as schools, hospitals, tertiary-level education and skills expansion. We have created 56,000 jobs, we have increased the minimum wage twice, we have negotiated two rounds of increased wages and salaries with workers in the public sector, we have provided incentives to the middle class in terms of tax benefits for pension savings and for mortgages, and we have made policy shifts to bring thousands of citizens into land and homeownership at modest cost.

The stage is now set for greater citizen inclusion in economic development, a higher level of productivity in the workforce and in our institutions, public and private, a more intense effort to diversify the economy, increased investment, higher levels of growth, and better, more sustainable jobs.

This is the thrust of our 2015 Manifesto as we build on achievements and performance over the last five years.

“We have created 56,000 jobs...”
Trinidad and Tobago’s unemployment rate is 3.7% (end of March 2015), the lowest in our country’s history. We have a tertiary participation rate of 65%, one of the highest participation rates in the world. We now have universal preschool, universal primary, and universal secondary education, and the performance of students in primary and secondary is better than it has been in the past. There are still problems to solve – failure rates, early school-leaving rates, and indiscipline, among others – but education is available to all who would have it and the quality of education is improving.

Anyone who wants a job can find one, from labourer to skilled worker. If you want to work, you can find a job.

It is true that not all jobs are satisfying but there are many opportunities for skills training and for personal development to help you find a better job. The diversification of the economy and the growth of tourism, finance, ICT, agriculture, marine industries and creative industries, the expansion of manufacturing, the expansion of services and the ten flagship projects will create good, meaningful jobs over the next five years – these will be complemented by our growth poles and economic zones strategies.

Moreover, the flow of investment will create entrepreneurial opportunities and spaces for new business creation.

In the next five years, there will be opportunities for all. Prepare for opportunity and seize the time. This is a time of hope.
1. Laptops distributed to all students in forms 1 to 5, over 95,000, bringing all secondary students into the digital age.

2. Established a Ministry of the People and Social Development to better focus on social support, people’s needs and people development issues.

3. Increased the minimum wage from $9.00 to $12.00 and to $15.00 per hour in 2015.

4. Established the National Operations Centre that links all arms of the protective services in order to address intelligence gathering, real-time monitoring, preventative interventions and crime-fighting actions. The Rapid Response Unit (RRU) and Counter-Trafficking Unit (CTU) were also established.


6. Completed nine police stations in Trinidad and Tobago.

7. Established a Children’s Life Fund, which has saved the lives of many of sick children, giving them hope and their parents comfort.

8. Established the Economic Development Board (EDB) and the Council for Competitiveness and Innovation (CCI) – two key institutions to support development.

9. Passed procurement legislation to allow for an efficient procurement system ensuring transparency and accountability and appointment of an oversight committee to ensure its implementation.

10. Developed a diversification strategy after consultation with private sector, which identified seven strategic areas for diversification and five growth poles.

11. Achieved universal Early Childhood Care and Education (ECCE) by completing 57 ECCE centres between 2010 and 2015. Now every child between the ages of three and four can be assured of a place in either a public or private ECCE centre. In total, 95 schools, ECCE, primary and secondary, were completed.

12. Established After-School Study Centres (ASSC) to provide critical support to students who require individual attention.
13. Expanded and strengthened GATE to achieve close to 65% participation rate in tertiary education.

14. 2014 was the best year in terms of academic achievement in Trinidad and Tobago's history. Two out of three students achieved over 60% in Secondary Entrance Assessment (SEA). In 2010, 14% of SEA students received less than 30% of marks; by 2014 this was reduced to less than 5%.

15. At Caribbean Advanced Proficiency Examination (CAPE) level, there was a 94% pass rate at units I and II in 2014. In 2008, the government gave out 48 scholarships and in 2014 that increased to 470.

16. Continued refurbishment and rehabilitation of ten regional and subregional recreational grounds, as well as 400 community recreation grounds from 2010 to present.

17. Over 8,500 individuals benefited from the implementation of the Prepaid Dialysis Programme, which allows patients to receive free dialysis treatment.

18. Over 4,300 persons benefited from cardiac care at both public and private health institutions provided by the government.

19. More than doubled the number of physicians from 10,000 professionals, from 11.8% in 2010 to 25.7% in 2014.

20. Reduced infant mortality from 20 per 1,000 live births in 2010 to 12 per 1,000 in 2014.

21. Construction of the 216-inpatient San Fernando Teaching Hospital was completed.

22. Exponentially increased foreign direct investment from US$549.4 million in 2010 to US$1.7 billion in 2013 and $1.3 billion in 2014.

23. Reduced the unemployment rate from 5.9% to below 5% since 2012, and at March 2015 unemployment was recorded at 3.7%.

24. Increased the number of new businesses registered from 6,659 in 2010 to 13,477 in 2014.

25. Established the Single Electronic Window (SEW) to give employers the ability to apply online to the National Insurance Board (NIB) and receive a National Insurance System (NIS) employer/employee registration number in one business day through TTBizLink. Additionally, companies and partnerships can now apply to the Board of Inland Revenue (BIR) to receive their BIR number in one business day and certificate of Value Added Tax (VAT) registration in two business days.

26. Developed the growth poles initiative to facilitate diversification throughout the country including central, the north coast, the south-west peninsula, East Port of Spain, and north-east Tobago, and built the Chaguaramas Boardwalk.
27. Reduced the food inflation rate from over 29% in 2010 to 15% in 2014.

28. Significantly increased land ownership and homeownership for citizens.

29. Executed over 6,000 deeds for residential and agricultural lots due to ex-Caroni 1975 workers. Distribution of lots has already started.

30. Developed National Cultural Policy to guide strategic planning for the cultural sector.

31. Established the National Theatre Arts Company (NTAC), the National Philharmonic Orchestra and the National Steel Symphony Orchestra to foster development of culture with the highest level of performance standards.

32. The Air Pollution Rules became law in 2015.

33. The Praedial Larceny Squad was established in 2013, with four centres operating 24 hours a day, to encourage agricultural production by reducing the risk associated with theft.

34. A temporary ban was placed on hunting and a moratorium on hillside construction was established.

35. Strong governance measures were introduced such as procurement legislation, Extractive Industries Transparency Initiative (EITI) compliance, strengthening of FIU and making Parliament more accountable.

36. Initiated creative programmes, such as Idea to Innovation, Lumination and a young scientists programme to promote entrepreneurship and innovation.

37. Built or refurbished 105 health centres.

38. Completed the Children’s Hospital and started Arima and Point Fortin hospitals.

39. Reintroduced CEC (Certificate of Environmental Clearance) for quarries as promised.

40. Started the San Fernando to Point Fortin leg of the highway, making significant progress.
I t is impossible to predict the future but we do know that the entire world system is caught up in a whirlwind of change that is sure to transform the world of the future. The financial crisis of 2008/2009 has been arrested but the uncertainties remain from systemic sustainability of the global financial sector, from the crisis in Greece, to the asymmetrical monetary policies being pursued in Europe and America, to the dangerous unpredictability of hacking and its implication for a financial meltdown. There is a major shift in the production system of the world. This has implications for investment and trade but also for shipping lines and sea transportation and the movement of goods and people.

The energy industry is going through a major restructuring and the market is in transformation with impact on both producing and consuming nations. It is predicted that greatest growth in the next two decades will take place in emerging or developing countries. This means new opportunities will emerge.

Trinidad and Tobago has within recent times felt the impact of a global financial meltdown. The transformation of the global production system has implications for Trinidad and Tobago from a trade, investment and development point of view.

What happens to the energy industry globally is of vital significance to Trinidad and Tobago. If countries of Central and South America, as emerging and developing countries set off on a growth trajectory, then we have to be prepared to take action to be part of the prosperity matrix. This is the background against which we are making choices about development actions and intervention policies and plans over the next five to ten years.

We will proceed as a nation that places people at the centre of development as our most valuable resource empowered with opportunities in a sustainable growth economy, working towards a more desirable future, in a nation united in purpose, committed to productivity, achievement and creation, and respectful of the environment. Our citizens will be healthier and safer with good jobs and incomes and the power to shape the future of Trinidad and Tobago. We will do everything we can to collaborate and build social capital necessary to ensure that Trinidad and Tobago surges forward and breaks out of the middle-income trap.
The People’s Partnership remains committed to ridding our country of the blight of crime and to preserving law and order. Crime and law and order remain the primary issues facing our country and this is our top priority for our second term in office.

The lives of too many law-abiding citizens have been thrown into turmoil; many citizens are in anguish and fear because of the actions of a small minority. Moreover, we risk failure of our development goals if we do not rid the nation of the scourge of criminality that continues to erode our quality of life.

The security of all citizens in their homes, in their communities and in all our public spaces must be assured. We stand by the principle that all citizens – every child, every woman, and every man – have the right to live free of fear from crime and violence. There is no single solution or quick fix, as the impetus for deviant behaviour has both economic and social dimensions and originates from within and outside our country. As such, neither the government nor the police can fight crime alone. For a safer Trinidad and Tobago we also need a more efficient criminal justice system and the support of all social partners and we must empower all Trinidadians and Tobagonians to be part of the solution.

Over the past five years, we have been very deliberate in our response and have made good progress in reducing serious crime, building an integrated national security coordinating apparatus, strengthening the legislative framework, the judicial system and the law enforcement agencies, creating the required asset and infrastructure base for effective response and rollout of the community policing strategy.

We cannot now lose the momentum to build on these accomplishments. We have made inroads in creating the conditions for a lasting solution. As we look to the next five years, we will set clear targets to:

- Prevent crime through more effective law enforcement and policing, and social development initiatives.
- Deliver swift justice by increasing the effectiveness and efficiency of the judicial system.
- Reduce recidivism among offenders.

During our next term in office, we will continue the emphasis on more effective law enforcement, policing and border control. Our police service will be increasingly community-focused and community-based
in crime prevention and crime detection on the basis of continuous assessment of the risk factors associated with each community. Intervention strategies must relate to the risk factors that have a more powerful impact on crime. This will make the interventions more effective in terms of both cost and impact.

The police must also continue to strengthen community relations, become social partners in each neighbourhood and offer a more personalised and compassionate service to every person, home, neighbourhood and community affected by crime. We must reverse the low public confidence in the ability of the police service to fight crime. The successes recorded under the Citizen Security Programme have demonstrated that the battle against crime is best won through community-level interventions that enlist the support of the communities to provide viable alternatives to a life of violence and deviant behaviour.

We will also strengthen surveillance and control of our territorial borders to stem the illegal entry of goods and people. The investment made by the People’s Partnership government in the acquisition of seven long-range patrol vessels and interceptors for the Coast Guard will be buttressed by ongoing actions to strengthen the Immigration and Customs and Excise Divisions.

On a wider basis, these initiatives will be supported by a number of preventative strategies to improve living conditions, increase community and social cohesion, create decent jobs, and expand wealth-creating opportunities. They will also help to develop new growth poles and development zones, reduce school violence and prevent early school leaving, improve rehabilitation and reintegration of offenders, and create new educational opportunities where academics is important but not the main focus.

As a country, we must work on avoiding situations where entire communities are stereotyped and isolated from the wider society. Such stereotyping may work against people in such communities, preventing them from being able to connect with the wider society.

Crime Prevention, Reduction And Control

The approach to crime containment and reduction must be multi-pronged and involve:

- A zero-tolerance approach to crime.
- More effective law enforcement and policing, which will include intensifying the adoption and use of modern technology with effective training to achieve results.
• Social interventions aimed at discouraging a lifestyle of crime and violence including understanding the success of the Citizen Security Programme and deepening impact and extending its reach.

• Reform of the justice system and the legal framework to deal with backlogs and have the courts work more effectively.

• Rehabilitation of offenders through a first offenders programme that prevents recidivism and offers more concentrated education and training inside prison to bridge to transitional opportunities in the market.

• Reduction in delays in the determination of court matters by freeing up the backlog and by establishing specialised courts. This will include redesigning of the case management system.

• Establishing specialised courts to address issues such as family matters and juvenile matters.

• Applying technology to the judicial system, such as the video conferencing of remand hearings and digital audio recording to supplement transcription.

• Reforming the penal system to focus more on rehabilitation, thereby reducing recidivism. This could include:

  - Providing inmates with the opportunity to work towards educational, technical and vocational qualifications.

  - Introducing parole and community supervision that addresses the risks and needs of each offender and ensures that inmates who pose the greatest threats to public safety are effectively managed.

  - Providing support to help newly released inmates to transition.

  - Providing greater support for former inmates who genuinely wish to renounce their gang membership and assume a law-abiding lifestyle.

  - Developing a programme for incarcerated gang members that encourages them to renounce their gang membership.

  - Developing a programme that links imprisonment with agricultural production.

  - Implementing tracer studies to determine the effectiveness of rehabilitation programmes and improve accordingly.

  - Fostering community solutions to crime through public education campaigns and social interventions including community policing.

  - Completing the construction of police stations at various locations throughout Trinidad and Tobago. A major project is the construction of new and modern, purpose-built facilities to expand the Police Training Academy in St James.
- Completing automation of police administration, which will permit the elimination of the paper-based system.

- Strengthening the National Operations Centre (NOC) with the capacity to conduct real-time tracking of crime and criminal activity.

- Augmenting the capacity of the Coast Guard fleet to patrol and enforce our maritime boundaries through the acquisition of additional vessels.

- Upgrading of Coast Guard facilities and bases.

- Establishing a Coast Guard base at Charlotteville, Tobago.

- Establishing a headquarters for the Marine Ship Safety and Port Facility Security Unit in a bid to improve border protection and collaboration with our international and regional stakeholders.

- Setting targets for reduction and containment of crime categories on a station-by-station basis with daily monitoring and reporting.

- Strengthening community policing efforts through every police station.

- Establishing clear, consistent hotspot, safe zone, roving reinforcement squads to back up as required in situations of challenge or emergencies.

- Expanding the rapid response unit.

- Strengthening of community comfort patrols and effecting greater synergies between these patrols on the ground and police stations.

“Reforming the penal system to focus more on rehabilitation, thereby reducing recidivism.”
East Port of Spain can be regarded as an area with hotspots but it is also an important part of our cultural heritage. The passion and creativity of its residents has given birth to things we hold proud as Trinidadians and Tobagonians – the steel pan, calypso and the traditions and authenticity of Carnival. The area has also produced icons in the fields of culture, education, law, business, sport and the arts. Rich in history and cultural traditions, East Port of Spain boasts of a number of sites of national historical significance.

Over the years, poverty, crime and violence have become synonymous with East Port of Spain and many residents have suffered from the negative stereotyping of their community. The approach to dealing with the challenges of the area has shifted drastically under the People’s Partnership, which sees and believes in the vast potential of its residents to be an asset to national development. The approach is multidimensional. We must deal with the safety of those residents who continue to be law-abiding citizens and create opportunities for wealth generation within the community itself on the basis of the cultural value that already exists. We must build, hone and showcase the talents that abound in the area and restore pride in the community by structured activities and projects that are meaningful.

We will continue to strengthen hotspot community policing. Location-based policing strategised around clear objectives is known to effectively address crime and disorder since resources will be maximised by concentrating on geographic high-crime areas. The assessment of crime hotspots will be matched with situational interventions to best address the specific issues affecting the community. This initiative is two-pronged. Firstly, problem-oriented policing (POP) will be implemented. This represents police-led efforts to change the underlying conditions at hotspots that lead to recurring crime problems. The second approach relies primarily on traditional policing activities, such as vehicle patrols, foot patrols, or crackdowns concentrated at specific hotspots to prevent crime through general deterrence and increased risk of apprehension.

Although curbing the incidence of crime is essential to rebuilding the community of East Port of Spain, there is need to uplift the spirit and fire the passion of the residents. Targeted social interventions to assist at-risk members of the community is key. We will continue to make investments in after-school social and community activities for youth, programmes to assist single mothers with adequate and safe childcare services, and a parent training programme for at-risk mothers. We will also provide incentives for young persons to complete secondary school and gravitate towards post-secondary training and education. We will also work towards developing a public-private partnership (PPP) with business leaders to participate in financing campaigns within community organisations and to make resources and employment opportunities available to the community. We must create positive alternatives to criminal behaviours that highlight the interest and the passion of the youth in music, sport, art, fashion and drama, and create graspable opportunities in these.

East Port of Spain has already been designated as one of five growth poles for the country, and under the People’s Partnership we have initiated and completed several urban regeneration projects, which have created new job opportunities for the young people of the area. As part of the redevelopment of the wider capital city, East Port of Spain will be designated a development zone for investments in infrastructure and new economic activities to support culture, heritage, tourism and the arts.

We will establish East Port of Spain as a Special Development Zone.
The approach to Chaguaramas, in addition to addressing the issues of development in the context of a master plan for the entire peninsula is also to manage the Chaguaramas National Park and facilities for leisure and entertainment as a safe zone. In this area, the security staff has been strengthened; intelligence-led policing strategies have been introduced; officers have been trained; and alliances have been made with the Ministry of National Security. A surveillance room fully equipped with modern surveillance equipment has been installed. These make for more effective management of crime prevention, detection, collaboration and arrests.

This model can be expanded to beach facilities such as Maracas and other leisure spots in the country, to malls and high-traffic public spaces to do business or to enjoy leisure activities.

We will collaborate with the Trinidad and Tobago Police Service (TTPS) to expand such an approach as we create safe zones across the country in high-population centres while continuing to apply other complementary strategies and initiatives across Trinidad and Tobago to make every community safe.
Globalisation, innovation and the shift towards a knowledge-based economy have important implications for human capital development and thus the comparative advantage and competitiveness of our country. Over the last five years, the government has demonstrated its strong commitment to education and human capital development, having devoted the largest share of the annual budget to building the country’s human capital base. Our vision is to have a well-developed human capital base that positions Trinidad and Tobago to become a diversified knowledge-based economy through which it can facilitate sustainable growth and development. Much of our efforts will be focused on increasing participation in the Science, Technology, Engineering, Arts, and Mathematics (STEAM) disciplines, updating the secondary school curriculum, providing basic adult education, and understanding the needs of the labour markets and responding accordingly.

Human capital development is the single most critical success factor for transforming our economy and society. With globalisation, heightened competition, changing labour markets, changing migration patterns, and employment instability, the citizens of Trinidad and Tobago have to learn skills for the jobs of today and the jobs of the future.

These factors also heighten the need not only to invest in education but also to invest in improving the quality of education outcomes. The People’s Partnership has recorded notable success in the past five years. We have:

- Surpassed the target of 60% participation rates in the tertiary education system
- Surpassed the target of 92% of students passing the Secondary Entrance Assessment (SEA)
- Provided internet access to 75% of primary schools and 100% of secondary schools

We have set a solid foundation. Building on these and other successes, the education system in Trinidad and Tobago must now go beyond the current focus on academic achievements and cognitive skills to include non-cognitive competencies and skills, as well as education for social cohesion, creativity, and social and emotional development. In doing so, a new and broadened conceptualisation of learning is required, using a life-long and life-wide learning approach. Our education strategy is based on the principles of...
cooperation, critical thinking, civic responsibility, and STEAM, in order to equip citizens for participation in all aspects of society. Our approach will also take into account the concept of multiple intelligences and the fact that we have a significant number of differently abled citizens in society.

Education is not a cure-all solution for fixing ills in society, however it will determine the future of our economy and our society. Over the next five years, we will continue to design strategies to promote innovation as an important factor in achieving global competitiveness and economic sustainability, which includes several initiatives to move towards the provision of seamless education from pre-primary through tertiary education. In this regard, we will:

- Develop and roll out a comprehensive school curriculum from the pre-primary to secondary education level
- Develop and roll out a world-class teacher’s training curriculum
- Integrate modern methods of teaching and learning through the use of ICTs
- Promote a culture of innovation and entrepreneurship
- Create a seamless system for collaboration amongst ministries with the teachers union and other NGOs involved in the education system
- Promote public-private partnerships in education and skills training
- Address construction, upgrade and maintenance of buildings, infrastructure and equipment as required
- Link the educational thrust to a manpower strategy aligned to an intensified diversification agenda
- Strengthen our relationship with the religious organisations involved in the delivery of education

Quality Education And Skills For Employment, Entrepreneurship, New Business Creation

The first issue in development is how we create conditions for all our citizens to enjoy a better quality of life, to have more discretionary incomes at their disposal, to have more options and choices for opportunity, and personal and family progress.

Given where the world is headed, this manifesto is focused on a diversification strategy (linked to clusters, growth poles, economic zones, flagship projects) and sustained increase in per capita income. There are four vital issues to consider in manpower preparation:

1. The need to train, develop and educate people within the framework of sustainable development objectives (critical for Small Island Developing States (SIDS) and the overarching priority underscoring 17 identified areas by the UN in its post-2015 Millennium Development Goals (MDGs)).

2. The need to acknowledge the fact that sustainable development goals can be more easily achieved by building perpetual innovation capacity in the society on a foundation of the recognition of multiple intelligences and an appreciation of the need to stimulate the human imagination and put it to work.

3. The need for graduates of whichever discipline to be capable of critical and creative thinking and to be well disposed to innovation and entrepreneurship and to have basic management skills.

4. The need to recognise the importance of exposure to STEAM-based education, in which decisions have to be made on the basis of numbers, facts and information, and in which people have to work collaboratively and communicate effectively in order to achieve goals and achieve results.
Guided by these four perspectives, this is how we will proceed into the future:

- Sustained universal early childhood education will be the new reality in Trinidad and Tobago, turning out confident, eager-to-learn, creative children.

- Quality primary education with a focus on school-by-school annual improvement on previous performance, and a curriculum that prepares students to value learning, gives them confidence, promotes cooperation, collaboration and teamwork, and gives opportunity for learning by respecting creative expression and innovative ideas and learning by doing what will strengthen the quality of primary school education. At this level, close attention must be paid to manage the dropout rate and educational regression among such young boys and girls.

- We will insist upon systematic improvement in CXC results on a school-by-school basis. Transformation of curriculum will include critical and creative thinking, sustainable development for Small Island States, innovation, exposure to science, sustainable development, entrepreneurship and expansion of technical/vocational options. Approaches to teaching with these objectives in mind will be strengthened by teacher training and enhanced by learning-by-doing methodologies. At this level, attention will also be paid to early identification of student problems and monitoring, and managing the failure rate at CXC, as well as the dropout rate.

- A reconfigured education system that seeks to integrate learning styles and multiple intelligences with problem-based learning will be created as a pilot study to develop skills, competencies and aptitudes to function in a knowledge society.

- CAPE level students will benefit from the expansion of CAPE places; improvement of CAPE performance on a school-by-school basis; leadership training for this group, as well as critical thinking and analysis, entrepreneurial behaviour, exposure to creativity, innovation opportunities and challenges for sustainable development solutions, life skills, and a STEAM-focused curriculum. We will expand intake in science-based subjects and math-based subjects.

- Special programmes will be created for early secondary school leavers or students unsuccessful at CXC, with a curriculum focused on creative industries, sport and technical vocations to strengthen talent disposition and interest. English, Mathematics, management and Spanish will be compulsory. These programmes are to be negotiated with secondary schools, Metal Industries Company (MIC) and strengthened at COSTAATT-supported Life Skills initiatives. The programmes will address two key issues: (1) that all citizens may pursue their dreams according to their talents; and (2) that basic skills such as plumbing, electrical and other high-demand areas be addressed with technical competence and professional education.

- Many teachers are unable to manage students in their classrooms because of a lack of appropriate training. Such training will be instituted so that a range of strategies may be used by teachers to instil discipline and respect in students.

- COSTAATT will be encouraged to emphasise associate degrees better linked to the world of work, as well as technical/vocational skills, seamless transition to UTT and UWI, life skills, and managerial skills.

- UTT will absorb COSTAATT graduates and not compete directly with UWI. Research agenda
EDUCATION AND TRAINING FOR HUMAN DEVELOPMENT
An educated and skilled workforce that is tech-savvy, innovative and rich in character.

Quality primary education:
• Appreciate value of learning • Confidence • Cooperation • Collaboration • Teamwork • Creative expression • Innovative ideas • Learning by doing • Manage dropout rate and educational regression • Systematic school-by-school evaluation and improvement.

Transformation of secondary education (CXC):
• Critical and creative thinking • Sustainable development for small island states • Innovation • Exposure to science and entrepreneurship • Technical/vocational options • Learning by doing • Problems/failure rate to be managed • Individual school improvement encouraged.

Transformation of secondary education (CAPE):
• Expansion of CAPE places • Leadership training: Critical thinking/analysis, Entrepreneurial behaviour, Exposure to creativity/innovation opportunities • Challenges for sustainable development solutions • Life Skills • STEAM: Expand intake for Science and Mathematics based subjects

Tailored Tertiary Education:
• Better linking of COSTAATT Associate degrees to the world of work/technical vocational skills • UTT curriculum/research to focus on development of various economic sectors, monitor graduation rate • Better prepare UWI graduates for working world, diversification thrust, focus on: • Critical and creative thinking • Sustainable development • Green agenda in policy and practice • Entrepreneurship and innovation • Implementation and leadership skills • STEAM

Teacher Training:
• Range of strategies to instil discipline and respect in students.

Universal early childhood education:
• Confidence • Eagerness to learn • Creativity

Quality primary education:
• Appreciate value of learning • Confidence • Cooperation • Collaboration • Teamwork • Creative expression • Innovative ideas • Learning by doing • Manage dropout rate and educational regression • Systematic school-by-school evaluation and improvement.

THE NEXT 5 YEARS
Reconfigured education system to develop skills, competencies and aptitudes to function in a knowledge society.

Lifelong Learning:
• Lifelong learning and Work Force Assessment and Development Skills Training • Private and public sector linking • Strengthening supervisory and managerial skills • Opportunities at institutions and online for all citizens.

Learning beyond failure:
• Special Programmes for High School drop outs or failures at CXC curriculum focused on creative industries, sports and technical/vocational to strengthen talent disposition and interest • English, Maths, Management and Spanish compulsory • MIC and COSTAATT Life Skills initiatives • Pursue dreams according to talents • High-demand basic skills

INCREASING THE NUMBER OF JOB MAKERS VS. JOB TAKERS

INCREASED ACCESS TO TERTIARY EDUCATION & SKILLS TRAINING
UWI South Campus
COSTAATT Main Campus, Chaguanas
Woodford Lodge Integrated Campus
UTT Aviation Academy, Couva
Academy for Nursing and Allied Health, El Dorado
COSTAATT Sangre Grande Campus
NESC Drilling Academy in Ste. Madeleine
YTEPP centre in Diego Martin
MIC Institute of Technology centres: Diego Martin, O’Meara, Tobago and Penal

EDUCATION EXPORT
• Our unique advantages in culture, entertainment, eco-tourism and energy can be leveraged to attract foreign students.

$GATE
• Continue to strengthen and improve programme structure • Increase accountability • Improve geographical spread of facilities • Enhanced digital and online education • Greater accommodation for students with disabilities • Improved student transportation services.

5YEARS
60%
2010-2015
surpassed
90%
student pass rate target in Secondary Entrance Assessment (SEA)

5YEARS
THE NEXT
5YEARS
provided
100%
secondary schools with internet access

provided
75%
primary schools with internet access

surpassed
60%
participation rates target in tertiary education system

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should be linked with strategic initiatives for national development and support action on the ground to achieve national goals with research, applications and knowledge. UTT will focus curriculum and research on the productive development of various sectors of Trinidad and Tobago economy and will monitor and improve its graduation rate.

- UWI will hold on expansion of undergraduate intake and transform the curriculum to turn out graduates better prepared for the working world and better aligned to the diversification thrust and the ability of the market to absorb. It should emphasise critical and creative thinking and focus on sustainable development and support for a green agenda in policy and practice. UWI will promote entrepreneurship and innovation and support the development of supervision, management, implementation and leadership skills and emphasise a STEAM-based curriculum.

- Lifelong learning and workforce assessment and development skills training already initiated will become part of the culture of education for the workplace.

- Linkages between training and development and private and public sector needs will be encouraged and will be guided to proceed in a more structured manner. Supervisory skills and managerial competencies need to be strengthened everywhere.

- Opportunities for self-development, skills training and lifelong learning will be more available through online technologies using a blended approach at tertiary-level institutions.

- Graduate studies at all institutions will be linked to market needs in the economy, and to research needs nationally (UTT) and regionally (UWI), and to manpower needs based on the development thrust of our country and trends regionally and globally.

- GATE will be aligned to promote the strategic objectives of the tertiary sector in the context of national priorities.

Higher Education

Our principal strategy is to develop an educated and skilled workforce that is tech-savvy, innovative and rich in character. Human capital development is a prerequisite for social and economic development. The race to innovation is hinged on developing our

The key components of the tertiary education and skills training strategy are to:

- Ensure that we provide trained personnel to serve the needs of diversification, growth poles, economic zones and export expansion strategies. This will include strengthening of supervisory and managerial skills.

- Market our growing tertiary education and skills training capacity as an export services sector by attracting foreign students.

- Create a learning, doing and creating society by leveraging the research, innovation capacity and talents of our citizens to create new knowledge and to prompt creative economic activities leading to business start-ups. We will extend the concept of a smart city to all parts of the society to create a smart or intelligent island with different levels of education and training servicing different levels of knowledge-based economic activity throughout our cities, towns and villages. This will be linked to the comprehensive broadband rollout.

Gate And Performance-Based Funding

The GATE programme has been secured and expanded. The introduction of the GATE e-Service system has resulted in over $13 million in financial returns to the government from students and institutions in breach of the policies. We will continue to strengthen and improve the programme structure to ensure increased accountability from all beneficiaries. GATE will be aligned to promote the strategic objectives of the tertiary sector in the context of national priorities. Graduation rates will also be monitored to ensure performance of students and value for money.

National Endowment Fund

A National Endowment Fund (NEF) will be established to attract philanthropists, corporate citizenship and international donors. These funds will be used to reward public and approved private tertiary and TVET-based institutions that meet student graduation and job placement metrics on a competitive basis. High-
performing students at the postgraduate level will benefit from an international study abroad arrangement funded through the NEF to furnish a local graduate with a global outlook. We will focus on developing graduates ready to compete in a globalised marketplace.

**Loan-Financing Reform**

The Higher Education Loan Programme (HELP) was established through the consolidation of the Student Revolving Loan Fund (SRLF) and the University Student Guarantee Loan Fund (USGLF). An estimated 2,000 beneficiaries access HELP annually at an average investment of $40 million. HELP International will be established to provide loan financing opportunities to citizens pursuing international undergraduate and postgraduate studies that are recognised and relevant to national development priorities.

**Easy Accessibility For All**

All citizens will enjoy enhanced accessibility to tertiary education and skills training due to (a) an improving geographical spread of facilities nationally; (b) enhanced digital and web-based education; (c) greater accommodation for students with disabilities; and (d) improved student transportation services.

**Geographical Spread Of Services**

In five years, we have established the UWI South Campus, COSTAATT Main Campus in Chaguanas, Woodford Lodge Integrated Campus, UTt Aviation Academy in Couva, Academy for Nursing and Allied Health in El Dorado, COSTAATT Sangre Grande Campus, NESC Drilling Academy in Ste Madeleine, YTEPP centre in Diego Martin, and MIC Institute of Technology centres in Diego Martin, O’Meara, Tobago and Penal. We will continue to expand geographical access across Trinidad and Tobago to ensure that our students have opportunities, particularly in underserved communities.

**Access For The Challenged And Differently Abled**

All institutions must become sensitive to the needs of the physically challenged and differently abled. A policy framework will be established for all public institutions to progressively introduce assistive technologies, which will bring differently abled students into active participation in and out of the classrooms. UTT and UWI will also develop postgraduate programmes in special education to build capacity at the early childhood, basic and tertiary education levels.

**Safe And Reliable Student Transportation**

No student must be left behind because of inadequate or unreliable transportation. Students living in rural communities deserve the same opportunities as students living in urban centres. We will develop a safe and reliable transportation system dedicated to students from nursery to tertiary education. The system will be digitised and students will be issued individual, non-transferable student smart cards, enabling them affordable and efficient access to transport services.

**Student Health And Wellness**

The health and well-being of our students are of paramount importance. All institutions approved by the ACTT and NTA will be required to establish health literacy programmes to raise awareness on physical, psychological and social health. If our students are happy and healthy, they will succeed. We will monitor
the medical health of students and further explore insurance coverage for all students at the tertiary and training levels for basic healthcare and critical illness.

**Teaching And Learning**

In today’s world, students must be exposed to cross-disciplinary learning and thinking. Students across faculties and schools, particularly in the STEAM fields, must be exposed to multifaceted, transformative and entrepreneurial experiences. Learning must be student-centred and our faculty must be prepared for this paradigm shift. We will introduce a Massive Open Online Course (MOOC) for faculty development (accessible to all full-time and adjunct staff) across the tertiary and training systems. Entrepreneurship, life skills, critical and creative thinking, and programmes related to sustainable development issues will be developed.

**Jobs And Skills**

By 2020, it is projected that there will be a global deficit of workers with tertiary education of 40 million and at the same time it is estimated that there will be an oversupply of medium- and low-skilled workers of 90 to 95 million. Given this phenomenon, we will increase the number of graduates with STEAM skills to prepare for the jobs of the future. We will shift our focus to high-skilled and high-wage earners away from low-skilled and low-wage earners linked to our intensification of diversification sectors and our manpower development strategy.

**Education Export**

Tertiary education and training services are an important export industry. Our unique advantages in culture, entertainment, ecotourism and energy can be leveraged to attract foreign students. Entry requirements for students will be reformed through improved coordination among the Immigration Office, regulatory bodies involved in tertiary education and training, and our local institutions. In addition, we will promote Trinidad and Tobago as a regional knowledge hub through InvesTT and other marketing channels.

**Job Makers**

Our universities, colleges and technical colleges will increase the stock of “job makers” exiting the system as opposed to “job takers”. SMEs are the engine of growth and employment and form the basis for economic prosperity. Curricula reform will support collaborative and multidisciplinary student experiences that foster entrepreneurial thinking.

We will also improve the start-up financing opportunities for our tertiary and training participants through NEDCO and the Ideas to Innovation programme. We will expand the recently established National Incubator Council; we will vigorously promote a culture of entrepreneurship and develop entrepreneurship hotspots in strategic high-traffic areas. These hotspots will connect students from varying institutions, faculties and schools with market opportunities – virtually and physically.

**National Commission For Higher Education**

We have established the National Commission for Higher Education to guide sector reform. We will introduce legislation for the commission and implement the National Qualifications and Credit Framework to

“*Our principal strategy is to develop an educated and skilled workforce that is tech-savvy, innovative and rich in character.*"
support a regional mechanism. The commission will be instrumental in shaping a seamless system from early childhood to the university level including Technical Vocational Education and Training (TVET). Long-term educational planning, policymaking and research are key imperatives for the commission, and one of its roles would be to recommend a framework for the sustainable financing and the sustainable success of an effective higher education sector.

**Education City Growth**

We have established the St Augustine Education City as a centre for academic excellence. The Education City is the most student-populous region in the country with over 39,000 students within a 12.2 square mile area. We will continue the work programme of improving basic infrastructure – pavements, street lighting, surveillance cameras and road signage. The three levers of housing, transportation and security have all been improved. We will construct a knowledge park through the support of e TecK, which will provide incubation and business services using smart and green principles. In collaboration with the growth pole and regional development strategies for all parts of Trinidad and Tobago, we will also expand the concept of the Education City to Tobago, central Trinidad and south Trinidad in harmony with other strategic frameworks identified for particular cities and regions.

“...we will also expand the concept of the Education City to Tobago, central Trinidad and south Trinidad...”
A healthy population is necessary to Trinidad and Tobago’s goal of achieving a diversified and competitive knowledge-based economy. To this end, the government’s objective is to create “A Life of Dignity for All” by focusing on becoming a fit and healthy nation and by providing first-class healthcare. Our goal is to have a healthy population with personal health and well-being as a cornerstone of individual and national productivity. We will build architecture to foster a health-conscious and healthy lifestyle population with the view to reducing lifestyle diseases and improving quality of life, personal well-being and productivity. To achieve this, we will build and provide a sustainable world-class healthcare and insurance system that delivers affordable, quality, accessible, reliable and efficient services, that is at the same time flexible and innovative in its response to clients’ health needs. Each individual and community in Trinidad and Tobago will then be equipped to take charge of their physical, mental, emotional, spiritual and social well-being.

The healthcare system of the nation is an area that requires urgent attention in order to ensure universal access to at least a basic level of healthcare for all citizens. While great progress has been made in the last five years, much more still needs to be done in the healthcare sector so that it can provide the services it is supposed to in an efficient and cost-effective manner without compromising quality. Primary healthcare strengthening and enhancement will be a major thrust going forward.

We will work to make sure that the workforce consists of qualified, compassionate, productive, motivated professionals in the various spheres of health service provision, from doctors to nurses to lab technicians and other specialised jobs. The operational and administrative systems of hospitals and health centres will be efficient in their delivery of health services. The People’s Partnership will make this a priority over the next five years.

Universal provision and universal access to healthcare is multifaceted and complex; it encompasses not only primary care at the community level, but enables access to secondary and tertiary care when required. The system must be fair to all citizens, but especially to the most vulnerable, as the cost of specialised healthcare can be prohibitive. Some of the aspects of the healthcare system we plan to tackle during our next term are:
• Increased access and availability of quality, specialised referral tertiary care whether in the public or private sector.

• Adequate, appropriate and well-maintained equipment and infrastructure at all medical facilities.

• Effective management of chronic non-communicable diseases cases and programmes to fight the incidence, including public awareness campaigns.

• Complete construction, equipping and operationalising of hospitals and community health centres being built or refurbished including:
  - Couva Children’s Hospital and Multi-Training Facility
  - The National Oncology Centre
  - The Point Fortin Hospital
  - The Arima Hospital
  - Development of individual master plans for the redevelopment of Port of Spain General Hospital, San Fernando General Hospital, and Eric Williams Medical Sciences Complex. These master plans seek to transform and strengthen the development and infrastructure components of the three institutions.

• We will expand and institutionalise the Children’s Life Fund.

• We will intensify the existing awareness programme combating Childhood Obesity and expand its reach.

• The proposed pilot programmes How to Nurture Baby, Right Start – Breast is Best, and Mothers Supporting Mothers for expectant parents will be implemented as the beginning of a comprehensive strategy for prenatal, maternal, and baby and early childhood care.

• The expansion of access to immunisation via the current Expanded Programme on Immunisation (EPI) will be established and the currently ongoing Tobacco-Free Living Intervention will be strengthened.

• We will implement a multipronged strategy intended to deal with reproductive issues and to empower women in seeking good health during pregnancy.

• Maternal and Child Health Policy, and Standard Operating Procedures for Obstetrics and Midwifery will be updated and implemented.

• Antenatal and postnatal care services will be improved by purchasing additional equipment needed to track the health of mothers-to-be and their babies.
• An emergency response plan to cover all possible medical crises ranging from natural hazards and oil spills to infectious diseases will be developed.

• An inter-ministerial arrangement with the Ministry of Housing and Urban Development and the Ministry of the Environment and Water Resources will be made by the Ministry of Health to address the effects of climate change on human health.

• A health promotion and Non-Communicable Disease Prevention Plan will be prepared and implemented.

• Primary healthcare will be strengthened across the health system.

• We will increase access to tertiary medical services by forming public-private partnerships.

• We will initiate a national awareness campaign on mental health.

• Public-private partnerships will be made to widen the Ministry of Health’s reach with respect to mental health promotion.

• All existing and implemented programmes that coincide with mental health will be strengthened.

• We will formalise the draft National Comprehensive Mental Health Implementation Plan for execution.

• Mental health services will be integrated into all routine health service delivery systems.

• We will increase the number of trained staff at the Research Unit of the Ministry of Health so that more research in health can be accomplished and timely data provided.

• Mechanisms for sustainable financing will be created by formulating a Healthcare Financing Policy, including the introduction and implementation of a comprehensive National Health Insurance System.

• The Ministry of Health will collaborate with the Ministry of Education, the Ministry of Tertiary Education and Skills Training, and research institutions focused on the health sector to develop a comprehensive plan for health wellness and preventative medicine for Trinidad and Tobago.

Care For Persons Living With HIV/AIDS And Related Issues

We need to address humane care for persons living with HIV/AIDS and the several issues related to this including education and information that will yield constructive engagement without stigmatisation of this group. The People’s Partnership is committed to enlightened policy and practice in this area. A model for the amalgamation of tuberculosis (TB) and HIV treatment will be developed and piloted.

• The legislation of Trinidad and Tobago and its impact on persons living with HIV will be assessed and strengthened.

• Ministry of Health will increase education about HIV transmission and reducing risk in young people.

• The ongoing National AIDS Spending Assessment, the revision of the HIV Investment case and current outreach programmes for counselling and testing will be continued.
The People’s Partnership remains committed to the goal of greater equity and inclusiveness in our society and will continue to expand the opportunities for achieving lasting prosperity through wealth generation and accumulation. For most citizens and their families owning their own homes is a major life achievement that is dreamed about and planned for from early adulthood. We will continue to support all citizens, especially in the low- and middle-income groups, to realise this dream and to acquire this lifelong asset in which important family and societal values are nurtured.

Over the next three years, we plan to complete significantly more housing units and provide low-cost mortgages that will bring homeownership within the reach of citizens in the low- and middle-income groups. We will reduce the backlog in housing applications by:

- Completing housing projects currently in train.
- Increasing the rate of distribution.
- Identifying or acquiring sites for new public and public-private housing projects.
- Utilising more multifamily housing designs to increase the number of units available per site.
- Expanding the rent-to-own programme for those who cannot get a mortgage from financial institutions.
- Supporting and incentivising the private sector to expand the construction of housing.
- Refurbishing and renovating apartment buildings to make them compliant with modern standards of living.

In parallel, we will continue with our Land for the Landless Programme, which provides subsidised lots to low- and middle-income families earning less than $8,000. For those that earn less than $3,000 per month we will provide additional support under the Foundation for Life Programme. Under this Programme, we will provide, in addition to the land, a concrete foundation on which a starter home can be built.

We will also adopt a policy to increase green building practices in the construction of new public housing, including:

- Using alternative energy in new public housing construction.
- Allowing feed-in tariffs (FITs) for the electricity grid, to encourage existing residential units to implement solar and wind energy systems.
- Rainwater harvesting.
- Employing green practices to contribute to the greening objectives for the country.

The People’s Partnership will encourage public-private partnerships to increase home construction and homeownership and will focus on homes, families and neighbourhood development rather than just housing construction.
A major plank of our social transformation strategy over the last five years was to disperse the opportunities for ownership of wealth and capital throughout the country and across the entire population. We believe that the people of this country should be given the option to have a stake in some of our most prized assets and to build their own wealth-accumulating resource base.

Taken as a whole, the state enterprise sector is a valuable component of the national patrimony. The sector currently comprises 42 wholly owned companies, 5 majority-owned companies, 5 minority-owned (i.e., less than 50% holdings) and 32 companies held indirectly as subsidiaries of wholly owned companies. This is an extremely rich asset base not only in terms of its investment returns but also in terms of its infrastructure, natural resources and human resource complement, which has some of the highest-level skills and talent existing in the country.

Past state enterprise divestment strategies have focused on divestment with purely economic and fiscal motives. Our approach to divestment of state enterprises is driven by both economic and social equity goals. By increasing employee stock ownership in state enterprises, we will dramatically reshape the notion of economic participation. We will also engage the private sector to encourage them to offer employee share ownership plans.

We believe that by diffusing wealth creating and wealth generating opportunities across all segments of the population, we will create lasting conditions for equity and social justice and propel the transformation to a more dynamic, entrepreneurial economy.

“By increasing employee stock ownership in state enterprises, we will dramatically reshape the notion of economic participation.”
The entire approach of the People’s Partnership to development is with people in mind – how to empower citizens so that each one can design a sustainable life; how to spread income, wealth, and development across the country wherever people live; how to open up the country so that people can pursue a better quality of life and development can take place everywhere.

That is why the highway system linked to growth poles is so important. That is why economic zones are so important. That is why decentralisation is vital. The Point Fortin Highway to San Fernando and Fyzabad will link a myriad of communities to a main thoroughfare, improve transportation access, increase options for quality public transportation, facilitate better traffic flows and enhance time management for citizens. This will be true also for the San Fernando to Mayaro Highway as well as the Port of Spain to Chaguaramas Highway/Causeway. In all cases, connecting the communities to the main access routes will be important whether in Carenage, Rousillac or the villages on the Naparima Mayaro Road. In addition, the commercial possibilities generated by increased traffic flow, growth poles development and the development of economic zones will be taken into account in the development of these major highways.

Broadband access will also increase connectivity of citizens, communities and businesses and improve productivity and competitiveness. A well-connected country makes for a better flow of information, less isolation, improved integration, the building of a national community, enhanced national consciousness and collective identification with broad national goals and objectives.
The People’s Partnership is mindful of the need for long-term transport solutions and we have been actively exploring the possibilities. The driving philosophy in our proposed national internal transport planning is on sustainable people travel and beneficial connectivity to communities through improved transportation accessibility. In this regard, we have identified specific challenges that we will address during our next term. These are:

1. In spite of the fact that there are over 700,000 vehicles in operation in Trinidad and Tobago, the vast majority of the population, particularly women and children, have limited access to transport and are captive to or have no choice but to depend on unpredictable forms of passenger transportation.

2. Traffic congestion, particularly during peak weekday periods, caused by increasingly high auto growth over the last 20 years, is exacerbating the situation for transit users through extended wait times and travel times, and thus worsening the predictability and attractiveness of passenger travel usage.

3. Most maxi taxi and taxi stands are located outside of the urban centres, and taxis and maxi taxis are not permitted within the urban centres. Therefore, when it is dark, patrons generally refuse to go to the stands for personal security reasons. Most maxi taxi and taxi stands are located in poorly lit and unsecured areas, the exception being City Gate in Port of Spain. Personal security at transit facilities is the primary concern for patrons the world over.

Solutions

The People’s Partnership recognises that there is no single solution to our current traffic management problems, which have seen cumulative build-up over time. But we have reviewed all of the existing proposals and have identified a number of viable solutions, which, once implemented, will alleviate our existing problems in the area of transport while at the same time ensuring that our transport infrastructure is on par with international standards. These solutions are in addition to the existing infrastructure projects that have begun and those already identified for commencement during our next term. They include the following initiatives:

1. Transit hubs will be constructed in Chaguanas, Arima and St Augustine.

2. Properly rationalised, dedicated school bus transportation will be instituted.

3. Dedicated bus services for industrial estate workers will be developed.

4. Two dedicated, predictable bus rapid transit systems from north to south and east to west will be established. Several considerations have been taken into account, namely (1) rationalisation of what exists; (2) management of traffic; (3) capacity for effectiveness; (4) cost-effectiveness; and (5) sustainability.
5. Park-and-ride will be facilitated by construction of secure parking structures:
   a. Chaguanas: two-level facilities
      i. Woodford Lodge Chaguanas, located at the Woodford Lodge factory site.
      ii. Mulchan Seuchan Boulevard at the south-west quadrant of the Endeavour Exchange.
      iii. Narsaloo Ramaya Marg, north of the Divali Nagar site, part of Endeavour industrial estate.
      iv. Claire Street, Montrose at the corner of Caparo Valley Brass Road and Edinburgh Boulevard Connector Road Bridge.

   b. Couva:
      i. The intersection of Camden Road and Couva Main Road.
      ii. The intersection of Camden Road and Southern Main Road.
      iii. Phoenix Park Road, just east of the fire station.

   c. Car parking facilities in Arima and Tunapuna, and Sangre Grande and San Fernando will all also be established at convenient appropriate locations to be identified.

6. Decentralisation initiatives will continue linking actions related to relocation of government ministries and facilities to development strategies.

7. Security for maxi taxi stands is a must after dark since most are located just outside urban centres. The issues of lighting and personal security and safety will be addressed.

This plan, together with an opening up of the highway system and a series of improved connector roads will allow us to begin to address:

1. The huge increase in vehicle ownership with convenient and adequate parking provisions.

2. The very costly burden of high fuel subsidies, which with enlightened alternative solutions can be addressed.

3. A dedicated initiative to make a significant dent in high air pollution and greenhouse gas emissions.

4. A more efficient and reliable public transport system that can get citizens from home to another place and back regardless of the nature of the trip – work, school or recreation. Even vehicle owners and users need some reassurance of alternative, efficient transportation options.

5. A practical approach to rationalise and integrate PH taxis into a holistic, integrated system of easy access and safe, reliable transportation.

**Transport Links & Traffic Management**

**issues**

- 700,000 vehicles in operation
- Many women and children subject to unpredictable forms of transport
- Traffic congestion, particularly during peak weekday periods
- Most maxi taxi and taxi stands are located outside of the urban centres
- Minimal lighting and security in maxi and taxi stands

**solutions**

- Transit hubs for population-dense areas
- Dedicated school bus transportation
- Dedicated bus services for industrial estate workers
- Predictable north-south and east-west rapid bus systems
- Park-and-ride facilities
- Parking facilities in Arima and Tunapuna, Sangre Grande and San Fernando
- Decentralisation: relocation of government ministries and facilities
- Lighting and security for maxi taxi stands
- Expanded highway network
A growth pole is a particular area where development strategies are targeted at the core with the intent for growth and development to spread to the periphery. The growth pole strategy typically involves directing investment at a targeted number of locations in order to stimulate economic activity that will propel economic growth and development in an area.

This pole is often characterised by a key industry around which linked industries can develop, mainly through direct and indirect effects. The expansion of this key industry implies the expansion of output, employment, and related investments, as well as new technologies and new industrial sectors. A key element of the growth poles strategy is a geographic or spatial focus because it is an integrated economic development model aimed at enhancing competitiveness at the subnational or regional level through the promotion of investments in regions with significant high growth potential thereby stimulating job creation. Successful growth poles are demand driven and private sector led. Government plays a facilitative and supportive role.

The thinking behind growth pole development is that it will stimulate sectoral growth through investment, construction, infrastructural development and jobs. Growth of sectors of geographical regions will in turn promote better distribution of wealth and more diversified development of the country. A spatial approach allows for more effective coordination and focused investments and policy reforms that will maximise private sector investment. Investors can see the advantages in cost and efficiency of firms working in close proximity, especially in terms of access to land and shared infrastructure.

The Economic Development Board initially identified five specific economic spaces for igniting economic and social transformation throughout Trinidad and Tobago. These have been researched and studied and plans developed. These, in the south-west, central, north coast, Port of Spain and Tobago will be centres of investment in job-creating industries identified below:

- **North-east Tobago**: Urban development: emphasis on tourism and agriculture
- **South-west Trinidad**: Urban development: emphasis on agriculture, fishing, tourism and manufacturing
- **Central Trinidad**: Decentralisation and commercial business hub
- **East Port of Spain**: Urban regeneration, arts, heritage, culture
- **North coast Trinidad**: Poverty eradication: emphasis on tourism and food sustainability

We will expand the focus on East Port of Spain to take in a holistic, integrated approach to the development of Port of Spain into a sustainable, green, smart city which will include urban regeneration and development with strategic links to redevelopment of the Port of Spain business district, Invaders Bay and Chaguaramas. This will be buttressed by a seafront road from Port of Spain to Chaguaramas. An important step forward will be the development of the waterfront area, while transforming the city of Port of Spain into a residential, commercial and business-focused sustainable smart city.

In addition, on the eastern side of Trinidad we will develop a plan for Sangre Grande, which has already been initiated, and for the Mayaro/Rio Claro area as well, so that we will be developing seven growth poles to include:

- **Mayaro/Rio Claro** with emphasis on agriculture, tourism, micro, small and medium enterprise development, and commerce.
- **Sangre Grande and surrounding region** with emphasis on agriculture, agroprocessing, manufacturing linked to the quarrying industry, commerce, entertainment and ecotourism.
The Green Economy (GE) concept has its roots in the relationship between sustainable environmental management and economic development. The 1987 Bruntland Commission Report, “Our Common Future”, which introduced the concept of sustainable development to the world, envisioned “a new era of economic growth... based on policies that sustain and expand the environmental resource base.” Around the same time, pioneering environmental economists, including James Pearce and Edward Barbier, were exploring what sustainable economic development would mean in practice, even employing the term Green Economy. But while environmental economists continued to develop the concept over the next two decades, the term fell into disuse in the wider development discourse and failed to have much impact on mainstream economic thinking or national development planning. Sustainable development thinking was not taken into account in any manifesto prior to 2010.

Our manifesto of 2010 established a Sustainable Development Framework and this informed specific green initiatives such as a ban on hunting, moratorium on hillside development, and green specifications for development initiatives and multistorey buildings. It should be noted that Trinidad and Tobago joined with CARICOM member states and others in calling for flexibility in the definition and application of the Green Economy. Regional states such as Barbados, Grenada, Jamaica and Guyana have already begun repositioning their development priorities to accommodate green economic policies, which is expected to “bring the poor into the centre of economic development.” Trinidad and Tobago will be partnering with its regional neighbours on this initiative to bring a regional perspective to global discourse on the subject.

In the outcome document for the Third International Conference on Small Island Developing States (UNSIDS), heads of state and government view the Green Economy in the context of sustainable development and poverty eradication as one of the important tools available for achieving sustainable development. The heads called upon the United Nations system, in collaboration with other stakeholders, to strengthen its
coordination and support of Small Island Developing States (SIDS) that want to pursue Green Economy policies.

The value of the Green Economy to Trinidad and Tobago has traditionally been understated. It represents a largely undiscovered realm of labour and economic activity. It holds enormous potential, as it is a ready source of sustainable employment, entrepreneurship and labour transformation in Trinidad and Tobago. The Ministry of Labour, Small and Micro Enterprise Development has formulated a Green Policy for micro and small enterprises, which focuses upon waste management activities, eco- and agrotourism, agriculture, energy, construction, creative industries and innovation.

**Actioning The Green Economy TT**

The People’s Partnership will pursue Green Economy initiatives that focus primarily on the interrelationship between the environment and the economy, while the institutional framework addresses the structures required to support sustainable development.

In a Green Economy, growth in income and employment should be driven by public and private sector investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services. The energy, agriculture, tourism, manufacturing, forestry, fishery, and water management sectors and sub-sectors all provide viable opportunities for diversification with green economic potential. Specific areas targeted under an industrial diversification policy will be developed and supported. These include: knowledge-based industries, cultural and entertainment industries, ethnic products, food processing, the maritime industry, services industries, biotechnology, information technology (IT), high-tech manufacturing, pharmaceuticals, food production and processing, alternative energy, and third- and fourth-generation renewable energy industries. Trinidad and Tobago’s economic sustainability is ultimately dependent on the successful implementation of a viable diversification strategy, which can in turn be facilitated by the development of a Green Economy.

The Green Economy concept, therefore, embraces social, economic and environmental alignment and harmony. The paradigm of the Green Economy lends itself to a promise of survival, growth and sustainability while protecting ecosystem value, and subsequently, contributing to poverty eradication.

Government’s commitment to the development of a Green Economy can therefore facilitate the successful implementation of a viable diversification strategy and vice versa. Considering this, government’s strategies for growth, competitiveness and sustainability have necessitated a shift away from the country’s overdependence on hydrocarbon resources to an emphasis on the development of its human capital and the alignment of human capital throughout with an investment, diversification, competitiveness and innovation thrust. This strategy in turn will combine features of both the Green Economy and Blue Economy approach to advance sustainable development and to circumvent several economic, environmental and social issues that Trinidad and Tobago currently faces as a SIDS.

The development and adoption of green manufacturing practices will also give local manufacturing firms a competitive edge given the increasing emphasis on creating a Green Economy, and incentives are available for this. Trinidad and Tobago’s energy, agriculture, tourism, manufacturing, forestry, fishery and water management sectors and sub-sectors all provide viable
opportunities for diversification with green economic potential. The creative sector, driven by creativity and the human imagination, is a very clean sector that can intensify options and possibilities for greening. Government’s commitment to the development of a Green Economy can therefore facilitate the successful implementation of a viable diversification strategy and vice versa.

To achieve our objectives we will facilitate economic transformation to a Green Economy through the following:

- Land use policy and building approval policies.
- Investment promotion policies in the clusters and the growth poles in support of green industry development.
- A dedicated thrust to green the existing manufacturing sector.
- Energy conservation policies in all government and state-owned facilities.
- Conversion to CNG of the transportation sector on a phased basis beginning with state-owned vehicles and public transportation.
- Enlightened procurement policies to support green industries and practices.
- Establish national parks, protected areas and special development zones in which green practices will apply.
- Active promotion of the ICT-based services sector for export expansion.
The Rio+20 Specific Preparatory Meeting outcome document defines a Blue Economy as an economy based on the sustainable management of marine and ocean resources, enabling SIDS to derive maximum benefits from their aquatic resources. Marine resources include the fisheries sector, coastal protection, wetlands, corals and mangroves, oil reserves and seabed aggregates. This outcome document essentially states that the concept of a Blue Economy is the maritime equivalent of the concept of a Green Economy, one of the themes of the Rio Conference. Trinidad and Tobago contributed a policy document to Rio+20 entitled Working for Sustainable Development.

The Blue Economy is a developing world initiative pioneered by SIDS but relevant to all coastal states and countries with an interest in waters beyond national jurisdiction. SIDS have always been highly dependent upon the seas for their well-being but the Blue Economy, whilst encompassing the concept of ocean-based economies, goes far beyond that. It conceptualises oceans as “development spaces” where spatial planning integrates conservation, sustainable use, oil and mineral wealth extraction, bio-prospecting, sustainable energy production and marine transport. The Blue Economy breaks the mould of business as the usual “brown” development model where the oceans have been perceived as a means of free resource extraction and waste dumping, with costs externalised from economic calculations. It will incorporate ocean values and services into economic modelling and decision-making processes. The Blue Economy paradigm constitutes a sustainable development framework for developing countries addressing equity in access to, development of, and the sharing of benefits from marine resources, offering scope for reinvestment in human development and the alleviation of crippling national debt burdens.

The heads of state and government at UNSIDS 2014 acknowledged that oceans and seas, along with coastal areas, form an essential component of the Earth’s ecosystem and are intrinsically linked to sustainable development, including that of Small Island Developing States. Healthy, productive and resilient oceans and coasts are critical for, among other things, poverty eradication, access to sufficient, safe and nutritious food, livelihoods, economic development and essential ecosystem services, including carbon sequestration, and also represent an important element of identity and culture for the people of Small Island Developing States. Sustainable fisheries and aquaculture, coastal tourism, the possible use of seabed resources and potential sources of renewable energy are among the main building blocks of a sustainable ocean-based economy in Small Island Developing States.

Gunter Pauli, Belgian author and initiator of The Blue Economy, outlines in his writings a proposed alternative to the concept of the Green Economy. In this context the Blue Economy focuses primarily on economic inclusion and effectiveness rather than maritime resources per se. More specifically, Pauli’s Blue Economy would entail the integration of innovative solutions into the already existing
economy, increasing the efficiency of ongoing processes, thereby contributing to environmental protection, and in turn long-term sustainability.

Despite being a Small Island Developing State, Trinidad and Tobago’s unique economic situation suggests that it would be in the country’s best interest to adopt innovative and creative solutions that would drive the country towards greening while adopting Pauli’s concept of the Blue Economy to bridge the gap between where we are and where we need to be and to take a practical approach towards transition.

In the context of the Blue Economy, the Commonwealth sees its work in the area of ocean governance frameworks, taking a wide view of benefits and challenges on multiple levels: energy, seabed resources, zoning, and policing our seascape, support in the delimitation of boundaries and the continental shelf.

The Blue Economy Concept Paper prepared by the United Nations notes that the importance of marine and coastal resources to SIDS is evident, and has been elaborated in numerous international fora. The Blue Economy, however, offers the potential for SIDS to alleviate one of their defining obstacles to sustainable development, namely that of a narrow resource base. The remarkable per capita marine resource area enjoyed by many SIDS means that the Blue Economy approach offers the prospect of sustained, environmentally sound, socially inclusive economic growth. SIDS must prepare now in order to position themselves properly to realise the optimal benefits for their sustainable development from the coming blue revolution.

**Actioning The Blue Economy TT**

The People’s Partnership takes the view that for a small island nation, the Blue Economy is vital. As such, ensuring the protection and long-term sustainability of the resources that facilitate it is a priority. The coastal communities of Trinidad and Tobago rely on their aquatic resources for their survival. There are several vital fishing communities which span the islands, bringing with them ecotourism activities, opportunities for further development and contribution to the nation’s GDP.

Three of the five growth poles identified for geographical and industrial diversification include the fishing communities in Trinidad’s south-western peninsula including Cedros, and the north coast including Maracas, Blanchisseuse, Matelot, Toco, and the villages of Speyside and Charlotteville Bay in north-east Tobago.

In the National Programme of Action for the Protection
of the Coastal and Marine Environment from Land-based Sources and Activities (2008-2013) are included a comprehensive examination of national issues relating to land-based sources and activities and involve:

1. Identification of the nature and severity of the problems in relation to food alleviation, public health, coastal and marine resources, ecosystem health, and economic and social benefits and uses.

2. Determination of the severity and impacts of contaminants and alterations including sewage, persistent organic pollutants (POPs), heavy metals, oils, nutrients, sediment mobilisation, litter, and the physical alteration and destruction of habitat (PADH); and identification of the sources of degradation and the affected or vulnerable areas of concern.

3. Other plans and programmes that provide guidelines for coastal and marine management, including the 2013 National Oil Spill Contingency Plan (NOSCP), developed to mitigate the effect of oil spills on land and in marine areas across Trinidad and Tobago.

In January 2014, the Ministry of Works and Infrastructure (MOWI) launched its three-year programme of Critical Coastal Protection Works with a budget of $152.3 million. The programme will target approximately 26 coastal protection projects experiencing coastal instability and incessant erosion.

The People's Partnership will build on what we have learnt and intensify what we are already doing and do more in every sphere that will make a positive difference. Issues and problems bring with them challenges and opportunities and the Blue Economy offers a suite of opportunities for sustainable, clean, equitable blue growth in both traditional and emerging sectors, such as:

- Shipping and port facilities
- Fisheries
- Tourism
- Aquaculture
- Energy
- Biotechnology
- Submarine mining
- Seabed assets as a value proposition in ocean-related activities

These areas will be explored as an extension of our maritime industries cluster development strategy to promote diversification but linked to the development of a Blue Economy.
The Silver Economy: What Is It?

Oxford Economics operationally defined the Silver Economy as “the sum of all economic activity serving the needs of those aged 50 and over including both the products and services they purchase directly and the further economic activity this spending generates.” The European Commission defines it as “the economic opportunities arising from the public and consumer expenditure related to population ageing and the specific needs of the population over 50.” In short, it is the economic opportunities that are created by an ageing population.

The Silver Economy is driven both by the emergence of new consumer markets and by the need to improve the sustainability of public expenditure linked to ageing. Merrill Lynch estimates the Silver Economy at $7 trillion per year, which makes it the third largest economy in the world. By 2020, the private spending power of the elderly generation will reach $15 trillion globally.

Actioning The Silver Economy TT

The approach to this issue by the People’s Partnership is informed by the 2011 population census and the National Population Policy 2015-2021. Population growth has increased slightly in the 2000 to 2011 census period over the previous period but still remains fairly low at 0.5%.
The age pyramids for Trinidad and Tobago show that the largest age segments of the population were the 25-29 and 20-24 age groups in 2011. In 2000, the 10-14 and 15-19 age groups were the largest. Essentially this means that the largest age groups in 2000 have grown to become the largest age groups in 2011, however, it should be noted that the younger age groups have declined a bit, suggesting that the population is not being replaced at the same rate as in previous periods.

In 2011, persons age 65 years or older relative to the total population rose to 9.0% from 5.6% in 1980. A population in which this indicator assumes magnitudes ranging between five and ten is regarded as neither young nor old but is at an intermediate stage.

The median is another measure used to describe the age composition of the population. In 2011, the median age was 32.6 years, which meant that half of the population was younger than 32.6 years while the other half was older than 32.6 years. Countries with median ages over 30 are described as “old.” In 2000, a younger median age of 28 years was reported, and this can be interpreted as an “intermediate” stage between young and old. So Trinidad and Tobago over the last decade has moved into the old category.

The Trinidad and Tobago population is expected to decrease by 2050 according to UN forecasts (World Population Prospects, 2012 revision), when total population will fall to just over 1.15 million persons. Currently, persons over 60 comprise around 15% of the population; in 2050 this is expected to more than double to over 35%.

In considering the unique vulnerabilities of the elderly as well as the implications of the new Silver Economy, the People’s Partnership recognises that it is becoming more and more vital to pay closer attention to the needs of the nation’s ageing population.

The areas of attention most relevant to the Silver Economy are:

- Provision of healthcare and healthcare costs: a comprehensive health/insurance system will be designed taking this issue into account.

- Public finance implications: increase in social welfare expenditure. This is an issue that has to be addressed by programmes such as retirees returning to work and other opportunities for retirees to share knowledge and experience and earn income.

- Pensions, governance and reform, including retirement ages corresponding to increasing lifespan: the People’s Partnership will look into the possibility of increasing the retirement age or creating new avenues for post-retirement work.

- The digital divide: programmes to equip the elderly to bridge the digital gap.

- Steps will be taken to ensure that the elderly do not suffer abuse by caregivers in their homes and in institutions.

- The quality of services provided to the elderly by both private and public sectors will be carefully monitored.

- A hotline will be established at the Ministry of The People and Social Development for complaints of abuse of the elderly and to provide emergency help for the elderly.

- A comprehensive plan will be developed for caregiving to the elderly including homes for the elderly involving both public and private institutions.

- Research related to the elderly involving field work as well as international collaboration will be supported.

- Through Lumination, the social innovation and entrepreneurship programme managed by the Council for Competitiveness and Innovation (CCI), the Silver Economy will be targeted.

- Research related to the elderly and the Silver Economy will be promoted.
The People's Partnership will collaborate with the Tobago House of Assembly on the development of a new marina in Tobago and the designation of Tobago as a duty-free port. What this means is that the tourism product in Tobago will be enhanced by improving the infrastructure for the leisure marine industry and ancillary services, and as a duty-free port, Tobago will be a more cost-attractive destination for tourists.

Airlift to Tobago has increased with the return of Virgin Atlantic and British Airways adding more flights to Tobago and through new airlines such as JetBlue flying to Trinidad, which increases connectivity to the North American market. We are also looking at increasing the calls by cruise ships and meeting with several cruise ship companies to promote Trinidad and Tobago as a cruise ship port of call. Earlier this year, the Ministry of Tourism introduced the Trinidad and Tobago Tourism Accommodation Upgrade Project (TAUP), which will be implemented over a period of three years with the objective of providing an incentive for the upgrade of tourism accommodation to a first-class standard to meet and/or exceed the Trinidad and Tobago Standard Requirements for Tourist Accommodation. We also established the Trinidad and Tobago Tourism Development Fund, which has been providing guarantees to financial institutions in Tobago as they restructured debt and/or provided new loans to hotels and hotel-related businesses.

Recently, we revised the Town and Country Planning policy for Tobago. This includes extensions of commercial, residential and mixed use in and around urban centres, and changes from residential to mixed use and commercial or residential in other areas. The residential density policy for Bacolet and Scarborough was increased, meaning that more rooms could be built turning homes into resorts. All new mixed-use buildings will now be allowed a maximum of three storeys. In the Crown Point area, the density policy was increased so that 200 bedrooms per hectare would be allowed, together with a maximum height of four storeys, once it did not interfere with aircraft flight paths.

The role of the Scarborough General Hospital will also be expanded into more than just a general hospital. It will also be an anchor for a research-based medical school, expanding opportunities for locals who want to pursue a career in medicine, without having to move abroad or even to attend the Mt. Hope teaching hospital.

North-east Tobago has the potential to be an even bigger ecotourism destination than it already is. With the natural attractions of Charlotteville, Speyside and the Main Ridge Forest Reserve with flora and fauna, there is already significant interest from the private sector including local entrepreneurs to develop the ecotourism product, including first-class ecolodges, a biological research institute and the revival of the agricultural base.
of the area especially in cocoa production. Through appropriate oversight mechanisms, we will ensure that the pursuit of development does not come at the expense of the environment.

The People’s Partnership will work with the THA and other stakeholders to boost more Trinidad tourism to Tobago and to increase the number of activities for enhancing the experience for foreign tourists. In this way, tourists will have more things to do and enjoy and the doorway for more opportunities and new markets will be wide open for the citizens of Tobago.

**Self-Determination**

Tobago’s right to self-determination is an essential pillar for internal self-government. The decision on self-government must be driven by the will of the people of Tobago and not simply negotiated by political representatives. The UNC, COP and NJAC are national parties that collectively have the goodwill of Tobago at heart and we will work with the TOP and all Tobagonians of goodwill to make progress possible. The People’s Partnership has recognised that without the issue of self-determination being settled, the failed approach by those who control the THA will continue to the detriment of self-determination by the people of Tobago.

The People’s Partnership will, therefore, proceed with the following in the second term:

1. Create the conditions for a genuine constituent assembly of Tobagonians in Tobago to agree on draft legislation for Tobago.

2. Put the agreed draft legislation to the vote of a referendum to ensure that this agreed draft will go to the national Parliament for enactment without hindrance.

**Development Boost**

In the next term, the People’s Partnership will further strengthen security and personal safety in Tobago. To do this, we will continue work on the police stations and a fire station already in train, and we will strengthen the police force in Tobago with additional numbers.

We will also continue our commitment to boost tertiary level education in Tobago, with an integrated campus, making available to the people of Tobago educational offerings from a range of institutions. This will support the intellectual, professional and skills development of the people of Tobago, but will also create the basis for international students to study in Tobago, thereby diversifying the approach to tourism. Tobago will have its own university capacity.
Manufacturing is a particular type of business activity, focusing on value creation at each point in the chain of value. In 20 years the sector has come a long way in Trinidad and Tobago. From the early days of assembly and import substitution, local manufacturing is now a significant player in the non-energy sector. Excluding financial services (which provides services both to the energy and non-energy sectors), manufacturing is the largest contributor to GDP in Trinidad and Tobago. It is also a significant employer, accounting for about 10% of the workforce – substantially more than the energy sector.

The manufacturing sector is therefore significant in terms of size, employment generation and capacity to generate foreign exchange and defend foreign exchange reserves. Uncertainty in terms of oil and gas prices makes the manufacturing sector an important growth and expansion sector to strengthen the national economy.

In our second term as government, the People’s Partnership will partner directly with relevant interests to execute a strategy to achieve the following goals:

2. Increase employment in manufacturing by 50% by 2020.
3. Increase contribution to GDP to 20% by 2025, double what it is contributing now.

To achieve these clearly identified objectives we will:

1. Properly capitalise EXIM Bank and provide sub-market rates and strong factoring support to exporters in order to boost exports.
   - Create a line of credit in US dollars at EXIM Bank for manufacturers, thereby reducing the strain of competing for US dollars with importers who make little contribution to foreign exchange earnings. This will resolve the issue in a non-contentious (and non-preferential) way.
2. We will take steps to realign ExporTT with our thrust to double manufacturing exports with an emphasis on the top 20 exporters and earners of foreign exchange.
3. Make manufacturing space available to manufacturers as required by coordinating and streamlining action by the various state agencies to achieve this.
4. Ensure that VAT refunds for exporting manufacturers are addressed and paid within 60 days of the close of the relevant VAT period. This may require specialist and dedicated capabilities within the BIR VAT office to ensure that refunds are cleared quickly.
5. Establish a Centre for Export Competitiveness under the aegis of the Council for Competitiveness and Innovation, in partnership with manufacturing stakeholders and UWI market research and support
of programmes that improve export potential either through product or process innovation.

6. Expand linkages with the education sector by supporting apprenticeship programmes and involving manufacturers more closely with educators through structured mechanisms.

7. Continue to work with business organisations to train, skill, mentor and employ government-employed temporary workers.

8. Provide effective business representation on boards such as Trinidad and Tobago Bureau of Standards (TTBS), Port of Port of Spain, Point Lisas Industrial Port Development Corporation (PLIPDECO), etc., to encourage appropriate standard-setting and ensure that the playing field is always level.

9. Effect an active policy of inclusion of local tenders for state spending even in cases where tendering is open to international tenders in keeping with the new Procurement Act.

10. Establish a programme to assist local manufacturers in attaining global standards of quality and competitiveness and to employ green methods so as to qualify for state contracts.

Collaborative engagement of the business organisations has revealed that action on these fronts alone will have a discontinuous impact on the viability and export potential of manufacturing. These actions will provide destination market research; assistance with labelling and packaging requirements; quality system certification assistance; inward and outward trade missions and buyer contact; export financing; foreign exchange for raw material purchases; accommodation for factories with the appropriate infrastructure; and adequate protection for cash facilities of manufacturers.

The People’s Partnership is prepared to work earnestly and in good faith with the business community of Trinidad and Tobago to achieve mutually beneficial objectives. The relevant stakeholder organisations will be invited to partner with government to establish a transparent system of accountability.

Growing ICT Services

While the services sector is large in T&T and contributes an overall high percentage to GDP, export of services contributes only a small percentage of our GDP. Services export in 2013 was modest in its contribution to GDP with slow growth predicted in this area.

However, the ICT sector, particularly the ICT outsourcing sector, represents a significant opportunity for T&T to grow the export of services. This sector has become a vital contributor to many of the world’s developing economies, including India and the Philippines. Recently, emerging economies from the Caribbean and Latin America have come to the forefront of the global outsourcing landscape with Trinidad and Tobago carving out some service delivery niches.

The ICT outsourcing sector represents a fast growth sector that can achieve several things: increase employment, increase contribution to GDP, and raise the standard of use of ICT within T&T by assimilation. By creating a sophisticated outsourcing sector, we pull along other ICT sectors, which are needed to provide support to the outsourcing sector, but which will also improve the level and quality of service as demanded by the global outsourcing companies that have located in Trinidad and Tobago.

T&T has a number of advantages going for it to increase ICT export-led growth. Our telecommunications infrastructure in the growth areas is of high quality. This sector is a deregulated, competitive sector that has led to competitive pricing in the marketplace. Sufficient broadband is available and broadband speeds demanded by international corporations are readily available. We have an IT-literate resource pool that may not provide the critical mass required by companies on demand, but these can be complemented by available
resources from within by targeted training and by drawing from the region and outside. The IT outsourcing industry of Trinidad and Tobago recently acquired support from the People’s Partnership government identifying it as a key sector for development in the country’s shift towards a more knowledge-based economy. The proposed development of the Trinidad and Tobago Global Services Export Hub will lead to the development of a market for the supply of outsourced IT-Enabled Services (ITES) and ensure that Trinidad and Tobago becomes a viable and preferred destination for the estimated $400 billion outsourced IT-enabled services market. In Trinidad and Tobago, this is being supported now by the Inter-American Development Bank (IDB). A small percentage of this global market will make a huge difference to Trinidad and Tobago’s development.

In simple terms, the TT Global Services Export Hub involves the setting up of spaces “to increase export capacity; tailored private sector-driven training for students and career changers; amenities and services to facilitate investors’ arrival; and opportunities for networking and collaboration among these groups.”

The project has been initiated and a hub is being established in Chaguanas that is impactfully designed and outfitted, and reflects the personality and culture of Trinidad and Tobago while maintaining a professional appearance. Its outfitting will be comparable to anything that is similarly available in developing countries in order to attract the calibre of companies that will make T&T a first-choice destination in the Caribbean and Latin America for ITES. Over a three-year period, the hub will focus on these areas that require attention such as:

- Shared advertising/branding
- International promotion
- Improved company visibility and revenue opportunities
- Affordable amenities and shared workspaces
- High-speed internet
- Modern video conferencing facilities
- Shared administrative facilities and staffing
- Shared workspace

With this initiative, we expect that we will create a culture of export of services, and in particular IT-enabled services. Revenue from this initiative will grow slowly to start with, but by the end of three years, we will see our export of ITES more than doubling, with the attendant benefits of increased investment, higher employment and greater contribution by the IT sector to our GDP.

We expect to see a doubling of exports in services by 2020 and a corresponding increase in the number of jobs as well. We expect to see a drastically higher contribution to GDP.

We will work with the Service Sector in Trinidad and Tobago to achieve positive gains.
Strong and effective intellectual property (IP) systems have two components: compliance with international standards and effective national enforcement. The World Trade Organization’s Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) is the basic international standard for intellectual property rights (IPR). National enforcement requires an active customs service and consistent court actions. Enforcement of an IP system is a good measure of a country’s business environment. A country with weak IP protection is a riskier place to do business for both domestic and foreign companies, because a well-constructed IP system accelerates innovation.

To nurture the growth of their domestic economy, countries have undertaken to increase their direct investment in the production of knowledge and have
also invested in understanding the environmental and institutional factors that stimulate the private production of knowledge.

Patents Can Promote Economic Development

Patents can be used to stimulate economic development in four main ways:

- Patent information facilitates technology transfer and investment.
- Patents encourage research and development (R&D) at universities and research centres.
- Patents are catalysts of new technologies and businesses.
- Businesses accumulate and use patents in licensing, joint ventures and other revenue-generating transactions.

Proactive Patent Policy

Using patents for economic development requires a proactive patent policy (PPP) intrinsically related to economic development. The experiences of Singapore and the Republic of Korea with patent policy confirm the importance of a proactive approach. National policies and a proactive patent policy should be designed to promote patent licensing, joint ventures and strategic alliances, as these can encourage invention at the national level as well as foreign direct investment (FDI). In parallel with FDI and technology transfer through the PPP, stimulating R&D in universities and research centres is another way to jump-start domestic knowledge development and can provide the fuel to keep the national innovation cycle running. We will take a hard look at the current research environment, output and culture with a view to strengthening, focusing and retrofitting, if necessary, to support value creation in intellectual property.

The IP Economy

While there is no true IP economy, the top patent countries in descending order are Japan, USA, China and South Korea. In terms of IP-related activities, the dominant features have been university patenting, licensing, and start-up companies based on university-generated IP, which have been on the rise particularly in the United States, in Western Europe and Canada. The significance of university patenting for the economy as a whole should not be understated. We will take this into account as we review the intellectual property environment.

Intellectual Property TT

Trinidad and Tobago has an intellectual property system administered by an Intellectual Property Office. The creation and passage of IP legislation in Trinidad and Tobago arose out of the need to fulfil the conditions of the Bilateral Memorandum of Understanding on Intellectual Property matters signed in 1994 with the United States. As a direct result of that initiative, there are currently several pieces of national legislation and associated rules and regulations in place that protect certain types of intellectual property rights. The latest of these passed is the Trade Marks Bill.

We will take steps to rationalise our intellectual property environment, so that it serves the need of citizens and provides protection as well as opportunities. In 2013, a consultancy conducted for Trinidad and Tobago by the World Intellectual Property Organization (WIPO) identified a handful of IP-rich industries that could contribute significantly to the national GDP. These will be pursued within the framework of clusters already identified.

We will work with our universities to increase the number of patents generated from these institutions, especially by students in engineering.

We will look seriously at the output of university research and its link to patents, and engage the national academic research community on a strategy to improve patent generation.

Intellectual property considerations will also drive development of the creative industries.

“National enforcement requires an active customs service and consistent court actions. Enforcement of an IP system is a good measure of a country’s business environment.”
The drastic drop in oil prices that occurred in January 2015 and the emergence of the United States as a major producer and supplier of oil and natural gas has transformed the energy market tremendously and has made energy revenue uncertain and unpredictable going forward. It would be prudent to take a conservative view of how to proceed in the future in terms of budgeting and fiscal management, and creative measures would need to be taken to stimulate both oil and gas production.

Accordingly, we will take the necessary steps to increase oil production by offering lease operatorships to small companies and sole operators to those who can seize profitable opportunities to produce oil and natural gas.

Secondly, we will make appropriate changes in the fiscal regime involving suppliers, National Gas Company (NGC) and downstream operators to ensure an increase in production and consequently an increase in the supply and availability of gas.

Moreover, in our September 2015 budget, we will rule out any rises in the global prices of oil, natural gas and other commodities and budget at the reduced assumptions for the price of oil and gas, which we made in January.

In September 2015, therefore, we will budget with an oil price of US$45 and a gas price of US$2.25.

We will also immediately peg all subsidies at the pump at the US$45 level.

We will instruct all state enterprises to address waste and cost duplication, to strengthen operational efficiencies, and to identify slack in their organisations to positively address productivity and competitiveness.

We will also eliminate subsidies on premium gas.

These initiatives will begin the process of Trinidad and Tobago living within its means as we address the important issues of revenue, expenditure, gas supply to the national economy and management of the deficit. The completion of the World Bank study addressing duplication, overlap and wastage in the social welfare support sector will also make that sector more efficient.

The stimulation of the economy to propel growth through investment, expansion of the private sector, increasing good jobs, and action on some of our flagship projects in the coming fiscal year will add bounce to the economy and positively affect the revenue side.
We have already demonstrated our commitment to the increased utilisation of alternative and renewable energy in Trinidad and Tobago. To date, we have implemented import duty and VAT exemptions for solar powered water heaters, solar panels and wind turbines. Also, tax credits are available to individuals and businesses for solar water heating equipment; increased wear and tear allowance for plant and machinery for the manufacture of solar water heaters; acquisition of wind turbines; and solar photovoltaic systems. We have encouraged importation of hybrid vehicles. We are accelerating CNG conversion in public transportation. We have introduced measures to link planning to renewable energy measures and energy conservation measures.

We will continue to encourage the development of renewable energy through policies designed to increase the share of renewable energy in the energy matrix. This will have a twofold positive effect for the nation. We will increase the sources of energy that are low carbon and sustainable and reduce reliance on hydrocarbons. This will also allow us to redirect natural gas used for electricity generation to be sold as LNG or used as fuel as CNG.

The Renewable Energy Research Centre, a product of bilateral relations with the US, will open in 2016. This centre will not only serve Trinidad and Tobago but also the region, making T&T a centre of focus for the research, development and implementation of renewable initiatives in the Caribbean.

The Renewable Energy Policy Framework that will guide policymaking for the development of renewable energy will be completed this year. We will also accelerate the Wind Resources Assessment Programme, which looks at the possibility of wind farm development. As prospective sites are identified, we will source potential investors to partner with to develop wind generation capability. Additionally, research will be conducted to examine the potential for submarine turbines to harness the power of ocean currents for the generation of electricity as part of our Blue Economy thrust.

The greening of the Priority Bus Route initiative will be extended throughout the country with all street and traffic lights to be eventually solar powered.

A policy for feed-in tariffs (FITs) to encourage the use of renewable energy technologies will also be developed. Already, the government has entered into an agreement with the United Nations Environment Programme (UNEP) to support the development of a proposed FIT policy in Trinidad and Tobago. This will allow citizens and companies in T&T who invest in renewable energy systems for their own use to have the ability to sell any surplus electricity back to the national electricity grid. This will improve the total supply and reliability of
electricity and make private investment in renewable energy systems more attractive, as it will have the likelihood of recovering its costs, with the potential for long-term revenue generation.

In addition, Town and Country Planning will encourage green buildings, energy efficiency systems and solar and other renewable features in homes and buildings.

**Introduction Of Both Hybrid And Electric Vehicles**

In 2014-2015, incentives for the purchase of both new and used hybrid and electric vehicles by citizens were provided for. In 2015-2016, these incentives will be enhanced to apply to larger engine size hybrid vehicles.

**Compressed Natural Gas (CNG)**

In 2015, 10% of the Public Transport Service Corporation (PTSC) fleet was converted to CNG. We will move to convert the entire PTSC fleet to CNG by 2018 and will mandate government ministries and state companies with large fleets such as Water and Sewerage Authority (WASA), Telecommunications Services of Trinidad and Tobago (TSTT) and Petroleum Company of Trinidad and Tobago (Petrotrin) to fully migrate to CNG by 2020. This will be supported by a new network of CNG stations, which is already being rolled out. This network will be built in tandem with growing demand for CNG. The NGC CNG Company Limited will also work with the Association of Maxi Taxis of Trinidad and Tobago (AMTTT) to facilitate the conversion of the maxi taxi fleet.

**Energy Audits**

The Ministry of Energy will be mandated to register Energy Service Companies (ESCO) based on defined and approved guidelines and procedures. These ESCO will conduct audits of industrial plants and commercial buildings and identify opportunities for energy conservation and energy efficiency. Companies could then make investments to upgrade their plants and facilities to become more efficient and use this as a tax allowance. This generates jobs in construction and reduces the country’s carbon footprint.

**Solar-Powered Schools**

Where feasible, all primary and secondary schools will be outfitted with solar lighting and solar distillation units, thereby contributing in part to their own power requirement, lowering their cost of electricity and creating awareness geared towards students about renewable energy and energy efficiency. The process has already started and 21 secondary schools have solar lighting.

**Solar-Powered Community Centres and Street Lighting**

Where feasible, community centres will be outfitted with external solar PV lighting, accompanied by a three-day battery backup system. Their electricity bill will be reduced and their centres can be better utilised in the event of natural disasters as their power source will not be compromised. This process has already started and 13 community centres have solar lighting.

Solar-powered street lighting is already a reality. We will accelerate this practice starting with strategic areas of development in order to achieve our greening objectives but also to raise awareness.

**Renewable Energy Policy And Housing Policy**

Houses built by the HDC or other government agencies will be outfitted with renewable energy technologies such as solar photovoltaic (PV) lighting and solar water heaters. In addition, all street lighting in new housing developments will be solar and/or wind powered.
Waste To Energy

We will establish the first Waste-to-Energy (WTE) facility, utilising municipal solid waste from landfills. Faced with ever decreasing land space and accompanying health risks, WTE decreases landfill volume and increases the contribution of clean energy supplied to the national electronic grid.

Wind Resource Assessment Programme (WRAP)

We will ensure the completion of the final phase of the National Wind Resource Assessment Programme (WRAP) on the east coasts of both Trinidad and Tobago. This will pave the way for construction of a wind farm that can supply up to 1,100 megawatts (MW) of clean electric power to our national electricity grid. We will also partner with private and community entities to increase wind energy generation.

Compact Fluorescent Lighting And LED Bulbs

We will continue to phase out the use of energy-inefficient incandescent light bulbs on a national scale in homes, businesses and our roadways by increasing the use of Lighting Emitting Diode (LED) lights and Compact Fluorescent Lights (CFLs) by way of incentives. In addition, government offices and facilities such as street lights will be mandated to be fitted with CFLs or LED lighting. Government will begin a programme to phase in LED lighting in all street lights from 2016.

National Energy Communication Campaign

We will promote renewable energy and energy efficiency to the national population by way of a National Energy Communications Campaign. This will aid increasing awareness for renewable energy and energy efficiency among the school population in particular.
The People’s Partnership will address the pressing environmental challenges and seek out real opportunities to protect and restore our natural resources and the environment, grow our economy sustainably, and enhance the quality of life of our citizens.

We have a vision of a greener Trinidad and Tobago in which economic policy and environmental policy are completely and wholly supportive of each other.

The whole purpose of sustainable development is to create a new reality in which the economy and the environment work together in harmony. A People’s Partnership Government will move Trinidad and Tobago towards a Green Economy. We will unleash the power of green enterprise and promote resource efficiency to generate green jobs, wealth and growth.

The natural environment is the absolute foundation of our economy and if we irreparably damage it, there will not be any economy left to grow. We need to make hard decisions now to limit unsustainable growth, shape our urban and rural areas, and encourage economic growth that will support present and future generations in a healthy, sustainable manner.

Our economy must enhance our environment. Our environment must boost our economy.

We will cut carbon emissions and rebuild our energy security. We will make it easier for people to go green, with incentives for people to do the right thing. We will protect our precious habitats and natural resources and promote a sustainable farming industry. Our rural areas will be better cared for if we conserve more natural habitats, create new green spaces and plant many more trees. Our landscape will be protected and our wildlife enjoyed by more people of all ages. We will fulfil our responsibility to preserve and conserve our natural resources and the environment for future generations.

This is how we will live up to our responsibility to be the “greenest” government in our history.

A Sustainable Future For Our Forests

Trinidad and Tobago is endowed with abundant natural forests. Apart from direct benefits in the form of wood and non-wood products, forests provide a wide range of ecological functions, which are critical to sustaining optimum environmental equilibrium and maintaining all life. These sustainable benefits include oxygen production, carbon fixing, aquifer recharge, stabilisation of soils against erosion, prevention of flooding and the provision of animal habitats. Forests provide other socioeconomic benefits including recreation, scientific research and opportunities for ecotourism.

The People’s Partnership Will:

- Establish the Forestry Authority, which will close the loopholes in the Timber Regulation ensuring that all timber sold is both legally felled and sustainably grown, thereby making T&T an international exemplar in protecting forests.

- Formulate strategies to increase tree cover.
• Develop and implement a national strategy for rehabilitation and restoration of degraded forest ecosystems and water catchment areas.

• Support effective implementation of the forest and other related policies and laws.

• Develop and implement national standards, principles and criteria of sustainable forest management.

• Encourage development and implementation of appropriate forestry-based investment programmes and projects.

• Involve and empower communities in the management of forest ecosystems.

Mineral Resources

A variety of naturally occurring non-renewable resources (e.g., petroleum, natural gas, sand, gravel and oil) are extracted for use in different aspects of economic development. The extraction methods can cause short- or long-term negative impacts on the environment such as habitat loss, soil, water, air or noise pollution, and degradation of the aesthetic amenity value through the visual scarring of the landscape and irreversible damage to the environment. In order to minimise these negative impacts, the next People’s Partnership Government will:

• Enforce rehabilitation programmes by operators at mining sites.

• Regulate mining activities in environmentally sensitive areas.

• Establish and enforce pollution reduction and control for extractive industries, so as to protect the quality of water, land and air.

Preserving The Existence Of Our Wildlife Resources

Trinidad and Tobago is a global conservation hotspot for wildlife. Wildlife resources contribute directly and indirectly to the local and national economy through employment, revenue generation and wealth creation. The increasing population, growing numbers of squatting communities, human-wildlife conflicts, widespread pollution, climate change, and the transformation of vast wildlife areas for other land uses threaten the continued existence of wildlife in the country.

Human-wildlife conflict is a growing concern and provides a major challenge to wildlife conservation in Trinidad and Tobago. Conflicts are prevalent as human population increases and development expands. The global climate change and other human and environmental factors put people and wildlife in greater direct competition for a shrinking resource base, especially living space and food. The impacts are often far-reaching and detrimental. The animals, many of which are threatened or endangered, are often killed indiscriminately through illegal hunting.

The People’s Partnership Government Will:

• Protect, conserve and improve the habitats, corridors and dispersal areas of wildlife.

• Establish wildlife conservation areas and national parks as a basis for enhancing the conservation of wildlife resources and their ecosystems through relevant instruments.

• Maintain all gazetted protected areas and reclaim...
and restore the encroached parks and reserves for enhanced wildlife conservation.

- Strengthen and support wildlife research and monitoring to generate adequate information for decision-making.

Working For Healthy Rivers And Wetlands

Freshwater resources and wetlands form an important part of Trinidad and Tobago’s natural resources with considerable provisioning, regulatory and supporting services. Their provisioning services include the storage and retention of water for domestic, agricultural and industrial use. Their regulating services include modifying water flows, recharging and discharging groundwater resources and diluting or removing pollutants. Their supporting services are important for soil formation and retention as well as nutrient cycling. These ecosystems also provide habitats for a great number of plant and animal species.

We need to give safeguarding these places the priority it deserves, and the next People’s Partnership Government will do this by:

- Promoting sustainable use of freshwater and wetland resources and the conservation of river and lake ecosystems through development and implementation of river basin management plans.
- Fulfilling our international commitments on wetland conservation and protection under the Ramsar Convention and other conventions.
- Legislating for comprehensive reform of water abstraction licensing by 2016 so that the regime is placed on a sustainable footing.
- Developing and implementing plans to restore the three-quarters of our rivers that are not in good ecological health, and protecting our unique and iconic wetlands.

Conserving Our Water Resources

Fresh water is vital for many human activities including drinking, sanitation, cooking, agriculture and industry, and the protection and wise use of surface and groundwater sources are critical to healthy human living. The next People’s Partnership Government will ensure that development decisions impacting on water resources are guided by acceptable water quality and quantity criteria and that these criteria can be met on a sustainable basis. The next People’s Partnership Government will do this by:

- Controlling water pollution through a system of permits for facilities that are the sources of any release of water pollutants.
- Minimising potable water losses in transmission and distribution systems.
- Continuing to pursue water conservation initiatives through recycling and waste water reuse, especially during the dry seasons and by taking advantage of good research related to water capture and conservation.

Protecting Our Coastal And Marine Ecosystems

Coastal and marine ecosystems are under increasing pressure. The major direct threats to these ecosystems
include urbanisation; poor waste management; shoreline modification; pollution from land-based activities and other sources; over-exploitation and destruction of marine living resources, such as mangroves; oil and gas exploration; the use of unsustainable fishing methods; invasive and alien species; and adverse effects of climate change.

The People’s Partnership Will:

• Create a well-managed and ecologically coherent network of marine protected areas that protect the full range of habitats and species found in our seas and allow for the recovery and restoration of those that are in poor condition.

• Promote sustainable use of marine resources and the conservation of vulnerable coastal ecosystems.

• Ensure the development and implementation of a harmonised Integrated Coastal Zone Management (ICZM) policy and Integrated Ocean Management policy, strategy and action plan.

• Promote closer regional and international cooperation in the conservation and management of marine migratory species.

• Involve and empower communities in the management of coastal and marine ecosystems.

Mitigate The Impacts Of Climate Change

The next People’s Partnership Government pledges to put climate change at the heart of foreign and domestic policy, as this is the most important thing we can do for our children. We shall put in place the building blocks of a 21st-century economy. We will cut emissions as cost-effectively as possible, and will not support additional distorting and expensive power sector targets. We will work to prevent climate change and assist the poorest in adapting to it. We reaffirm our commitment to ambitious greenhouse gas emission reductions with the following measures:

1. On T&T Climate Change Action We Will:

• Take firm, positive action to decarbonise the economy by enacting legislation on climate change.

• Unequivocally commit to the greenhouse gas emissions reduction targets set out in the Committee on Climate Change’s (CCC) carbon budgets, including, in 2016, setting the Fifth Carbon Budget in line with CCC recommendations. This means committing to a 34% fall in emissions from 2000 levels by 2030 and a 60% cut by 2050, setting a carbon intensity target for the electricity sector in 2030 of 50-100g CO2/kWh; and formally including T&T’s share of international aviation and shipping emissions in the carbon budgets.

• Set out an ambitious plan to roll out energy efficiency through a home retrofit programme on a street-by-street basis and adjustments to stamp duty and VAT to encourage uptake of the green deal.

• Champion T&T’s renewable energy industry and accelerate the reduction in the costs of these technologies by creating the conditions for long-term, sustainable investment in a supply chain for the offshore wind sector, and encouraging community ownership of renewable energy including wind and solar farms and domestic microgeneration.
• Take a **firm position against major infrastructure projects**, which are not consistent with achieving our climate targets.

2. **On Creating A Low-Carbon Future And Building A Greener Economy, We Will:**

• Encourage private sector investment to put T&T at the forefront of the green technology revolution, creating jobs and new businesses across the country. The low-carbon economy also provides exciting opportunities for businesses.

• Create a Climate Trust Fund. This wave of low-carbon innovation we want to unleash requires investment. The fund will allow Trinidad and Tobago to attract international grant funding and leverage private sector capital to finance new green technology start-ups and help provide the financial backing we need to create a low-carbon economy.

**Harmonise Waste Management**

Through the country’s commitment to sustainable development, Trinidad and Tobago aims to balance the broader economic and social challenges of a developing and unequal society while protecting our environmental resources. Several factors influence the effectiveness and efficiency of the execution of waste management services in Trinidad and Tobago, including institutional, legislative, technical and financial aspects. In order to overcome the challenges facing waste management in the country, an integrated approach is needed that consists of a hierarchical and coordinated set of actions aimed at reducing pollution and maximising the recovery of reusable and recyclable materials, whilst protecting human health and the environment.

There is also need to eliminate the unnecessary use of raw materials and the need to support sustainable product design, resource efficiency and waste prevention. This means reusing products where possible, and recovering value from products when they reach their lifespan through recycling, composting or energy recovery. While the elimination of waste in its entirety may not be feasible, it is possible through the systematic application of the waste management hierarchy to reach a point within the next few decades where reuse, recycling, recovery and treatment overtake landfills as preferred options for waste management.

The priority for the People’s Partnership will be to develop an Integrated Waste Management Architecture that would meet the following strategic objectives:

• To develop a National Integrated Waste Management Policy and establish a legal, regulatory and operational framework for all waste management and recycling.

• To develop a comprehensive Integrated Strategic Waste Management and Reduction Plan.

• To promote waste prevention and reuse for greater resource efficiency.

• To develop separate waste collections in order to promote high-quality recycling and thereby reduce the amount of waste disposed of in landfills. We will undertake this with the establishment of the Waste Recycling Authority.

• To facilitate the developing technology, implementing recycling facilities and/or developing high-performance raw material extraction and utilising waste.
• To support energy recovery from waste, as appropriate, for waste that cannot be recycled.

• To develop and implement economic instruments for incentives and disincentives to encourage a change in behaviour towards waste generation and management. We will establish incentive schemes inclusive of a deposit and refund system.

Maintain Firm Action Against Environmental Crimes

Environmental crime covers acts that breach environmental legislation and cause significant harm or risk to the environment and human health. The most known areas of environmental crime are the illegal emission or discharge of substances into air, water or soil; the illegal trade in wildlife and overhunting; illegal dumping of waste; environmental degradation through illegal quarrying and illegal logging; and establishment of illegal scrapyards. Environmental crimes cause significant damage to the environment in Trinidad and Tobago and the world.

At the same time, they provide for very high profits for perpetrators, and relatively low risks of detection and existing penalties provide little deterrent. Environmental crime is a serious and growing problem that can be effectively addressed by:

• Maintaining firm action against environmental crimes through a commitment to strengthening existing environmental legalisation.

• Strengthening our compliance and enforcement capacity.

Environmental Forensics Institute (EFI)

The awareness among citizens of maintaining a hygienic environment among citizens is increasing and we have a far more informed public. Internet research and social media sharing enable speedy knowledge gathering. In this regard, our citizens are demanding greater transparency, solutions and action on environmental issues.

Industrial activities, including the oil and gas upstream and downstream industries, and manufacturing and agricultural industries, contribute to the GDP. However, uncontrolled, released pollutant from those activities could endanger the long-term economic growth of our country and could harm both aquatic and terrestrial ecosystems. The urgency to advance this initiative is evident based on recent environmental occurrences such as oil spills, gas leaks and other incidents related to environmental pollution.

In the face of this, the People’s Partnership Government will establish the Environmental Forensics Institute (EFI). This body will allow us to go beyond the traditional reactive enforcement model and allow for research that is industry-focused, going beyond the traditional university paradigm of pure research. This new centre will provide proactive research into new areas and latest training techniques. The aim is to give our regulatory bodies both the tools and capabilities to confront the increasing challenges posed by environmental degradation and to support our policymakers to allow for informed decision-making.

The EFI will be a cutting-edge research and development facility for the identification of environmental crimes and violators, innovative training, operational support and partnerships. This institute will also contribute to scientific knowledge for industry scientists and academics, policymakers, private sector, and society generally.
The two major goals of the National Development Framework designed to support the manpower planning strategy are diversification strategies linked to the development of the seven strategic clusters, the growth poles, economic zones and the flagship projects; and sustained increase in per capita GDP.

Under this manpower strategy we will also do the following:

1. **Start A Transition Process From CEPEP To Private Sector Employment**
   - Include training on life and technical skills.
   - Link (at least in part) to skill requirements of prioritised clusters.
   - Promote agencies to encourage entrepreneurship, innovation, new business creation, and intellectual property asset creation.

2. **Use GATE As A Tool To Transform Curricula In Tertiary And TVET And To Support Market-Related Choices And Address Development Deficits**
   - Support the development of life skills and attitudinal and dispositional shifts incentivising changes in the curricula.
   - Use GATE to generate the incentives.
   - Introduce sustainable development knowledge techniques and orientations, as well as innovative and collaborative learning methodologies; strengthen entrepreneurial disposition via curriculum redesign.

3. **Improve Information For Evidence-Based Decision-Making Including The Strengthening Of Research Methods And Techniques In Projects And Papers**
   - Centralise and integrate information on the tertiary sector and make it available for decision-making.
   - To the extent possible, also integrate information on migration and labour market dynamics into the information system.
   - Generate new data (e.g., surveys to identify life skills requirements in the economy).
It is our philosophy that socioeconomic inclusion is a right of each citizen, and as such we will continually endeavour to build a society in which all citizens benefit from economic growth and national development through facilitated access to economic resources and opportunities for advancement. In this regard, the identified target groups are: the youth, children, the elderly, persons with disabilities, the unemployed, underemployed, unskilled and semi-skilled, single-parent and female-headed households, persons with low levels of education, the education and training system, housing, and community development. Poverty and inequality reduction are of utmost importance to us, and over the next term we will endeavour to elevate the living standards of impoverished and vulnerable citizens through equal access to opportunities for support and advancement by building the skills and capacity to facilitate their transition to sustainable livelihoods.

Socioeconomic Inclusion

In a population of 1.345 million, the median age is 32.6 years, 13% is over age 60 (about 170,000), and 45% is under age 30 (about 600,000); we have 335,000 youth (above age 16) and 273,000 children. A careful look at our population reveals a number of issues that we must pay close attention to.

1. Children

We have operationalised the Children’s Authority, which will receive reports of potential risks to child welfare, regulate children’s homes and facilitate the adoption process. The Authority will collaborate with several agencies regarding juvenile justice to transform the system from being one that is punitive to one that is rehabilitative, thereby reducing the risk of children becoming repeat offenders.

The Children’s Life Fund has been established and provides funding for children in critical need of emergency lifesaving healthcare. We will consider a tax allowance/credit for contributions to it by citizens so as to ensure that it is well funded and sustainable. We will also support development of specialist, child-focused services at home to address higher foreign costs.

The People’s Partnership will pay close attention to our children from prenatal (caring for and screening pregnant women) to early childhood to ensure that every child gets a good, healthy start in life. The support system for those in need will continue.

Universal early childhood education is now a reality and quality education will be provided for all children up to secondary level. Special programmes will be instituted to ensure that students who do not meet the requirements of the Caribbean Secondary Education Certificate (CSEC) will be brought constructively into development opportunities and into productive engagement with society through skills and job training.

2. Youth

Over the last five years, the People’s Partnership has been educating youth, giving them skills, preparing them for work, and trying to keep them out of trouble.
We will continue these initiatives.

We will also work with religious organisations and the private sector to establish first-time offenders’ facilities that offer training, skills and education with life skills to reduce the influx into prison and to productively create bridges to economic and societal engagement.

More emphasis will be placed on entrepreneurial development and on the professional development of sporting and creative talents and unconventional, innovative career choices based on an assessment of multiple intelligences.

There is also a category of youth that do well in the system – graduate at the tertiary level – but who find themselves underemployed and in jobs that do not mean enough to motivate them. Such young people do not see how they can start a family or purchase land or buy a home. This group will receive the attention they deserve from government through our intensification of diversification, knowledge economy, ICT services, entrepreneurial economy and research and innovation-led economy strategies. A research industry linked to economic expansion focused on the Green Economy, the Blue Economy and the Silver Economy will also be established drawing on university graduates.

The People’s Partnership will continue to implement the National Youth Policy 2012-2017 with its lead strategy of youth empowerment and mobilisation. We will develop and design a new youth loan product to be administered by the Agricultural Development Bank (ADB) to support a youth in agriculture strategy. We will make land available for lease for youth and women and establish a distribution and monitoring mechanism to ensure access to lands and their effective use by the targeted groups. We will partner with the private sector to create opportunities for entrepreneurship and work-related experience within the secondary education system.

There are several programmes currently being utilised to reduce violence amongst our youth; these include anti-bullying initiatives by the Trinidad and Tobago Police Service and the Citizen Security Programme, remedial programmes, and awareness campaigns in schools and in public. We recognise that it is imperative that our youth live and go to school in an environment that is free from violence both physical and emotional. Existing successful programmes will be used as a starting point for the development of anti-violence initiatives to either strengthen them or apply lessons learnt to the design and implementation of new initiatives including the Youth Mentorship Programme.

3. Gender

The gender imbalance is also something that requires attention. More women are being educated at the tertiary level. Men get better pay than women for doing the same job in some instances. These are challenges for both sexes and need to be addressed. We will address the issue of equal pay for equal work. We will pointedly address the issue of male underachievement to strengthen the productive male sector and we will work collaboratively with private and public sectors to build a merit-based, talent-appreciative society that eliminates the gender bias.

We will institute a national system of properly run Day Care centres involving public and private initiatives which will help to address one of the major stresses of working women.

We will finalise the Gender Policy for Trinidad and Tobago now that extensive consultations have taken place.
We will improve access to finance for small businesses for women. Special windows will be created to strengthen female entrepreneurship.

We will institute an effective equal pay for equal work policy.

Programmes to target male underachievement will be instituted with strategic focus and a holistic approach.

Public-private national day care and after-school systems to support working women will be conceptualised and executed through a collaborative, partnership approach.

The People’s Partnership will institute a national campaign, buttressed by the strengthening of existing institutions to address the problem of domestic violence.

The People’s Partnership will fast-track the multipurpose Women’s City Centre in Port of Spain and use it as a pilot to determine whether it is feasible in other areas.

The People’s Partnership will institute a programme to support the fathers in the delivery room policy.

4. Differently Abled Persons

The People’s Partnership has paid special attention to this group. We will educate the society, pass the laws as necessary, and enforce them to ensure that the differently abled are fully equal citizens with a range of options for education, employment and quality of life. Currently, standards for accessibility and barrier removal have already been established by the Bureau of Standards for public buildings and these will be aligned to decision-making and the setting of criteria by the Town and Country Planning Division.

Accessibility requirements for disabled persons will be incorporated in planning regulations and in decision-making.

Public housing will have some units designed specifically for persons with disabilities.

The state will encourage employment options for differently abled persons through a combination of policies that prioritise employment. These can include direct hiring by the state of differently abled persons, moving towards conditional cash transfer programmes, and encouraging the private sector to hire persons with disabilities through a system of incentives.

5. Human Rights

Our society must take human rights issues seriously. We therefore make the commitment to treat all our citizens fairly and with dignity supported by enlightened legislation.

6. Immigration

Immigration is a challenge for Trinidad and Tobago. The issue of illegal immigrants can often present problems. Emigration of talent from Trinidad and Tobago and managing talent for inward migration to meet professional needs and to stimulate entrepreneurship and business creation will be a necessity given the current receding growth rate of the population.

The net migration rate for Trinidad and Tobago is estimated at -6.43 migrants per 1,000 population (2014 est.). This implies that there is the threat of loss of qualified workers since the vast majority of migrants are generally in the most productive age group, 20 to 45 years old. At the same time, Trinidad and Tobago has been a destination for many other Caribbean nationals in search of opportunity.

The People’s Partnership will institute an active Managed Migration Policy with clear objectives and results to be identified and achieved. We will give focused and dedicated attention to this area. The management of both inward and outward migration will be linked to issues such as skills and need, diversification demands, growth considerations and related issues.

At the same time, we need to provide the knowledge,
jobs and international collaborative opportunities for our graduates while attracting talent and skills from abroad. The People’s Partnership will work towards developing a national labour migration policy and increasing coordination among the relevant ministries and agencies to treat migration as a whole, specifically:

- Ministry of National Security (Immigration Policy)
- Ministry of Planning and Sustainable Development (Population Policy)
- Ministry of Foreign Affairs (Diaspora Policy)
- Ministry of Labour and Small and Micro Enterprise Development (Labour Market Migration Policy)
- Ministry of Tertiary Education and Skills Training (curriculum transformation and output of graduates)

One of the objectives of the People’s Partnership, Labour Migration Policy Framework is fostering the link between migration and development. This will entail:

- Development of a selective managed immigration strategy linked to economic and societal needs and development objectives.
- Mainstream migration into national employment policies and decent work policies.
- Planning a strategy for skills training and experience of appropriate persons in the national population, prioritising and targeting required skills.
- Establishing a dynamic database of job vacancies and selective immigration incentives and information for networking.
- Linkage of tertiary education and skills development strategies to absorption strategies in market, national diversification and national manpower projections.

7. Poverty Eradication

The People’s Partnership continues to pursue strategies for 2% reduction of poverty every year. We recognise urban poverty, which is more concentrated and clustered; we recognise rural poverty, which is more dispersed and spread out. Strategies will include empowering various members of a household for economic empowerment and measures to bridge the dispossessed into jobs and income.

There will be better targeting and increased efficiency in existing programmes. The government already has begun a number of social programmes and we will continue work to make them more efficient. There may be cases of persons gaming the system and receiving benefits that they are not entitled to; this directs resources away from those who need them most. This, the People’s Partnership will correct.

The People’s Partnership will use data and information to better target those most in need. Data and information will be derived from the following among a range of sources, namely:

- The Survey of Living Conditions 2014: The survey findings will provide a measure of the poverty rate, indigence and other measures of social well-being and integration of people into the economic system.
- Regional Poverty Profiles: A two-year project
that will develop poverty profiles across the municipal regions in Trinidad and Tobago. It will facilitate more targeted delivery of programmes at the subregional level.

- Child Poverty Study: This will supplement all other studies and surveys to specifically identify the most vulnerable in society.

- Instilling a culture of customer service excellence into the delivery of social services by government agencies through training and education.

- Establishing a social services centre in Point Fortin.

- Establishing governance centres in Icacos and Guayaguayare.

- Establishing a multiservice facility for women in Port of Spain as a pilot which includes all social services. These will be accessed by anyone including all who pass through City Gate on a daily basis (e.g., Women’s City Centre).

- A biometric card to provide better security to payment of grants has already been introduced. This will be a smart card that will enable the withdrawal of cash and will allow easier access, but has biometric identification capability, thereby reducing the risk of identity theft and fraud. These will be rolled out and monitored for effectiveness and efficiency.

- On the basis of the World Bank study now in progress with the objective of identifying wastage and duplication from the system, the People’s Partnership will rationalise the system to target social support and to help more people out of poverty and dependence and towards jobs, sustainable incomes, economic inclusion, productive contribution to society and self-reliance.

8. Land Security

Under the current State Land (Regularisation of Tenure) Act of 1998, 34,000 families that currently reside on state lands are unable to regularise their status because they have either submitted their documents after the deadline date or begun to occupy state lands after the “Appointed Day” January 1, 1998. We will amend the act by changing the “Appointed Day” to June 13, 2014, thus enabling these 34,000 plus others totalling approximately 60,000 to become landowners. We will further amend the act designating land settlement areas where vacant lots can be identified. This will strengthen the Land for the Landless Policy and Residential Lots Programme.

We will do this within our first 100 days in office. The bill has already been drafted and will be brought to Parliament early. The People’s Partnership will promote the idea of a homeownering democracy.

9. Growing The Middle Class

For the People’s Partnership, this has been one of the objectives of our growth, jobs and taxation policy. We will continue to encourage savings in the middle class and to grow this group by providing jobs, good wages and entrepreneurial opportunities and to facilitate other creative economic opportunities such as land ownership, homeownership and share ownership to grow a solid, participatory middle class.

Government will also continue to improve the business and investment climate to make the ease of doing business simpler and less demanding on time and
resources by reducing bureaucracy and red tape.

**We will also encourage employee share ownership plans in the state enterprise sector as well as the private sector to strengthen the idea of compassionate business as well as a shareholding democracy.**

We will increase investment and wealth creating opportunities for economic participation by continuing the divestment of state enterprises. This will increase the savings rate, increase ownership by citizens in the national patrimony, foster better corporate governance and increase efficiency of these enterprises. We will promote the idea of a shareholding democracy.

**10. Creating An Entrepreneurial, Resourceful And Innovative Society Is Essential To The Pursuit Of Sustainable Development**

The Government of the Republic of Trinidad and Tobago views an entrepreneurial culture as one in which entrepreneurship is highly regarded, well supported and encouraged as a viable career choice across all sectors and areas of the society. A country that values an entrepreneurial culture nurtures and cultivates the values of innovation and critical thinking, and recognises entrepreneurs driven by these values as a catalyst for positive change.

The government’s goal is to foster and instil in the people of Trinidad and Tobago an entrepreneurial culture through which innovation, critical thinking and human imagination become the foundation of new, successful, globally competitive sectors and businesses.

Policies will focus on increasing innovation in micro, small and medium-size enterprises (MSMEs), increasing the level of research and development in the non-energy sector, fostering entrepreneurial activities in the education system, and sourcing sustainable financing for entrepreneurs. The goal of the policies is by 2020 to increase Trinidad and Tobago’s ranking in the Global Innovation Index (GII) by 30 points, and to effectuate a 20% increase in new business creation and a 10% growth in the number of large enterprises. The agencies of state responsible for these matters will be given a mandate and time frame.

The People’s Partnership will support the transformation of curriculum in school and at the tertiary level to strengthen a culture of entrepreneurship and innovation.

We will foster interest in STEAM fields earlier in the education system and introduce and strengthen a STEAM approach to education generally. We will introduce elements of entrepreneurial education curricula into primary and/or secondary schools. We will begin execution of the National Innovation Policy and prepare the National Innovation System to be more strongly integrative, more collaborative and better targeted with less overlap to achieve more lasting results.

We will further incorporate and integrate ICT into the education system and help students to understand the role of ICT in business creation. We will promote the idea of smart classrooms in schools.

We will promote and expand the reach of programmes such as Idea to Innovation, Lumination and other programmes to promote entrepreneurship and innovation and strengthen the incubation system.

“**The People’s Partnership continues to pursue strategies for 2% reduction of poverty every year.**”
Land is a major asset that needs to be judiciously managed so that its development can result in economic development, growth and prosperity that values the environment, ecology and socio-cultural harmony.

The Planning and Facilitation of Development Act will devolve several of the current functions of the Town and Country Planning Division to municipal corporations and the Tobago House of Assembly, making physical planning services more accessible. The act will ensure that citizens are more involved in the development planning process, allowing for a more transparent process. The act establishes standing multi-stakeholder committees under the National Planning Authority to continuously monitor and provide overall management of aspects of the built environment.

In addition, we will work with the other government agencies and with the private sector to ensure that sustainable development for Trinidad and Tobago is achieved. A Development Control Committee will be established, which will include key agencies involved in the regulation of development to function as a one-stop shop and to ensure a minimisation of time frames and reduction of bottlenecks.

The Development Planning Committee will ensure that the National Spatial Development Strategy is kept updated and that municipal and local area plans are in conformity with the National Spatial Development Strategy.

We will revise land policy across the country in the context of the National Spatial Development Strategy to promote effective land use. Density requirements and standards with respect to height will be reviewed, and we will require buildings to be Leadership in Energy and Environmental Design (LEED) certified. We will also cater for the differently abled, and adopt enlightened practices involving energy saving and renewable energy solutions, rainwater harvesting, flood mitigation and other green initiatives.

The National Spatial Data Infrastructure Council has been established to ensure that the data requirements for planning and land management and other relevant agencies in both the public and private sectors are maintained in a comprehensive and accessible database. This will facilitate transparent coordinated evidence-based decision-making processes.

**Codes and Standards Committee**: This committee is intended to ensure that the national codes and standards required for regulating development are kept up to date and safeguard public health and safety.

The Coastal Zone Policy Committee will maintain the standards to govern development in the coastal zone to ensure disaster mitigation and management is consistent with the National Climate Change Policy.

In addition, to support the new planning regime, a software system will be introduced to automate the construction permit administration process in Trinidad and Tobago. The construction permitting process would be automated in phased process to eliminate bottlenecks and improve the ease of doing business.
Water security is the fundamental building block for sustainable development. Potable water supply and effective disposal of wastewater are not only basic necessities but are required to support economic development, especially in a country that depends on major investments in energy-based industries. The United Nations has emphasised the challenge that the entire world faces because of what it anticipates as the energy-water-food Stress Nexus.

We have recognised the importance of water for our country’s development and have made major investment in development of water sources, construction of pipeline infrastructure and in wastewater development.

These investments have resulted in 73% of the population in receipt of a 24/7 water supply, up from 18% in 2010. Achieving this entailed the laying of 1,000 kilometres of pipeline and introducing an additional 18.4 million gallons per day of potable water into the distribution system.

Despite these efforts, there is still a water supply deficit and availability is still subject to the variability of weather conditions and the growing effects of climate change – an extended dry season can still be disastrous.

Our plan, already in motion, is to develop new sources and reduce demand to ensure there is surplus, strengthen the national transmission grid and expand and replace where necessary the distribution pipeline networks.

In 2014, the demand for potable water was estimated to be 269 million gallons daily (mgd), including new demand of 6 mgd for industrial projects by Petrotrin, Caribbean Gas Chemicals, Union Labidco and Port Galeota.

The water into supply was increased by 18.4 mgd during the period 2010-2015, with the total potable water production capacity being 241.8 mgd and the deficit calculated to be 17.2 mgd. This was achieved by accessing additional water through expansion of desalination and ground and surface water sources.

Given the mandate to achieve “Water Security For Every Sector”, we have developed a plan of action to eliminate this deficit and ensure that there is excess capacity to
meet the uncertainty of climate change on water supply availability.

We will increase new potable water in the system by providing 10 mgd of industrial-grade water from the Beetham Water Reuse Plant to plants in the Point Lisas Industrial Estate; divert the desalinated water to domestic consumers; and achieve expansion of the Point Fortin Desalination Plant by 1 mgd and rehabilitation of wells to yield 0.5 mgd.

Because fresh water is finite and demand is on a continuous growth, there is need to store and access water to meet this growing demand. On that basis, we have integrated the flood mitigation programme with potable water supply to maximise the use of this precious resource.

We intend to construct an impounding storage reservoir at Ravine Sable, known as the Mamoral Project, to serve both for retention in times of flood and to make water available for potable purposes. This initiative will provide 2.2 mgd of potable water available for consumption. With these initiatives, it is expected that the water available will more than satisfy the demand.

Specifically in Tobago, exploration of groundwater stored in the bedrock will yield an additional 4 mgd of water for distribution to customers. This initiative of finding the additional supply in Tobago is well on its way and it is expected in the first year that south-west Tobago will no longer depend exclusively on the Courland River (with extreme seasonal flow variability) but on more reliable groundwater. Tobago will no longer experience hardship during the annual dry season.

We intend to strengthen the transmission grid to integrate supply from the major sources (Desalcott, Navet, North Oropouche and Caroni in Trinidad, and Courland and groundwater sources in Bacolet, Diamond, Mount Marie, Signal Hill and Carnbee in Tobago) to convey potable water to the entire country. This initiative will provide the contingency to support areas that solely depend on river intakes and that have a reduced supply in the annual dry season. Some of these works involve the continuation of the replacement of the Navet Trunk Main between the treatment plant and Tabaquite; new pipelines to be installed between Claxton Bay and San Fernando, and from San Fernando to La Brea; and a transmission line into the Northern Range Valley in Trinidad and from Signal Hill to Crown Point in Tobago.

We have installed over 1,000 kilometres of pipeline to improve the distribution system to reach areas that have never had a supply before. We will continue that renewal programme with the construction of another 1,000 kilometres of pipeline.

Given the extremely high per capita consumption in Trinidad and Tobago, demand management is critical to sustaining balance between demand and supply. We have measured consumption in properties as high as 150 gallons per capita, compared to 40 gallons per capita in other countries. We will aggressively pursue demand management through the continuation of the Network and Pressure Management and Universal Metering Programmes.

We intend to commence the installation of 100,000 domestic meters in Tobago and north-west Trinidad to reach 20% of the population. Public awareness on conservation will be intensified as the public education programme continues.

On wastewater, we have accessed US$246.5 million from the Inter-American Development Bank (IDB) as part of a multiphase loan of US$546.5 million to construct new sewerage systems in the Malabar and San Fernando catchments and integrate existing small wastewater facilities. We will continue this programme to utilise the full loan to complete the expansion of the collection systems to service all residences within both catchments.

We will commence a similar programme in the Maloney catchment under another IDB loan. The Chaguanas catchment has been identified for a new system and will be pursued.

In the first year, work will commence for a new wastewater system in south-west Tobago as procurement has commenced.

Trinidad and Tobago is well on its way to having a world-class water utility, in achieving 24/7 with a surplus of water supply to mitigate any adverse condition due to seasonal variation and climate change. On a parallel track, wastewater programmes are also being implemented and the initiatives will continue to provide centralised wastewater systems, integrating existing facilities in the heavily populated areas of Trinidad and Tobago.

“...The water into supply was increased by 18.4 mgd during the period 2010-2015...”
Investing in people through sport helps them to achieve their hopes and goals – to improve their lives – and helping people to improve their lives is something that we are committed to. Sport makes for more responsible citizens and neighbours, companies, communities and civil society organisations. It allows for opportunity to work together finding solutions while building community and teamwork to address even greater development challenges in our country.

The vision for sport in Trinidad and Tobago requires a major shift in culture. If we are to keep with the Sport For All concept as a vision, we will need to provide the necessary skills for a life in sport, opportunities in sport, communities of sport, and excellence in sport, all which will enrich lives through total participation while contributing to a skilled and passionate workforce, ergo a healthy nation. While we may not be able to be the best in all disciplines, some strategies to accomplish this shift are as follows:

- Working proactively with those sports that can make the biggest difference.
- Realignment of investments; evidence-based decisions to maximise impacts.
- Conducting a readiness assessment of the various disciplines to identify those that can be worked with to deliver most effectively.
- Establishing greater sustainable opportunities within school and community-based activities at all levels.

These four areas will fundamentally guide efforts to the attainment of the vision.

While the areas mentioned above may be of different focus, they are all integral to the developmental and infrastructural requirements for this vision. They must also be fundamentally linked with a scientifically structured sports programme that may be facilitated through the development of a sports academy.

We will transform the Tarouba facility into the Tarouba Sports Academy. This can support activities at the nearby aquatic centre and the cycling velodrome in Couva. The establishment of this academy can also be linked with activities at the Ato Boldon Stadium where running tracks will be upgraded and with the University of Trinidad and Tobago (UTT), which could provide academic input on the sports academy. This will encourage our elite athletes to remain here and be homegrown while achieving similar benefits that may have been afforded by going abroad. This can also be a cost-benefiting factor, allowing more athletes opportunities.

A project of such magnitude as the Tarouba Sports Academy could create an avenue to further develop sports tourism in Trinidad and Tobago as well. This is because of the availability of high-performance facilities that will be attractive to athletes from around the region. Trinidad and Tobago can now serve as a venue to host international competitions while also providing training facilities for regional and international athletes preparing for major championships in countries that surround us. For instance, there is already a high demand for stopover facilities during Brazil’s preparation lead-up to the 2016 Summer Olympics.

Education has a vital role to play in sporting excellence, and programmes will be developed to encourage
athletic participation in sport and activities that will motivate and involve athletes for life. Strong links will be established between our schools, universities, clubs and communities, especially at the school level, which will facilitate early talent identification.

To advance a plan of such extent, there will be a need for a National Sports Commission with responsibility to provide:

- Advice and recommendations on matters relating to sport and physical recreation.

- Collaboration with the Ministry of Education, the Ministry of Tertiary Education and Skills Training, the Trinidad and Tobago Olympic Committee, national sporting organisations, the University of Trinidad and Tobago and the University of the West Indies, and other relevant agencies in the development of suitable programmes.

- Oversight for a National Sports Fund.

- A clear definition and rationalisation of the relationship between the National Sports Commission, the Ministry of Sport, and the Sports Company of Trinidad and Tobago.

**What Are The Priorities For Sport In Trinidad And Tobago?**

Sport in Trinidad and Tobago must be at the heart of every child, young person, adult and community if we are to take sport to the next level. It is imperative that a sporting pathway be developed providing for the following:

- Skills for a life in sport: Early development of basic motor skills in primary schools will be a first step towards participation in sport. This will create the pool from which raw talent can be identified and which can be nurtured into professional success later in the sporting lives of today’s budding athletes.

- Sporting communities: We will build on current community-level sporting links and networks between primary and secondary schools, and clubs and facilities that will enable and support opportunities for the development of sport. We will create avenues for the active involvement of the entire family in such areas as coaching, sporting participation and administration.

- Sporting excellence: As a small country, T&T has gained international renown for its sporting successes – Olympic, World Cup Football, cricketing, and swimming athletes, among others; as such, we will develop a national framework to secure continued sporting success.

- We will establish a motorsport facility via public/private partnership and develop this sport as an industry which strengthens our sports tourism thrust. This will complement other related activities such as those that will be developed around the new sporting facilities in Couva.

- We will also take a long term view of cricket, soccer and athletic development and work through schools to identify talent and build local and international partnerships to strengthen capacity and institutions to boost development and to nurture and develop talent.
Trinidad and Tobago is a culturally diverse nation. The diversity has generated a trove of heritage assets and resources, such as the tangible (built, historical and natural), as well as intangible cultural attributes. The evolving language of global partnerships, and a global society speak pointedly toward the integral role of heritage and its concomitant elements of culture in realising developmental goals and resolving respective challenges. This evolution has in no small measure influenced Trinidad and Tobago’s aim to create a National Heritage Framework.

The National Heritage Framework will support the ideal of a “Trinbagonian” ethos while maintaining the integrity of the nation’s inherent diversity. This framework is intended to provide a mechanism for:

1. **Engendering national pride through:**
   
a. Safeguarding, protecting and preserving the heritage assets of Trinidad and Tobago.
   
i. Statutory listing of heritage sites to preserve the architectural and historical values.

   ii. Establishment of a National Preservation and Restoration Fund (similar to the Green Fund) for the preservation and maintenance of all generally recognised heritage buildings and sites.
2. Enhancing revenue generation by:
   a. Considering heritage as a distinct sector within the national economy. The impact of heritage on national economic development and its contribution to GDP, in terms of heritage tourism or other heritage-related socioeconomic initiatives it thus facilitates.
   b. Actively promoting and marketing “domestic” and “foreign” heritage tourism as well as the development of creative/heritage industry initiatives will create opportunities for a more sustainable and diversified economy.

3. Institutional strengthening:
   a. Heritage institutions will be adequately staffed with appropriately trained and skilled personnel and be sufficiently resourced, both financially and materially, to optimally discharge their functions. These heritage institutions are:
      i. National Trust of Trinidad and Tobago
      ii. National Archives of Trinidad and Tobago
      iii. National Museum and Art Gallery
      iv. Government Information Services Limited (GISL)
      v. National Library and Information System Authority

4. Strengthening communities through:
   a. Community participation facilitated by developing interest in and appreciation of heritage and building awareness, particularly among community members. The importance of the nation’s history and heritage creates social cohesion in local and national communities.

5. Embracing diversity by:
   a. Fostering a national identity that is anchored in the country’s diversity and that emphasises “Trinbagonianess” and supports the development of a Trinidad and Tobago ethos.

6. Promoting education, community outreach and innovative partnerships by:
   a. Introducing an education and learning strategy in schools to enhance appreciation of the nation’s history and natural and cultural heritage.
   b. Raising public awareness on the issues of national heritage through community participation, the installation of appropriate heritage signage and the mutual involvement and resourcing of public-private partnerships

7. Legislation and policy framework:
   a. The incorporation and coordination of existing policy frameworks and the revision of existing legislation to more cogently address heritage preservation, safeguarding and management.

The implementation of this National Heritage Framework will drive efforts to promote the heritage as a medium for social and economic development, and as a means of creating innovation and competitive advantage.
3.27 Areas Of Reform

1. Budgeting

We will modernise the budget institutions in the country to make them more predictable, transparent, efficient and effective. This will include the formalising of an integrated financial management system, three-year rolling budgets prepared annually and establishing clear rules for the budget preparation process, incorporating risk management frameworks and formalising good governance frameworks for state enterprises.

An Integrated Project Management Information System will be established linking all ministries to the Public Sector Investment Programme (PSIP) system. This will allow for continuous collaboration between ministries and will simplify reporting and improve monitoring of projects in terms of both physical and financial progress.

2. Fiscal Management

We will continue to be guided by a fiscal framework for budgetary purposes and will operate on a three-year cycle. We will establish a fiscal framework and be guided by it for budgetary purposes. We will live within our means, work toward an elimination of deficit by a specific target date and effectively manage income and expenditure without recourse to deficits while promoting investment, growth and expansion of the economy.

3. State Sector

We will strengthen the framework for governance in the state enterprise sector and begin immediately to have state enterprises target their focus on efficiency, effectiveness, productivity and profitability. Select state enterprises will be identified for bringing employees and citizens into widespread share ownership.

4. Campaign Finance Reform

A clear, transparent framework for campaign finance reform will be translated into legislation and brought to Parliament.

5. Teachers

In an effort to reward the efforts of teachers who are dedicated and whose students excel academically, we will introduce a Teacher Incentive Programme based on prescribed criteria. We will ask the Trinidad and Tobago Unified Teachers Association (TTUTA) to submit within our first 60 days in office their proposals for the design and implementation of such a programme.

6. Public Service

A programme for public servants with similar intent will be introduced. Again, the public services unions will be invited to submit their proposals within the first 60 days for the design and implementation of such a programme.

We will transform to an innovation-driven public service. We will rationalise the system to focus on clear results and achieve goals and objectives of the Medium-Term Policy and National Plan.

7. Secondary School Education

Besides the general thrust towards curriculum reform, experimental pilot initiatives will be developed to tap special talents and orientations of students. This will include alliances with panyards for music, and with the Tarouba Sports Academy for sport, with the Regional Health Authorities (RHAs) for health and hospital-related programmes, as well as for programmes related to agriculture and programmes which lead directly to further education in high-demand skills.

8. Geographic Information Systems (GIS) & Information Management

We will establish an integrated geographical information capability as a central repository with multiple levels of access. This will support areas such as crime analysis and management, national security, urban and regional planning, transportation planning, educational planning, local government and decision support, poverty mapping and response, public health, forestry conservation and a host of other geospatial data.
For Newborns And Infants

The People’s Partnership will provide improved free care and services at our 105 health centres across the country and at our hospitals for all pregnant women, babies and infants so that our children get the best possible start in life. Greater emphasis will be placed on quality prenatal, early childhood and maternal care with effective follow-ups and ongoing training, institutional development and strengthening.

For Children In School

The People’s Partnership will provide a place for every child at early childhood level, and at primary and secondary school. We will improve the quality of education for all in our country, school by school. We will continue to provide good options and opportunities to all who wish to further their education at tertiary or TVET, and we will create new opportunities linked to steel pan, the creative industries, sport and health. A multiple intelligence approach will be taken here and this will inevitably diversify the curriculum. The Science, Technology, Engineering, Arts, and Mathematics (STEAM) approach will also be emphasised.

For Secondary School Children Who Need a Second Chance and Adults Who Need To Improve Their Chances

Students who do not do well in secondary school will have options to gain skills, get a second chance and to do better through a range of opportunities available through the Youth Training and Employment Partnership Programme (YTEPP), the National Training Agency (NTA), the College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) and other institutions and programmes. Anyone who wishes to improve can and will be able to do so. Adults without skills can learn a skill or improve their education with literacy and numeracy to more advanced programmes. Working adults can have their experience and knowledge assessed and certified and take options to upgrade. The People’s Partnership has created the mechanisms to make this possible, and human development support of this kind will continue.

We Will Help You to Raise A Family

We will help every family that needs a home to find a way to do so, through jobs, through programmes such as squatter regularisation, Land for the Landless, low-cost mortgages, and home acquisition supported by the Housing Development Corporation (HDC). We will continue our policy of no taxes on incomes up to $60,000. We will continue to offer tax relief on mortgage payments in order to facilitate a homeowning democracy.

Middle Age Will Be Fine

The tax incentives for pension savings will continue. We will introduce a comprehensive health insurance programme that will include private insurers. We will promote and support healthy lifestyles. The People’s Partnership will strengthen incentives to savings.

Retirement Should Be Meaningful And Enjoyable

The People’s Partnership will strengthen programmes that encourage retirees to lead productive lives, draw on their passion, skills and experience and allow them to earn income. We will develop an entire Silver Economy strategy with retirees in mind. The recently introduced Retirees Return to Work programme will be rationalised to be made efficient and effective, and it will be institutionalised.
A STRONG START TO A PROMISING FUTURE
Port of Spain
A redevelopment of Port of Spain project has been conceptualised and will be prepared for execution in phases. The idea will be to develop a green, sustainable, smart city.

The project will begin at Queen’s Wharf in Sea Lots and end at the Mucurapo Foreshore. It will involve a mixture of waterfront and roadside development and incorporates projects that might have been previously announced but not executed. The project includes the Central Business District and the Sustainable City of Port of Spain project. This is a 15-year project to transform the city of Port of Spain and establish a renewed capital city that we can be proud of. Port of Spain will become the region’s financial centre, a major shopping, entertainment, arts and leisure centre, and will involve government lands, private investments, public-private partnerships, and private sector-led, government equity-type projects. The project will be executed in three phases over a 15-year period.

Bridges
A bridge rehabilitation programme to facilitate the construction of 62 bridges across the country will be ongoing, together with a road repair and maintenance programme.

Ferry System
The vessels being used on the Trinidad and Tobago service are now of age and will have to be replaced within the next two to three years. Using LNG-fuelled vessels not only improves our carbon footprint but will realise savings of upwards of TTD$100 million per annum on our fuel bill. It would also allow us to operate for the first time an efficient, cost-effective passenger/car ferry service to the other islands with no subsidy required from government. This will not only provide T&T with opportunities for recreation but also for business. It will go a long way to support Caribbean integration, as a cost-effective means of inter-island transport will have been realised and will strengthen our sea transport operations nationally.

Social Capital
The building of social capital in our country is a long-term project. It will involve encouraging the ethos of self-sufficiency in the population; more community outreach discussions; more small-business development; building the social capital in all communities; and encouraging the strong communities to lend assistance to the weaker ones.

City of Chaguanas
We will begin the process of transforming Chaguanas into a smart and happy city with a green park and public performance area in the city centre, a car park, adequate facilities for regulated vending, a transit hub and a commercial and entertainment centre.

Regional Plans
We will intensify regional planning and community planning and take a consultative approach to the development of communities and regions and develop comprehensive regional plans.

International Financial Centre
Establishment of a full-fledged International Financial Centre to position Trinidad and Tobago as the financial hub of the Caribbean and the wider region will be intensified. This Financial Hub is conceptualised differently from what was earlier conceived by former administrations. The Financial Hub will:

1. Provide the necessary flexibility and regulatory effectiveness to permit the development of international capital markets businesses in the Trinidad and Tobago International Financial Centre (TTIFC) at the highest global standards.

2. Move beyond middle-level back-office processing to offer front-office business development including investment banking supported by expansion and deepening of auditing services, ICT services and legal services.

3. Establish a preferred destination capable of dealing with complex financial arrangements.

4. Be supported by a transparent and flexible simplified taxation regime.

5. Offer internationally binding enforcement mechanisms for efficient and timely dispute resolution.

6. Facilitate participation of the local financial sector, which must meet criteria and standards for relevant products established by the Financial Centre.
TAKING THE NEXT STEP TOGETHER
5.0 Transitioning To The Next Term

- 90% of our manifesto pledges in 2010 have either been completed, are in process or have been initiated. Work initiated or in process from the 2010 manifesto will be completed.

- Important legislation not debated or completed in the last Parliamentary session, such as the State Land (Regularisation of Tenure) Bill, the Waste Recycling Bill, the Motor Vehicles and Road Traffic Bill, the Gambling (Gaming and Betting) Control Bill, and the Insurance Bill will be brought back to Parliament.

- All bills passed by the last Parliament will be proclaimed.

- Consultation will continue on constitutional reform issues and we will complete a meaningful Constitution reform exercise that is in harmony with the expectations of citizens.

- We will carry into the next term our learning from errors made in the last term to improve our approach to governance and to strengthen consultation, participation and citizen support for decision-making and action, and strengthen governance in collaboration with the people.

- We will strengthen the framework and establish an enlightened regime for public-private partnership to reduce government expenditure and to involve the private sector.

- The People’s Partnership has performed overwhelmingly in the past five years and we have delivered goods and services everywhere in the country. We will do everything possible to improve on past performance and we will set up the mechanisms to strengthen implementation and to measure what we do.

- Targeted diversification in key clusters already identified in our first term will continue in areas that include finance, ICT, tourism, food sustainability, maritime industries and services, creative industries and energy and related services.
The uninterrupted migration to a more mature economy by unleashing the human imagination for transformation will drive economic diversification and require strong, accountable, well-governed institutions and multi-stakeholder partnerships for sustained prosperity and growth.

Trinidad and Tobago has attained high middle-income status, and future growth and development will necessitate consolidating energy as the base of our economy. It will, however, mean thinking of energy beyond economic rents from oil and gas, and treating energy for its value-added potential and also as an important export service sector. This will be complemented with a focused strategy to build upon the physical infrastructure and human capital achievements of the past five years to develop a diversified economy that is sustainable, where sustained prosperity and growth will be driven by innovation and increased productivity, in a society that is peaceful, secure and just, and where we remain inclusive and protect the vulnerable.

The government will invest in building Social Capital as an economic idea to build connections between individuals and entities that can be economically valuable. Social networks that include people who trust and assist each other will be a powerful asset for national development if we are to become a breakout nation with economic development led by innovation, knowledge and increased productivity.

For the government, building Social Capital will fall under two main headings:

1. Developing a multi-stakeholder approach to national development.
2. Strong and resilient institutions built on a foundation of good governance.

In fostering Social Capital, government will adopt multi-stakeholder approaches to sustaining prosperity and growth. This phase of national development will accept the challenge to move the partnership agenda from consultation and dialogue to one of deeper inclusion and engagement for building consensus, designing policy, ownership, and implementation through the complementarity of roles and responsibilities for national development.

This will be achieved through collaboration and using multi-stakeholder partnerships where we require long-
term and inclusive commitment to supporting national development priorities. It is important that we engender a sense of shared purpose for the citizens of our country as we strive together to achieve clear, elevated and mutually beneficial national development goals. As such, fostering social cohesion and trust is critical, since the heterogeneity of policy convergence and the building of trust on policy direction will remain high on the national development agenda.

As we move into the new planning horizon and stronger implementation phase, the People’s Partnership Government will remain forward-looking in making policy decisions to allow for sustained prosperity and growth, and doing so with the recognition that as a high middle-income economy this necessitates Social Capital – namely the institutions, relationships and norms that shape the quality and quantity of society’s interactions – for societies to prosper economically and for development to be sustainable.

In this regard, the government has identified six strategic priority areas for establishing multi-stakeholder partnerships:

- Partnership for innovation-led growth
- Partnership for economic diversification
- Partnership for increased productivity
- Partnership for peace, security and justice
- Partnership for social inclusion and protection
- Partnership for flagship projects implementation

The purpose of these partnerships is to build a cooperative framework to achieve results and to deepen the process of democracy, participation and collaborative, creative engagement. This will strengthen the concept of Government of the People, for the People, by the People but also WITH the People. The idea would also be to deepen the process of democratic participation at regional and community level.

This will strengthen community spirit, tap creative energies and brainpower and build social capital.

This will also help to build a sense of collective purpose in the society and facilitate consensus building. The People’s Partnership views these things as very positive developments that are needed and which in the medium and long term would be good for our society.
1. **A More Diversified Economy**
   Through the growth poles and the targeted sectors such as the seven areas for diversification, the economic zones, the export thrust in manufacturing and services, and the flagship and other projects, we will achieve a more diversified economy and inroads will be made in reducing Trinidad and Tobago’s reliance on the energy sector.

2. **Crime Under Control**
   National security and crime will be more effectively controlled. Safe zones will be clearly established. Hotspots will be effectively managed and transformational initiatives will have begun to have a formidable effect on reducing gangs, guns and murders. The crime rate in general will be measurably reduced and community policing will have had a positive effect on crime and criminal activity nationwide. Law-abiding citizens will be safer and feel safer and more secure.

3. **Better Healthcare**
   There will be greater capacity in the healthcare sector with new hospitals and health centres and also through the supply of doctors, nurses and other medical personnel, and through harnessing ICT to improve information sharing for diagnosis and training. The health sector in Trinidad and Tobago will be significantly improved in terms of service delivery. We will have a transformed, top-quality health sector with concomitant world standards.

4. **Homeowning Democracy And Shareholder Democracy**
   More people will be homeowners either through public housing programmes or the Land for the Landless programme and through more affordable financing mechanisms. Workers and citizens will be owners of state enterprises and private sector companies.

5. **Better Jobs, Higher Incomes In A Stronger Economy**
   The economy, aside from being more diversified, will see positive growth, low inflation, low unemployment, better jobs with higher incomes and more entrepreneurs.

6. **Many Entrepreneurs, More Innovation**
   A more facilitative environment for innovators and entrepreneurs will be a reality in Trinidad and Tobago. Entrepreneurship and innovation will begin to flourish as industries and the country generally become more competitive.

7. **Larger Middle Class, Much Less Poverty**
   A growing middle class will be evidence of a reduction in inequality, more people will have moved out of poverty and more opportunities will have been seized.

8. **Quality Education**
   An education system that better caters for the modern world of employment will also become evident through the initiatives we will have taken over the five years. At all levels, an education system that is relevant and responsive and linked to diversification objectives will have flourished.

9. **Whole Country Access**
   The road network will be expanded to connect areas of the country currently underserved by the current road infrastructure, and this expansion of infrastructure on land, supported by port and airport development, will enhance development and support our development ambitions.

10. **Transportation Solution**
    The public transportation will be rationalised to work. Traffic congestion will be considerably eased. There will be fewer cars on the road on a daily basis, less carbon emission and less stress.

11. **Agriculture And Food Security**
    Agriculture will be considerably boosted, keeping food inflation in single digits, reducing the food import bill, enhancing employment, increasing production, and boosting agroprocessing and entrepreneurship.

12. **Participatory Democracy**
    Involvement of the people in consultations that allow them to influence decision-making will be enhanced and a climate of participatory democracy will be encouraged at the local and national levels on issues that citizens deem important.

13. **Planning And Development**
    Planning will be enhanced at national, regional and community levels and integrated planning approaches involving consultation will make for
a more orderly system of development. This will be facilitated by proclamation of the Planning and Facilitation of Development Act.

14. Energy Conservation And A Greener Economy
Trinidad and Tobago will be well advanced in energy conservation, environmentally friendly practices and a cleaner, greener economy with greater use of solar and wind energy.

15. Transparency And Accountability
There will be stronger, genuinely independent institutions in our country. There will be greater transparency and accountability by government as well as all other relevant institutions and a significant improvement in the perception of corruption in Trinidad and Tobago. A transparent procurement regime will be fully established.

5.3 Forward Ever
Let us move Trinidad and Tobago forward together. We have come a long way in the last five years. It is now time to make a leap forward and upward. As you reflect on the future of Trinidad and Tobago, look through this 2015 Manifesto to envision the desirable future we pledge to create with you and for you.

From 2010 to 2015, we delivered on our promises, and with your support, after September 7, 2015, we will continue working with you and for you to deliver on these Manifesto commitments in the next five years.

You face a clear choice. There are only two choices for Prime Minister. One will take you backward. I will work hand in hand with you to take you forward. So let us go forward together.
Vote
The People’s Partnership!
LEADERSHIP IN ACTION

VISION • COMPASSION • COMMITMENT

KAMLA CARES 2015

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