



Republic of Trinidad and Tobago

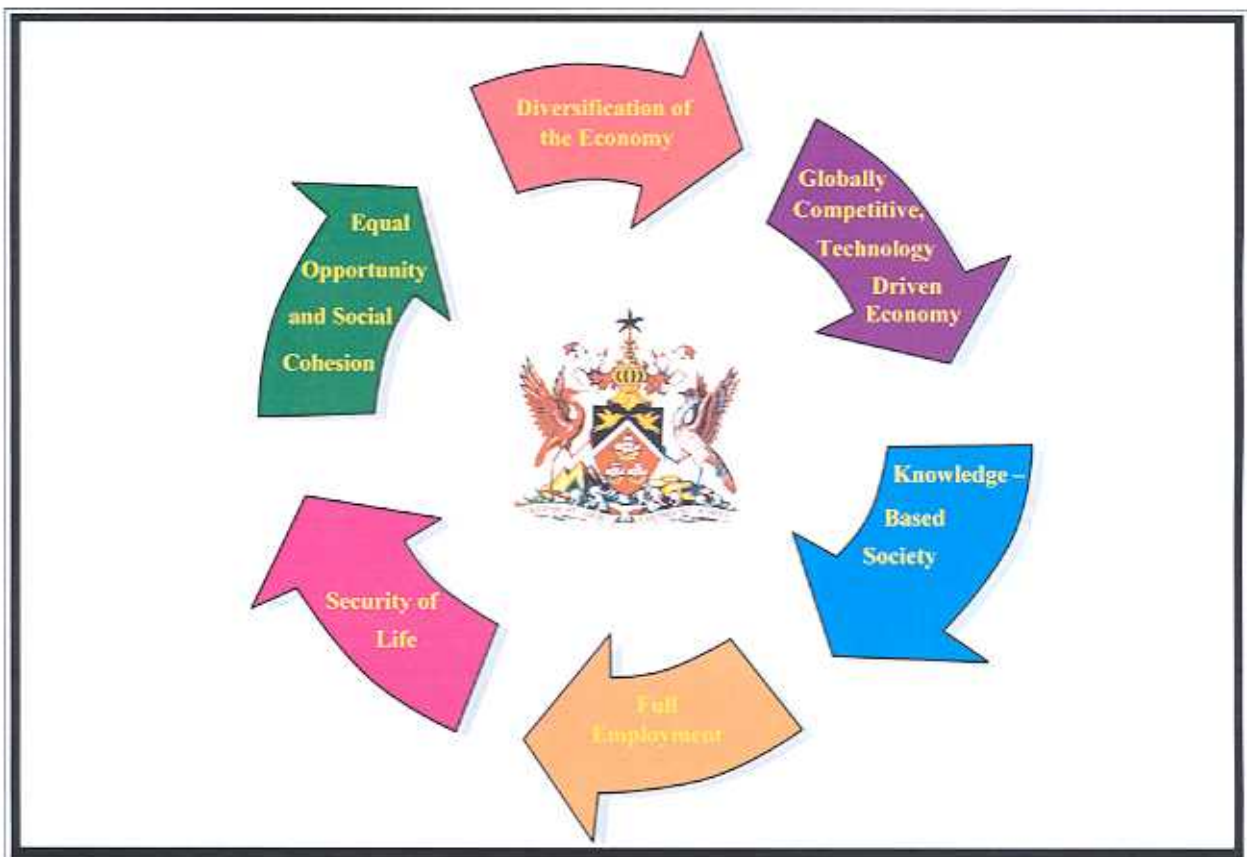
**MEDIUM TERM
POLICY
FRAMEWORK
2002 - 2004**

Ministry of Finance

September 2001

REPUBLIC OF TRINIDAD AND TOBAGO

**MEDIUM-TERM POLICY FRAMEWORK
2002-2004**



September, 2001

TRINIDAD AND TOBAGO
MEDIUM TERM POLICY FRAMEWORK
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INTRODUCTION

The Medium Term Policy Framework (MTPF) 2002-2004 outlines Government's policies and programmes over the three-year period. The document is rolled over on an annual basis – at the end of Government's fiscal year and is part of the annual budget exercise. The MTPF 2002-2004 and the Budget 2001/2002 initiate the process of articulating and implementing policies, programmes and projects towards the achievement of Government's ten-year vision, that is, to become:

"A knowledge-based society with a globally competitive technologically driven and diversified economy that will sustain full employment, equal opportunity, growing prosperity, a secure life and the highest standard of living for all its citizens "

The policies and programmes contained in the MTPF are discussed both at the macro-economic and sectoral levels and are categorised under the following six broad strategic objectives:

1. *Diversification of the Economy*
2. *Globally Competitive and Technologically Driven Society*
3. *Knowledge-based Society*
4. *Towards Full Employment*
5. *Security of Life*
6. *Equal Opportunity and Social Cohesion*

The aim is to foster the development of an economic and social environment that will allow for the enjoyment of increased welfare by all our people. In the economic sphere, the focus will be on further diversifying the economic base and transforming the economy into one that will be flexible to take advantage of new opportunities in a more integrated and fiercely competitive world economy. In the social sphere, the MTPF will emphasize policies that will ensure all citizens have an equal opportunity for maximizing their potential and thereby bringing about social cohesion and security of life.

CURRENT ECONOMIC SITUATION

INTERNATIONAL ECONOMY

As a small open economy, Trinidad and Tobago will almost inevitably be affected by the major developments in the world economy. It is therefore essential to survey some of the international developments, which could have an effect on our domestic economy.

Key among the issues in the international environment is the slowdown of global output. In fact, prospects for the world economy have weakened substantially as a result of the significant slowdown in economic growth in the United States, a faltering recovery in Japan, moderating expansion in Europe and in a number of emerging economies. Consequently, global output is now projected at 3.2 percent, 1 percent lower than earlier forecasts. This is primarily due to lower output projections for the United States, as well as the downward revision of growth in the other major currency areas. In Europe, for example, confidence has weakened and there are indications of an impending slowing of economic activity, whereas the prognosis for Japan is growth of a mere 0.6 percent.

The effects of the global economic slowdown have been seen primarily in those countries with close ties to the United States, including Canada, Mexico and Asia. In other countries the impact may be felt in the financial markets and through consumer and business confidence. The impact will also depend on whether the slowdown is protracted or short-lived. However, some economic forecasters are of the opinion that the slowdown will be short-lived.

Lower commodity prices and lower export demand, lower investment flows and risk aversion are perhaps the ways that the slowdown is expected to affect emerging markets. In Trinidad and Tobago, we are somewhat insulated from this shock as our exports to the US are not expected to be adversely affected by lower demand or prices since many of the commodities traded with the US are sold under long term contractual arrangements. With respect to world inflation, the declining inflationary trend in emerging markets in recent years is expected to continue. This can be attributed to improved monetary stability in advanced economies, and significant progress in institutional reform in emerging economies, including more independent central banks, improved knowledge about the practice and conduct of monetary policy and the use of more direct tools of targeting price stability. In addition, it is also expected that prudent fiscal policies will be a key factor in maintaining the low rates of inflation and the more stable conduct of monetary policy.

In order to mitigate against the negative effects of the global slowdown, Trinidad and Tobago will continue to participate actively and influence the process toward the Single Market and Economy as well as to the Free Trade of the Americas Initiative. Apart from the integration of over 700 million people, this initiative will provide increased market access for Trinidad and Tobago's exporters. The Cotonou Agreement, which replaces the Lome' Agreements, will also allow the country to shift into new exports to the European Union. These initiatives will provide an impetus for diversification of the economy therefore building a stronger economic base.

As a result of the slowdown in global growth, it is important for Trinidad and Tobago to sustain domestic reform efforts, particularly by improving the environment for private investment, strengthening public service delivery, improving tax administration, developing social and economic infrastructure and enhancing governance. Fiscal discipline will also be vital as the already substantial expenditure on health care and pensions are expected to increase as dependency ratios rise.

Over the medium term, in this environment of increased international volatility and uncertainty, it will be essential for Trinidad and Tobago not only to maintain prudent macroeconomic policies but also to adjust them flexibly as required by changing circumstances.

DOMESTIC ECONOMY

By the end of 2001, the Trinidad and Tobago economy is expected to register its ninth consecutive year of expansion with a 4.2 percent increase in the production of goods and services. This figure is marginally lower than the recorded expansion in the previous year and was mainly the result of lower contributions by the non-oil sector, particularly the agriculture sub-sectors of food crop and sugar production which were severely affected by the drought-like conditions, that persisted throughout the dry season. Construction activity also slowed relative to the previous years, when rapid implementation of various mega projects including the billion-dollar Atlantic LNG plant took place. By the end of 2001, the contribution of the Energy Sector to Gross Domestic Product (GDP) is expected to be higher than the previous year, as the new capacity in petrochemicals comes on stream.

Notwithstanding the slowdown in the rate of economic growth, the level of unemployment is expected to be further reduced in 2001. The non-oil sector continues to account for the majority of new jobs created, particularly in the construction, manufacturing, distribution and services sub-sectors.

With respect to inflation, continued tight management of the monetary aggregates has ensured the relative stability of prices during the year. However, there has been some movement in the food category as a result of unfavourable weather conditions, which will result in a projected rate of 5.3 percent by the end of 2001.

During fiscal 2001, Government's fiscal policy focused on streamlining expenditure; increasing revenue collection; further reducing the country's vulnerability to oil price shocks; and rehabilitating the physical infrastructure. By the end of the fiscal year Government's fiscal account will be in a balanced position notwithstanding the fact that approximately \$500 million was deposited into the Revenue Stabilization Fund this year.

This amount represents approximately two thirds of the additional oil revenue accruing to Government as a result of higher-than-budgeted oil prices during the year. With this year's deposit the total funds in the Revenue Stabilization Fund will amount to almost one billion dollars.

The ongoing reform programme at the Board of Inland Revenue has netted a significant increase in tax collections this year, and it is expected that further improvements, including reform of the oil-pricing regime, will continue to boost revenue over the medium term.

Expenditure in 2000/2001, net of transfers to the Revenue Stabilization Fund, is expected to increase significantly relative to the previous year's level. Mainly accounting for this increase in expenditure were additional transfers to households and state entities, lease payments and general maintenance and the cost of the recently negotiated public service wage settlement.

Trinidad and Tobago's external debt service relative to export of goods and services are programmed to fall to 4.4 percent by the end of 2001. This compares to a debt service ratio of 7.8 percent last year and 8.1 percent in 1999. As the country's debt service obligations fall and exports increase, Government has been able to build up a reserves position of 2.5 billion – the equivalent of more than 5 months of import cover.

The strong growth in export earnings led to a moderate appreciation of the nominal exchange rate in recent months but has not affected this country's competitiveness. Liquidity conditions in the financial sector have also permitted a reduction in the unremunerated reserve requirement of the commercial banks from 22 percent to 18 percent in late May 2001. This move by the Central Bank has resulted in a 1-1.5 percent reduction in the commercial banks' lending rates.

At the end of 2000 the total debt stock stood at 60 percent of GDP. With astute debt management the Government intends to bring the debt to GDP ratio to the international benchmark of 50 percent of GDP by 2004.

MACRO-ECONOMIC POLICY OBJECTIVES

The existence of a sound macro economic framework is fundamental to the fulfillment of the 2010 vision. In light of this, over the medium term Government is committed to implementing fiscal, monetary and financial policies that would support the attainment of the six positioning objectives that have been identified.

FISCAL POLICY

Over the medium term, fiscal policy will focus on achieving a balanced budget or registering small fiscal surpluses. This policy will be achieved by reserving any windfall gains from the energy sector into the Revenue Stabilization Fund, reducing public sector debt and increasing expenditure on the social sectors.

Additional revenue is expected to be generated over the medium term as a result of the continuing growth in the energy sector and the improvements in the administrative machinery with respect to income tax and VAT. Currently, a dedicated project team in collaboration with the US Internal Revenue Service is undertaking a comprehensive reform of the Inland Revenue Division. Over the next three years, some of the measures to be implemented are: the establishment of a specialised division at the Board of Inland Revenue with responsibility for large taxpayers and special industries, including the financial sector; and a tightening of compliance through the computerization of third-party information and the strengthening of the PAYE database. Government will also establish a criminal investigations unit within the Board of Inland Revenue, which will be mandated to pursue defaulters and tax evaders.

Over the period 2002 to 2004, Government will also undertake a review of the entire petroleum and gas-pricing regime with a view to updating the system to reflect recent developments in the sector. Within this review, the present fiscal regime for the energy sector will be examined with a view towards simplifying and rationalizing the present fiscal regime and generating additional revenue from the gas sector.

Government will continue the reform of the Property Taxation Regime with the objective of introducing a more equitable system for taxing properties. Phase I of the Reform, which focused on the detailed mapping, and valuation of properties in pilot sites at Arima and Point Lisas has been completed. Phase II, which will begin in 2001, will focus on full-scale valuation of all properties throughout Trinidad and Tobago.

In order to achieve Government's fiscal policy objectives, it is necessary that prudent expenditure patterns be maintained. One area that will be addressed over the medium term is Government's pension liabilities for public sector employees. To this end, a pension reform team, which will quantify Government's pension liabilities and explore ways of ensuring sustainability of the system has been established.

Over the three-year period, Government will also rationalize and improve the financial management and accountability of the State Enterprises Sector. This would include: more frequent and timely reporting by those enterprises under the aegis of the Ministry of Finance; more frequent audits; and improved transparency in the procurement process.

MONETARY AND FINANCIAL POLICY

Government remains committed to maintaining low inflation and a stable exchange rate as the primary goals of monetary policy. One initiative in this regard, is extending the participation of open market operations to non-banks, the national insurance system and money brokers. In addition, effective liquidity management demands that the differences in regulatory arrangements across financial institutions be narrowed and thus the phased reduction in the reserve requirement ratio on banks' deposits would continue as conditions in the financial system permit.

With respect to financial sector policy, given the soundness of the banking system, the focus will be on developing and adhering to international supervision standards. The Central Bank will seek parliamentary approval for strengthening the legislative framework for cross-border activities and supervision of large financial groups.

Further, given the growth in the number of non-bank financial institutions and the need to extend financial supervision to these institutions, a project to effect the more integrated supervision of the financial system has been launched. In the first phase, the supervision of insurance companies and pension funds would be brought under the control of the Central Bank. Legislation to regulate mutual funds will also be drafted and mechanisms established for co-operation with the Securities and Exchange Commission in the area of stock exchange regulation. In the second phase, the intention is to bring the supervision of all other financial institutions (Credit Unions, Building Societies and Mortgage Finance Companies) under the single regulatory body.

Government will strengthen and deepen the domestic capital market through several initiatives over the period. An analysis of the present institutional structure of the domestic capital market has been undertaken, and through the Financial Sector Integrated Supervision Project, several pieces of legislation are being reviewed including the Financial Institutions Act 1995, the Insurance Act 1990, the Companies Act 1995 and the Securities Industries Act 1995.

Additionally, the smooth and efficient functioning of the domestic capital market will be enhanced by the commissioning of a Central Securities Depository and the implementation of an electronic trading system. The expansion of equity securities on the domestic capital market will also be addressed in conjunction with the establishment of a system of risk management and assessment. Government's aim is to facilitate a consolidated approach to the financial sector, which would significantly increase market confidence and improve integrity in the industry.

To demonstrate Government's commitment to the further development of the domestic capital market, steps have been taken to make National Enterprises Limited (NEL) even more attractive to investors. In this regard, prior to the offering of a Second Tranche,

Government has transferred some of its indirect shareholding in two energy-based companies to NEL. This move has increased the market capitalization of NEL as will enhance returns to potential investors.

EXTERNAL SECTOR POLICIES

In 2002, the current account surplus is expected to decline marginally but will rebound during the 2003-2004 period as a result of returns from the investment in the new gas processing facilities. The overall balance of payments surplus is however expected to narrow gradually over the medium term. Gross Official International Reserves are expected to exceed the equivalent of 5 months of imports by 2004.

The external debt stock is expected to decline steadily over the medium term, reaching US\$1.5 billion by the end of the 2003/2004 fiscal year. Debt servicing obligations will be reduced substantially from US\$447 million in fiscal 2000/2001 to US\$231 million in the 2003/2004 fiscal year.

In order to ensure a more effective monitoring and management of the country's debt obligations, the Ministry of Finance will establish a new Debt Management Unit. This Unit will be charged with the responsibility of monitoring the growth of new debt and maintaining our debt levels well within sustainable levels.

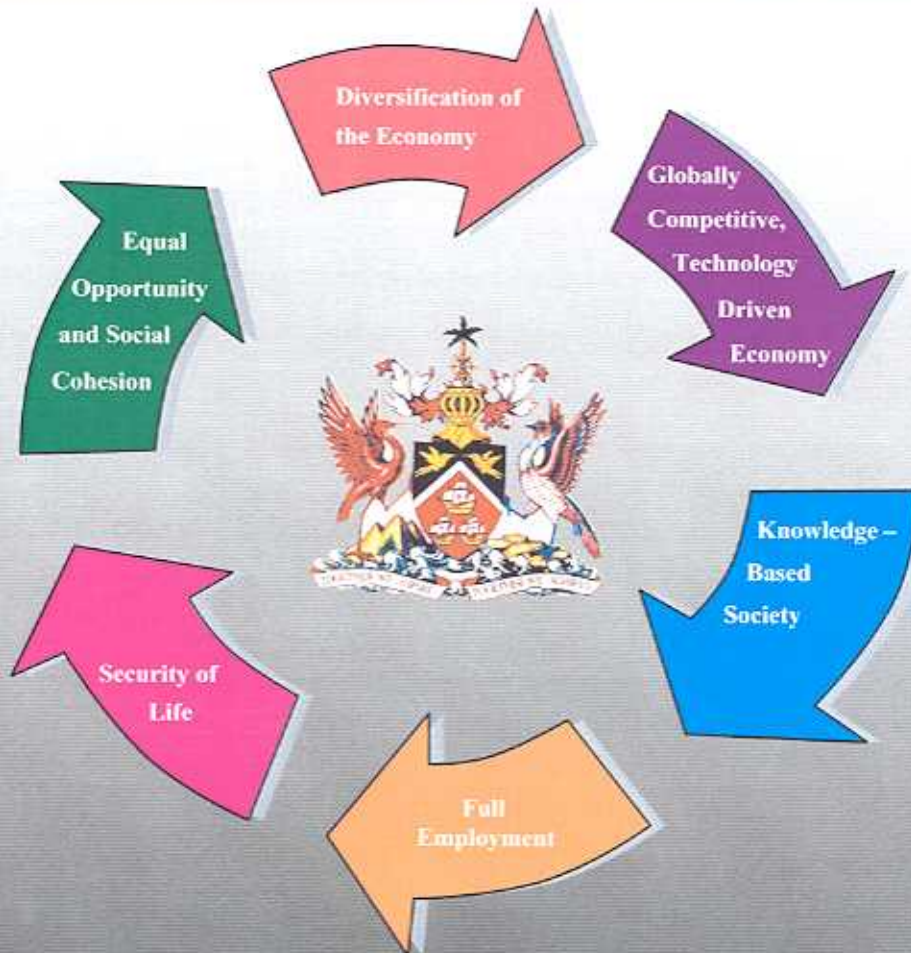
SELECTED ECONOMIC INDICATORS 1999 – 2004

(In percent unless otherwise stated)

	1999	2000	2001 Est.	2002	2003	2004
Real GDP Growth	7.3	6.4	4.2	5.2	5.5	5.0
Investment/GDP	19.0	20.2	21.6	22.2	21.7	22.0
Gross National Savings/GDP	14.4	25.4	24.3	25.4	25.0	23.0
Central Gov't: Savings/GDP	-1.5	2.7	1.7	2.0	2.4	3.4
Central Gov't Fiscal Balance /GDP	0.1	0.2	0.2	0.1	0.2	0.5
Inflation	3.4	3.5	5.3	3.8	3.5	3.1
Unemployment	13.2	12.8	12.1	11.5	10.7	10.2
BOP Current Account/GDP	-4.7	4.9	3.8	2.1	3.7	3.1
External Debt Service Ratio	8.1	7.8	4.4	4.4	4.1	6.6
External Debt/GDP	23.0	21.8	21.7	21.1	20.2	16.7
Gross Official Reserves (End of Period) (US\$Mn)	945	1,386	1,849	2,157	2,451	2,746
Import Cover (Months)	2.5	3.2	4.1	4.6	5.0	5.3

Source: Central Statistical Office, Ministry of Finance and the Central Bank of Trinidad and Tobago

National Positioning Objectives

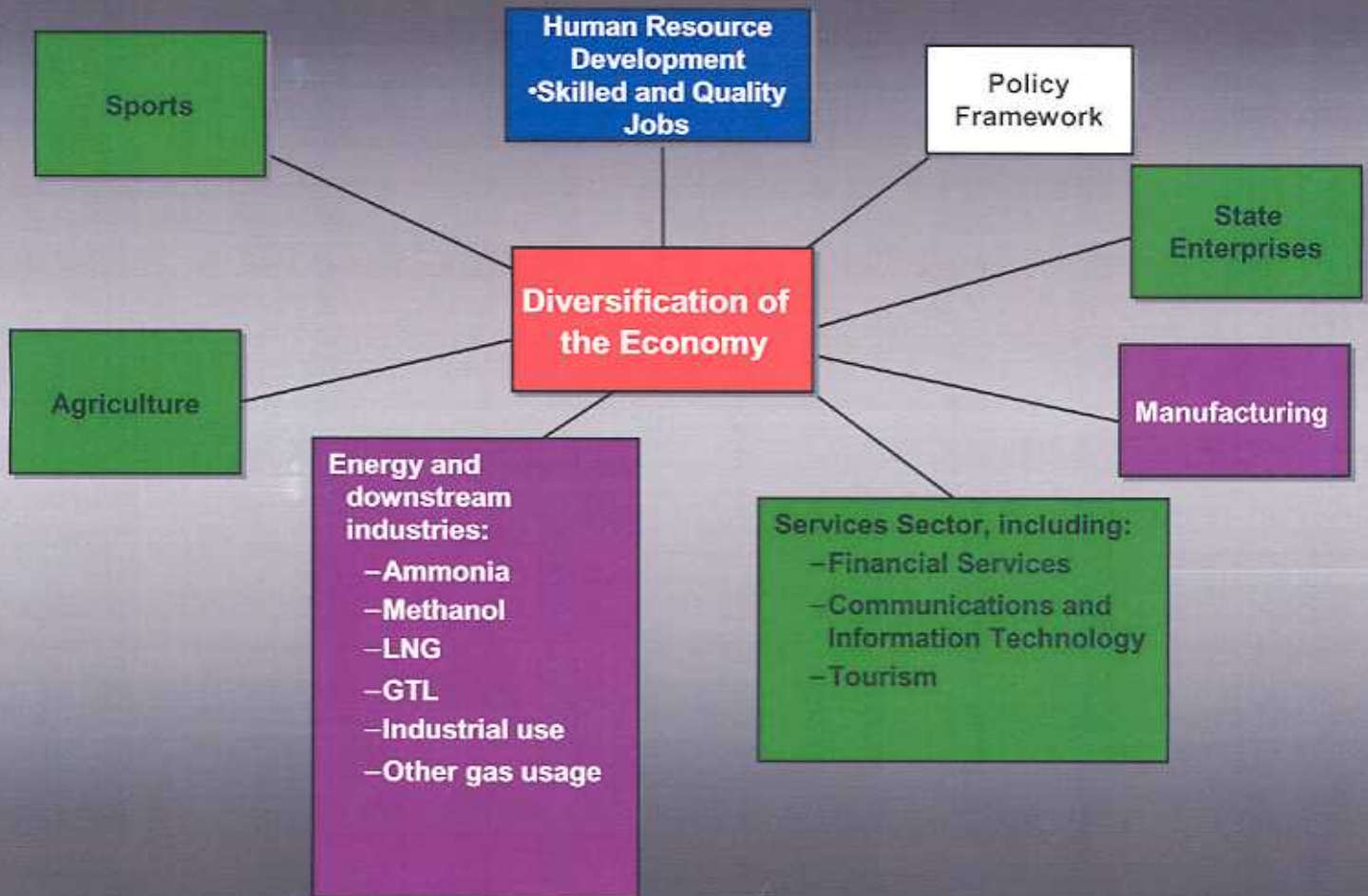


NATIONAL POSITIONING OBJECTIVES

In order to achieve the vision of transforming Trinidad and Tobago into a knowledge-based society with a globally competitive, technologically driven and diversified economy, that will sustain full employment, equal opportunity, growing prosperity, a secure life and the highest standard of living for its citizens, six key strategies have been identified:

- Diversifying the economy to ensure high, sustainable growth with low inflation;
- Re-focusing on sectors that have the greatest potential to increase employment opportunities;
- Transforming the economy into one that is globally competitive and technology-driven to compete effectively in an integrated world economy;
- Developing a knowledge-based society;
- Assuring security of life of all citizens; and
- Ensuring equal opportunity and promoting social cohesion.

Diversification of the Economy



DIVERSIFICATION OF THE ECONOMY

Government will establish a vibrant, robust, productive and diversified economy by reconstructing the framework within which the non-oil sector would be transformed into the new engine of growth for Trinidad and Tobago. The key sectors that will be targeted are gas-based downstream industries, manufacturing, services, sports programmes and agriculture. Essential aspects of this framework will include the creation of an entrepreneurial environment as well as the continuing collaboration with relevant stakeholders towards establishing a more participatory approach in the decision-making process.

ENERGY-BASED DOWNSTREAM INDUSTRIES

This sector's continuing growth is of particular importance for achieving the objective of economic diversification. Wealth generated from investments in oil and gas will be utilised to develop the non-energy sectors as well as to build the necessary physical, human and technological infrastructure that will support a sustainable economy into the future.

In this regard, the establishment of a Cross Border Field Development Plan between Trinidad and Tobago and Venezuela would increase oil and gas exploration opportunities significantly. Further, a new Competitive Bid Round has been initiated on the south and east coasts. Another major project, which has already begun, is a 2D Seismic Survey off the east coast. This project is a joint undertaking of the Ministry of Energy and thirteen energy companies, and will pave the way for a new round of competitive bidding in deep water blocks for the next five years. These projects are being undertaken with a view to ensuring the continued build-up of our oil and gas reserves in order to sustain new and existing investment opportunities in this sector.

Trinidad and Tobago has the potential to become a world scale gas producer within the next fifteen years and is currently the world leader in the export of ammonia and methanol. The completion of a Natural Gas Master Plan in October 2001 will set the policy agenda for further gas development in Trinidad and Tobago. Significant downstream investments in this area will place Trinidad and Tobago firmly on the energy map. Projects to be undertaken by private sector investors over the medium term will include:

- Further expansion of Atlantic LNG through trains 2 and 3. This project began in 2001 and is expected to cost approximately US\$1.1 billion. The two (2) trains expansion has a total capacity of 9.6 million tones per annum and is expected to be fully on stream by end-2003.

- The establishment of an Ethane Based Petrochemicals Complex at a cost of US\$ 1 billion.
- Establishment of two additional Methanol Plants.
- Establishment of two additional Ammonia Plants. The Caribbean Nitrogen Company (CNC) Limited commenced construction of its 1,850 tonnes per annum plant and is scheduled to commence commercial production in June 2002. CNC will commence construction of another ammonia plant in the last quarter of 2001. Interest has also been expressed by another investor for the establishment of a 2,300 tonnes per day plant at a cost of US\$336 million.
- Establishment of a U.S\$ 1.5 billion Gas to Liquids Plant.
- Establishment of US\$1 billion Aluminum Smelter plant.

MANUFACTURING SECTOR

The manufacturing sector continues to be a critical element of Government's diversification thrust. Capacity expansion in this sector, particularly in those areas that strengthen and diversify production linkages and synergies will not only increase the resilience of the economy as a whole, by broadening the range of competitive products, and decreasing the level of unemployment.

At present, the sector enjoys a comprehensive range of support and incentives, including duty exemptions on machinery, equipment and raw materials, an export allowance and a relatively competitive rate of corporation tax. However, given the need to penetrate into new areas over the medium term, Government, in consultation with manufacturers, and in the context of movement to a globalized market and the demise of preferential trading agreements, will develop a range of support measures for targeted industries. The industries, which have been identified for priority attention, are:

- Information Technology Electronics;
- Food and Beverages;
- Printing and Packaging;
- Chemicals including Plastics; and
- Metal Processing.

SERVICES

This sector has become one of the major contributors to GDP in Trinidad and Tobago over the past decade and it is expected that this trend, which is consistent with other countries both developed and developing, will continue.

Over the medium term, emphasis will also be placed on emerging service industries which includes business and professional services, information technology services, tourism, recreation and sporting services, construction and engineering services, financial services and services incidental to the energy industries.

To give further impetus to this sector, Government will be preparing a policy on Service Sector Development to meet the challenges and take advantage of the opportunities created from the liberalization of trade in services being negotiated at the regional, hemispheric and international level.

TOURISM

As part of the services sector, tourism will continue to play an integral role in Government's diversification thrust. In consultation with industry stakeholders, a Strategic Plan for the Tourism Industry will be formulated. The Tourism Development Act of 2000 captures a broader range of tax and customs duty incentives for a wide range of tourism projects including accommodation, transportation, culture, and sporting activities. Further, over the period 2002-2004, Government will continue to improve the legislative and regulatory framework governing the industry. Other areas of focus will be the amendment of the minimum capital expenditure requirements by local investors who undertake tourism projects, and wish to access the various available incentives.

A critical element of the thrust in the tourism sector will be improving the quality of tourism products. Resources will therefore be focused on the development of high quality attractions across the country, particularly historical, heritage and other cultural attractions. In the medium term, focus will also be placed on the development of new tourism products such as nature and adventure holidays. Due to the competitive nature of the tourism industry Government will also continue to pursue an aggressive awareness programme. To this end, stakeholders have been encouraged to utilize e-commerce in marketing tourism products.

Emphasis will also be placed on the development of a Tripartite Bureau comprising representatives of the Tourism and Industrial Development Company, the Tobago House of Assembly and the Trinidad and Tobago Bureau of Standards which will outline and monitor basic minimum standards for the various occupations within the industry.

In order to improve the capacity to manage and operate the sector over the medium-term, a Management Information System for Tourism (MIST) will be utilized. This system is expected to come on stream by the end of 2001 and will generate tourism and other relevant data on a more reliable and timely basis.

While marketing the attractiveness of Trinidad and Tobago as a tourist destination is the main focus of tourism policy, Government would seek to re-position Trinidad and Tobago to attract "conference tourists" with the construction of an International Conference Centre. Government, along with various private sector interests will be partners in this project that will comprise a four hundred (400)-room hotel; a conference centre; a centre for the performing arts; and a car park with capacity for fourteen hundred (1400) cars.

SPORTS

It is essential that, with respect to sports, a new perspective be adopted. For the medium term, Sport will be viewed as an emerging industry with the potential for significant foreign exchange earnings. With Trinidad and Tobago's growing stock of sport facilities, Government will establish a National Management Commission that will, among other things, promote these facilities as ideal locations for all-season training; international tournaments; sports festivals; and sport conferences. It is expected that the private sector will continue to sponsor athletes and top class tournaments.

With respect to improving the country's level of performance in sporting activities, increased emphasis will be placed on the development of quality physical education and the importance of sport in schools. Government will also undertake continuous assessment of the country's performance in the sporting arena, with a view to more effectively identifying and addressing shortcomings. The training of physical education teachers and other sport facilitators in new techniques and technologies will be a priority in this regard.

Over the three-year period, specialized research in sport will be undertaken in the following areas:

- Women and the specially challenged in sport and physical recreation;
- Levels of participation in sport and physical recreation;
- Economic impact of sport in Trinidad and Tobago; and
- A National Fitness Survey.

AGRICULTURE

Over the years, the agriculture sector has been identified as possessing the capability for generating sustainable increases in output, income and employment. However, the reality is that this potential has not been fully realized. Retooling the agricultural sector is therefore of critical importance. In this process, increased stakeholder participation and private sector involvement is crucial.

In keeping with the challenges of operating within a liberalized environment, attention will focus on increasing competitiveness in the export and domestic markets. This will include strategies aimed at increasing profitability within the sector, modernizing the marketing system, strengthening negotiating capacity and assisting the private sector with compliance on trade agreements, export market requirements, domestic quality standards, international health and food safety standards, and providing the necessary information for the protection of the interests of small farmers within the international negotiating environment.

Government will also strive to increase the share of local produce used in the tourism sector. Increasing the level of exports of non-traditional high-valued commodities and promoting local alternatives to import items will also be afforded priority over the triennium.

Government will also establish a focused one-stop-shop agricultural agency. This new agency will be charged with the responsibility for re-positioning the agricultural sector as a dynamic and competitive economic sector. The new agency will also seek to develop strategies for encouraging financial institutions to develop and market credit and other financial products that meet the needs of the agricultural community.

Government will also facilitate increased access to credit from institutional sources for tenure-insecure and resource-poor producers.

Globally Competitive Technology Driven Society



GLOBALLY COMPETITIVE AND TECHNOLOGICALLY-DRIVEN ECONOMY

Government intends to use the information technology revolution as a tool for human development and is therefore committed to transform Trinidad and Tobago into a globally competitive, technology-driven society. In this regard, information technology will be utilized to nurture and develop our human resource capability. The objective is to ensure that as a people we enhance our understanding of the role of technology and adopt best practices to increase our knowledge, develop and leverage our competencies and create jobs with the ultimate aim of improving the well being of all of our people.

In order to exploit technology as a business and social facilitator, Government will continue to invest, build and facilitate the development of information technologies, telecommunications and Internet infrastructures in Trinidad and Tobago. The aim is to make Trinidad and Tobago an intelligent nation, where technology is pervasive in use and in every aspect of improvement of society, at work, home and play. Key strategies include: establishment of a Technology Park, the liberalization of the telecommunications sector, the expansion of internet connectivity and implementation of the E-commerce Action Plan. To support the thrust in technology, Government will continue to invest in the upgrade of physical infrastructure.

The establishment of the Trinidad and Tobago Technology and Innovation Park is of critical importance to the overall development strategy of the Government and, in particular, to the transformation of Trinidad and Tobago into a globally competitive, knowledge-based economy and society.

The project will create a facility which will attract foreign investors searching for the “right location” to establish “near shore” operations, and industries that produce or use information technology to service the North American market. The project will also nurture the development of a national system of innovation, that is, the creation of a set of linkages and relationships in an economy that allows for continuous development, absorption and diffusion of relevant technologies throughout the society.

Seven target industry clusters will be developed through this initiative:

- Call centres and back office operations;
- Software and computer-related services;
- Electronic components and accessories;
- Computer peripherals;
- Telecommunications equipment;
- Medical and dental equipment; and
- Pharmaceuticals and biotechnology.

The Park will create an environment for scientific research and innovation in order to

attract technology-based industries. The first two buildings, an incubator and an innovation centre, will be constructed in Phase 1 of the project beginning 2002.

INFORMATION AND COMMUNICATION

Over the medium term, a National Information and Communications Strategy will also be formulated, with the main focus on:

- Enhancing the infrastructure for increasing competitiveness by focusing on areas such as telecommunications, industry/academic collaboration in research and development, venture capital, long-term education policy and intellectual property protection.
- Creating and strengthening the market for Information Technology (IT) services through Government procurement procedures and encouragement of strategic alliances between local and foreign firms involved in information technology.
- Enhancing general capabilities, both in individuals through skills training and management development and in industry through the formation of business associations and co-operation among competitors to deal with mutual issues and emerging trends in the IT industries.

The National Information and Communication Technology Strategy will complement activities under the Export Sector Investment Promotion Programme of the Tourism and Industrial Development Company (TIDCO)

Establishment of the Trinidad and Tobago Telecommunications Authority (TTTEL) is an indispensable element in the development of the information, communications and technology sector. Over the medium term, the Telecommunications Act 2001 and its associated regulations will be implemented. To assist in this activity, Government will access the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) for the provision of technical assistance in the form of legal, economic and engineering consultancies to strengthen policy formulation in implementation and regulatory management.

In light of the liberalization of the telecommunications sector, The Telecommunications Services of Trinidad and Tobago Limited (TSTT) is expected to expand its customer base, especially in mobile services. The company will create new product and services in mobile services to retain and attract customers. TSTT over the medium term, in collaboration with the Ministry of Communications and Information Technology, will institute a Transitional Management Plan for the purpose of effectively managing the restructuring process to conform to the new legislative and regulatory framework. Strategic Business Units (SBUs) will be created along core business lines such as mobile services, business and residential, Internet services, network services and corporate customer services. It is expected that TSTT will continue its robust performance and be a significant player in the development of the National ICT Sector.

Government will also review the National Broadcast Policy with a view to updating it to

present requirements on prevailing issues. The National Broadcasting Network (NBN) will be re-engineered in order to enhance corporate performance. Private sector participation will also be explored with a view to improving the human resource and technological base of the Company.

To effectively deal with the very competitive, dynamic and technologically advanced cinematography and video entertainment sector, new legislation will be enacted to upgrade the Board of Film Censors to a Cinematography and Video Entertainment Classification Board. A Secretariat will be established and staffed by professionals who are specially equipped to effectively discharge the new mandate.

Government through the Freedom of Information Act (FOIA) 1999 will promote transparency and accountability in the conduct of Government business and to encourage meaningful public participation in the formulation of national policy. The FOIA Monitoring Unit will facilitate the implementation of the Act in all public authorities through the delivery of sensitization programmes and development of an activity database to monitor the work of the public authorities and their designated officers.

Government will also transform the National Information Systems Centre (NISC) from its current data processing and service function to a policy and co-ordinating agency for information technology in the public service. Consideration will be given to restructuring NISC into a statutory body or corporate entity in order to more effectively serve its clients and contribute to the wider development of the information economy. Individual ministries and departments will eventually be required to establish their own IT Units to cater to specific needs within the context of a general policy framework administered by the Central IT Organization.

Information is the lifeblood of government and is the foundation for everything Government does. Consequently, progress towards inter-connectivity of all Government Ministries, institutions and associated bodies through the development and installation of a communications backbone, will continue aggressively under the direction of the electronic Government Unit. The Unit will identify and prioritise e-government solutions to be employed throughout the public service.

E-COMMERCE

Government has launched an Electronic Commerce Action Plan to drive the pervasive use of electronic commerce in Trinidad and Tobago, and to establish Trinidad and Tobago as the regional e-commerce hub. This launch marked the start of a campaign to bring electronic commerce to mainstream businesses, the public and Government and to attract international e-commerce activities to Trinidad and Tobago.

The National Electronic Commerce Secretariat was established in November 2000 and has developed a five-year action plan to bring e-commerce to the forefront of local and international business development.

E-commerce holds great potential and opportunities for businesses. Besides the access

to new and bigger markets, e-commerce can help reduce costs and increase turnaround times by streamlining and integrating processes along the entire business value chain. Further, the emergence of Trinidad and Tobago as a regional e-commerce hub will help to create and sustain an e-commerce services sector. This sector will provide employment opportunities for business strategists, creative designers, system integrators, network operators and other e-commerce intermediaries.

The National e-Commerce Action Plan has five main thrusts:

- Strengthening the e-commerce infrastructure;
- Increasing participation in e-commerce;
- Clarify Marketplace Rules;
- Building User Confidence in e-commerce; and
- Jump-starting the e-economy – sectoral initiatives

Each of these five areas will be implemented through specific programmes and projects over the period 2001 to 2005.

Beginning 2001, the priority of the e-commerce initiative will be to implement the following programmes and projects:

- Establishment of Community and Home-Based Internet Access Centres in remote locations throughout the country;
- Development of Enterprise neTT: an e-commerce business development scheme for micro, small and medium-sized enterprises;
- Establishment of an e-commerce Training Unit for training the population in e-commerce and the use of the internet;
- Development of an On-line guide to doing e-business;
- Introduction of a legislative framework and other mechanisms that cater for the protection of consumer rights, protection of Intellectual Property Rights, the criminalization of computer misuse and computer fraud;
- Establishment of a country registry;
- Development of e-government: towards a better trained, equipped and transformed public service sector that offers efficient and expeditious online services to citizens of Trinidad and Tobago; and
- Implementation of a mechanism that would allow for the establishment of an Authentication and Certification Authority and the promotion of electronic payment systems.

STATE ENTERPRISES

Government recognises that the competitive repositioning of Trinidad and Tobago hinges in large measure on the acceleration of its programme for streamlining the State Enterprises Sector. While Government has already taken decisions to deepen private sector involvement in a number of enterprises, several other enterprises are currently under review. A key consideration is the fact that many of these enterprises operate in near monopolistic markets, or are themselves dominant players in crucial areas of productive activity.

This notwithstanding, future imperatives for the state enterprises sector will revolve around a three-point agenda:-

- Substantial upgrading of the debt management infrastructure for state-owned enterprises;
- Accelerated rationalization of the state enterprises sector; and
- Enhancement in the level of state enterprise governance.

Plans are also well advanced for the establishment of a legal and regulatory framework for enhancing the corporate governance of the State Enterprises Sector as well as the Statutory Authorities. In this regard, a State Owned Corporations Act, prescribing governance imperatives for State Enterprises is being finalized. Under this framework, Government will prescribe explicit guidelines for the functioning of Boards of Management as well as for the establishment of internal controls and reporting mechanisms. The regulatory framework will protect customers, workers' as well as taxpayers' money.

Moreover, prior to the enactment of this legislation, the Ministry of Finance will take steps to ensure that subventions and allocations to the State Enterprises Sector are utilized in a manner consistent with the budget objectives approved by the Ministry of Finance.

INFRASTRUCTURE

Transportation

A sea, air and road transport network that is safe and reliable is a prerequisite for the development and functioning of a well-diversified globally competitive economy. Government's policies for the development of the transportation network therefore covers both mass passenger transit and commercial transportation.

Over the period 2002 to 2004, therefore, Government will undertake a Mass Transit Investment Project. The project will seek to develop a 20-year Transportation Plan for Trinidad and Tobago, given our projected economic growth and population demographics.

In the area of Air Transport, with the completion of the New Terminal Building at Piarco, focus will be placed on the development and implementation of a Land Use Plan for

Piarco and the refurbishment of the Crown Point Terminal Building. The intent is to develop the International Airports of Trinidad and Tobago into the principal gateway between North and South America.

The need to ensure safe, timely and reliable service on the air-bridge has become a critical concern of Government. Accordingly, over the three-year period starting 2002, Government will develop a policy framework for an efficient and effective air-bridge between the two islands.

Highways

By the end of 2004, the country's road network will also be considerably strengthened and modernized. Over the period, approximately two hundred (200) kilometres of roads will be rehabilitated together with the associated drainage works. Several failed slopes throughout the country will be reinstated, and forty new bridges will be designed and built. Feasibility studies will be undertaken for improvement works on the Churchill Roosevelt Highway from the St. Joseph River Bridge to Macoya, and the dualling of the Churchill Roosevelt Highway from O'Meara Road to Demerara Road. In addition, works on the extension of the Solomon Hochoy Highway to Cipero Road is expected to be completed in early 2003. Also on the agenda for the period 2002-2004, is the commencement of several ancillary projects related to the Uriah Butler Highway/Churchill Roosevelt Highway Interchange.

Other major initiatives to be undertaken include the establishment of a Roads Authority; Routine Road Maintenance Management System; Routine Bridge Maintenance Management System and the installation of weighting stations for axle-load activities at strategic points throughout the country.

Water and Wastewater

Over the medium term, pipeline projects throughout the country will be prioritized with a view to strengthening and expanding the distribution network to meet Government's stated objective of water for all.

The Desalination Project will improve the delivery of service to the entire country. Further efforts to ensure sustainability of water supplies would involve the identification and development of localized groundwater reserves through the use of modern drilling techniques and satellite technology for the identification of new sources.

With regard to wastewater services, a new sewerage facility at Beetham will be constructed to service the entire Port-of-Spain area. Funds will be allocated to finance the upgrading of non-Water and Sewerage Authority (WASA) sewage treatment plants to ensure compliance with environmental and health standards. WASA will also expand its services through an adoption programme for all privately owned sewage treatment plants, starting with those owned and operated by the National Housing Authority (NHA). Government will also support the implementation of rate structures to ensure that wastewater systems become financially self-sustaining.

In the areas of water and wastewater, Government will also establish policy objectives and operating standards to ensure the protection of human health and the environment. In this

regard, a new legal and regulatory framework for the water and wastewater sector will be developed, and a Water Resources Management Authority external to WASA will be established.

Urban Regional Planning

Government will reform the approach to planning for the use and development of land through the soon to be enacted Planning and Development of Land Bill, via which a new system of planning and development approvals will be established. This system will ensure predictability, simplicity, promptness and transparency in the treatment of development applications. The Bill also makes provision for the establishment of a National Physical Planning Commission.

The National Physical Planning Commission will act as an advisory body to the Minister on a range of issues including: policy proposals and legislation affecting the development and utilisation of land and land-based resources; the co-ordination of land management and development activities of sectoral agencies and the devolution of development control functions to local authorities. The Commission of itself would be engaged in several activities including: the preparation of a comprehensive National Physical Development Plan; the formulation of building codes and development standards and practices and assisting in developing the capability of local authorities in the exercise of their functions.

Pending the approval of the Planning and Development of Land Bill, an Interim National Physical Planning Commission (INPPC) has been engaged in the preparation of a series of physical development plans including a National Conceptual Development Plan, a Strategic Land Use Plan, Local Area Concept Plans and Local Action Area Plans. The INPPC has also been engaged in a number of policy formulation and review initiatives.

Over the next year, Strategic Local Area Plans will be developed for: North-East Coast/Toco; Mayaro/Guayaguayare; Princes Town and South-West Tobago. At the same time Local Action Area Plans will be developed for several areas including: Waterloo/Perseverance; Caanan/Bon Accord; Tunapuna/Arouca and Sangre Grande. In addition, detailed site planning and engineering designs will be undertaken for almost three thousand plots in the area of: Tarouba South; Charlieville; Endeavour; Preysal; Harmony Hall; Debe; Carlsen Field; Ben Lomond and Carnbee/Allfields.

Over the medium term, the strategy for physical planning will focus on:

- Transformation of the National conceptual Development Plan into a National Physical Development Plan;
- Production of twenty Strategic Land Use Plans to cover the whole country;
- Production of twenty Community and Local Area Action Plans;
- The development of reclamation policies (including a reclamation line); and
- The development of control and enforcement policies.

In keeping with its commitment to developing Trinidad and Tobago as the financial centre of the Caribbean, the Government will expand and modernise the urban centres, beginning with, but not limited to the Capital City.

Accordingly, the Government has utilised the urban Development Corporation of Trinidad and Tobago (UDeCOTT) to commission over the medium term several key activities. These include:

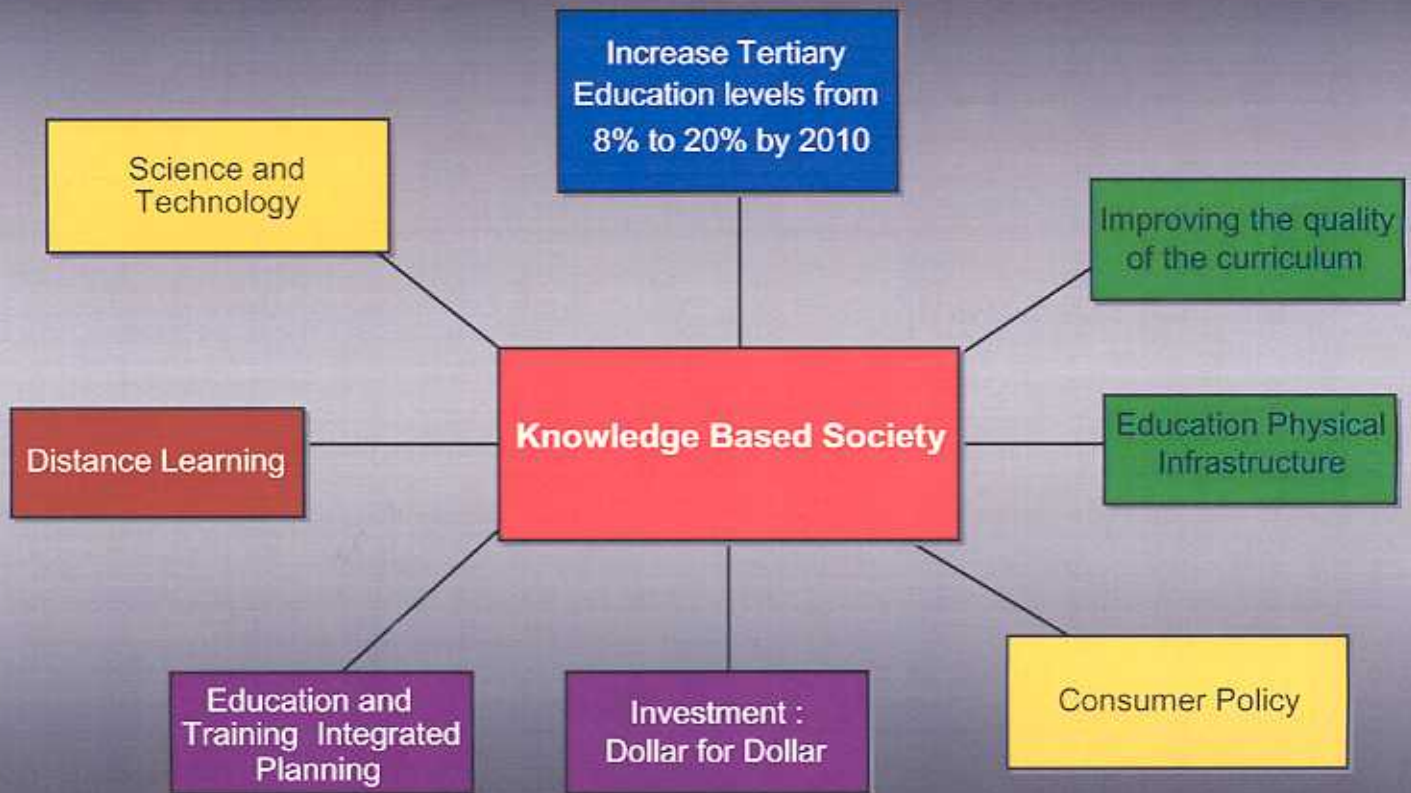
- Master Plans and Action Plan Studies;
- A Land Use Study for the Port of Spain Area. The Study will inform future decisions with respect to the development of the Invaders Bay area, which will center on the development of the reclaimed waterfront and include the subdivision of the reclaimed lands into lots for commercial, housing and other purposes; and
- The development of lands at Rincon Estate, including the provision of infrastructure and services.

Another project for the medium term will be the development of an International Conference Centre in Port of Spain. Government, along with various private sector interests, will be partners in this project. The project will comprise a four hundred-room hotel, a Conference Centre, a Centre for the performing arts and a car park with a capacity for fourteen hundred cars.

In order to implement its mandate of forward planning more effectively, the Ministry of Integrated Planning and Development will be engaged in the design of projects for the development of roads, housing sites, community and other sites and other infrastructure.

These designs will be provided to the relevant implementing Ministries and Agencies, including the Ministry of Infrastructure Development and Local Government and Ministry of Housing and Settlements.

Knowledge Based Society



KNOWLEDGE-BASED SOCIETY

A well educated, technologically skilled and highly professional human resource base is necessary to give us the competitive edge in today's globalised, liberalized and technology driven world. To ensure the achievement of this goal, it is imperative that we develop and nurture our students, ranging from early childhood care and education to the tertiary level. Continuous and lifelong learning supported by the appropriate marketable skills are also essential to enable our people to produce innovative and creative goods and services.

EDUCATION

Over the medium term, Government will continue to increase access to education opportunities at all levels of the system. In this regard, achievement of the goal of Universal Secondary Education (USE) will be facilitated through the continued implementation of the World Bank Fourth Basic Education Programme and the Secondary Education Modernization Programme (SEMP), as well as the purchasing of secondary school places at private schools, and assisting denominational boards in the construction of new secondary schools.

In addition, Government will continue to improve the physical environment at early childhood, primary, secondary and special education levels through reconstruction, upgrading and extension of existing facilities, as well as the construction of new facilities. Furniture and equipment will also be provided.

The thrust toward continuing education will be supported through the establishment of Lifelong Learning Centres; the continuation of the 'Read Me Now' Project; and the expansion of Adult Education Programmes.

Library and information services will continue to be upgraded, through the establishment of a Management Information Systems, the strengthening of the Libraries Division and the development of resource centres at the Regional Education District Offices.

In order to upgrade the quality of staff within the Ministry of Education, strategies over the medium term will include the design and implementation of Human Resource Development Programmes, provision of in-service training for teachers at all levels of the Education System, as well as continuous training for administrators and support staff.

Over the medium term, Government will continue to provide security services to high-risk

schools, as well as provide textbooks to needy students. Student support services such as the School Nutrition and School Transport Programmes will be further expanded. The standardization of textbooks at the secondary level, and expansion of the Regional Diagnostic Prescriptive Services will also be addressed.

HUMAN DEVELOPMENT

With respect to education and training at the post-secondary level, emphasis will be placed on expanding tertiary education and improving the technological skills base of the country.

One of the initiatives in this area has been the establishment of the College of Science Technology and Applied Arts of Trinidad and Tobago (COSTAATT) based on the amalgamation and upgrade of several public tertiary institutions into a single multi-campus college. Through its focus on increasing enrollment, COSTAATT is expected to make a major contribution to attaining a national participation rate in higher education of at least 20 percent of the 18 – 22 year-old population by the year 2005. In order to fulfill its mandate a number of critical inputs are required. Facilities at existing campuses would be upgraded, a Wider Area Network established, and software systems for college administration implemented.

The University of the West Indies will also continue its efforts to modernize and re-engineer its administrative systems to achieve greater effectiveness. As part of this initiative, a maintenance management initiative has commenced. This involves a structural shift from corrective to a planned and predictable maintenance regime.

Academic Programmes are to be strengthened and expanded with the introduction of a four-year undergraduate degree programme in engineering; the enhancement of the undergraduate agriculture degree programme; and the shift in distance education to asynchronous delivery systems.

The National Energy Skills Centre (NESC) through the Trinidad and Tobago Institute of Technology (TTIT) and Metal Industries Company Limited (MIC) through the National Skills Development Programme (NSDP) will expand delivery of skills training for Manufacturing and Heavy Industry. NESC will provide full and part-time programmes at its centres. The TTIT will provide advanced technical training to new entrants as well as employees of industries.

Government also recognizes that the establishment of a national quality assurance mechanism is a prerequisite for a country to assume a significant role in trade involving services in the area of education and training. In this regard, A National Accreditation Agency will also be established to ensure that standards are maintained by all institutions that provide educational services for the population.

THE DOLLAR FOR DOLLAR PLAN

Beginning in September 2001, Government will introduce the Dollar for Dollar Education

Plan to support tertiary education expansion. Currently, approximately 8 percent of 18 to 22 years olds participate in higher education in Trinidad and Tobago. CARICOM has established a target of 15 percent participation for all member countries by 2005. The goal of the Government of Trinidad and Tobago is to establish a 20 percent participation rate by 2005.

LIBRARIES

In order to develop the country's human resources it is necessary to provide effective library and documentation services for every level of education and training. To achieve this the focus will be on making the National Library and Information System fully operational. The National Library is to be completed; new branch libraries are to be constructed and modern technology utilized to improve information access. A referral centre is to be established and historical documents at the Heritage Library are to be preserved and conserved.

DISTANCE LEARNING

During the period under review, the Distance Learning Secretariat will be re-configured to operate as a Centre for innovation in Open and Distance Learning. This centre will manage activities to explore and evaluate learning technologies, offer training for the effective use of technology towards increasing access to education and providing support for varying categories of distance learners.

The established network of community-based distance learning centres will continue to facilitate access to education and training opportunities by nationals geographically distant from provider institutions; promote advocacy for lifelong learning; and provide low-cost community access to the Internet.

CONSUMER POLICY

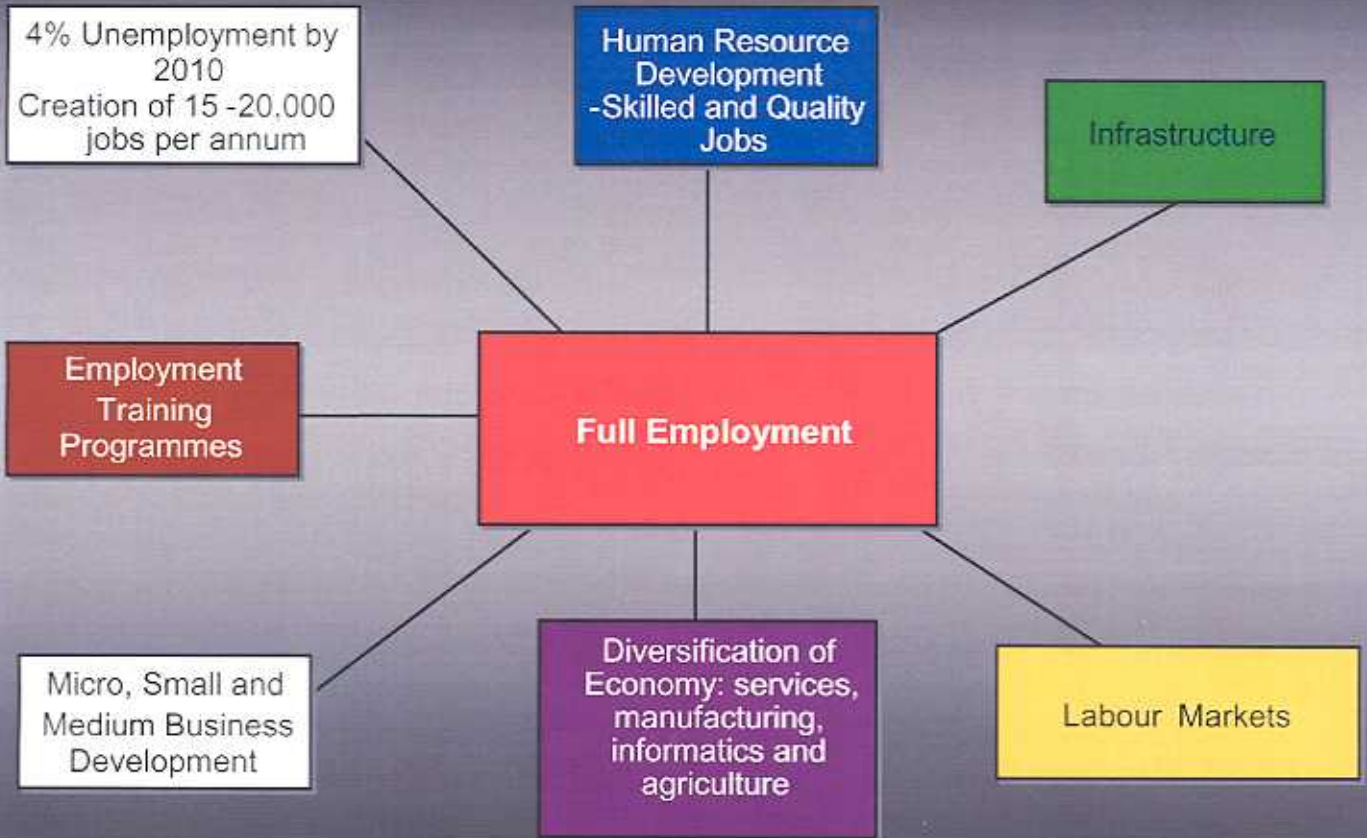
Government's consumer policy will continue to emphasize consumer protection, consumer safety, consumer education, equity in the marketplace and consumer empowerment. During this period, focus will be placed on the prosecution of violators of consumer laws, and the promotion and facilitation of quality services to consumers. Special emphasis will be placed on empowering and protecting the rights of the elderly and physically challenged.

Government is fully aware that the attendant increase in the range of product choices as a result of the revolution in information technology would necessitate a more informed and empowered consumer. In this connection, consumer education and participation geared towards creating a more sophisticated consumer will be emphasized over the three-year period.

In order to allow for the flexibility that would permit the effective implementation of consumer policy, the intention is to restructure and convert the Consumer Affairs Division into a statutory authority by 2003. This new entity will incorporate among other

components, consumer protection and competition policy.

Full Employment



TOWARDS FULL EMPLOYMENT

Government's strategic objective of achieving full employment by 2010 requires a re-focus on sectors that have the greatest potential to increase employment opportunities. Over the medium term, the lead sectors of the economy which have been targeted for job creation are:

- Downstream industries from the gas industry;
- The Information and Telecommunications sector and its downstream industries;
- The Services sector, including finance and tourism;
- The Manufacturing sector;
- The micro, small and medium enterprises; and
- Agri-business sector.

Investment in these sectors will stimulate and facilitate the emergence of small businesses and micro-enterprises, which will also impact positively on employment creation.

Over the medium term, it is expected that the services, manufacturing and construction sectors continue to display positive growth trends thereby further impacting on employment levels. Also, new initiatives in the area of agri-business would rejuvenate the capacity of this sector to provide new jobs.

The economy is also poised to take advantage of advances in informatics, e-commerce and telecommunications. It is expected that the job opportunities in these sectors would require a larger proportion of workers at the higher end of the labour market, such as professionals, skilled and trained persons, as opposed to clerical workers.

In this regard, the Science and Technology Park has significant direct and indirect job creation opportunities in the new and emerging technology services sector. Its relationships with institutions of learning, the focus on technology and innovation with the attendant growth of human resource capability, the attraction of foreign investment in the high technology field, and the expected linkages with other sectors of the economy is all-pivotal to the expansion of job opportunities.

MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs)¹

The development of the MSME sector is critical for increasing employment, production and national income. Expanding this sector will have the dual effect of allowing citizens

¹ A micro-enterprise: employs 1-5 persons with less than \$250,000 in assets and sales; Small Enterprises: employ 6-25 persons with assets between \$250,000-\$1.5 million; Medium Sized Enterprises: employ 26-50 persons with assets between \$1.5- \$5 million and sales between \$5-\$10 million.

the opportunity to participate in economic development while improving their financial status. Increased activity would provide beneficial opportunities for specific target groups, for example, school leavers, women and vulnerable members of society.

Over the medium term, several initiatives will be pursued:

- Co-ordination among MSME developmental agencies;
- Harmonisation of MSME policies and programmes;
- Increased access to credit and other sources of funding;
- Training and human resource development;
- Increased marketing opportunities and development;
- Institutional and infrastructural arrangements; and
- Further development of other business support services.

Additionally, two initiatives, which have been successful internationally in stimulating business activity, are to be introduced. These are Business Incubators and Enterprise Zones.

Business incubation is a dynamic mechanism for enterprise development for helping new firms to survive and grow during the start-up phase when they are most vulnerable. Incubation facilities are generally established for industrial sectors that have been identified for priority development such as technology, manufacturing, tourism, arts and entertainment. There are also community-based incubators for localities or communities that have the potential for development.

Over the medium term, Government will establish at least one national incubator and three community incubators. A private sector led Task Force is already developing the concept for a national incubator while the MSME Policy Unit of the Ministry of Enterprise Development and Foreign Affairs will work with community groups to establish the community-based facilities.

Enterprise Zones aim to rehabilitate designated geographical areas exhibiting distress characteristics. This rehabilitation if effected through the provision of special benefits aimed at increasing investment and job creation in the area. Government is actively preparing the appropriate legislation to give effect to this initiative in 2002.

Venture Capital

Over the medium term, Government will undertake a review of the Venture Capital Act to identify the constraints, which have limited the use of the incentive provided under the Act. It is expected that once the revised and appropriate legislation is in place, the venture capital industry would realize its potential to become a major source of capital for the small and medium enterprises.

Labour Market

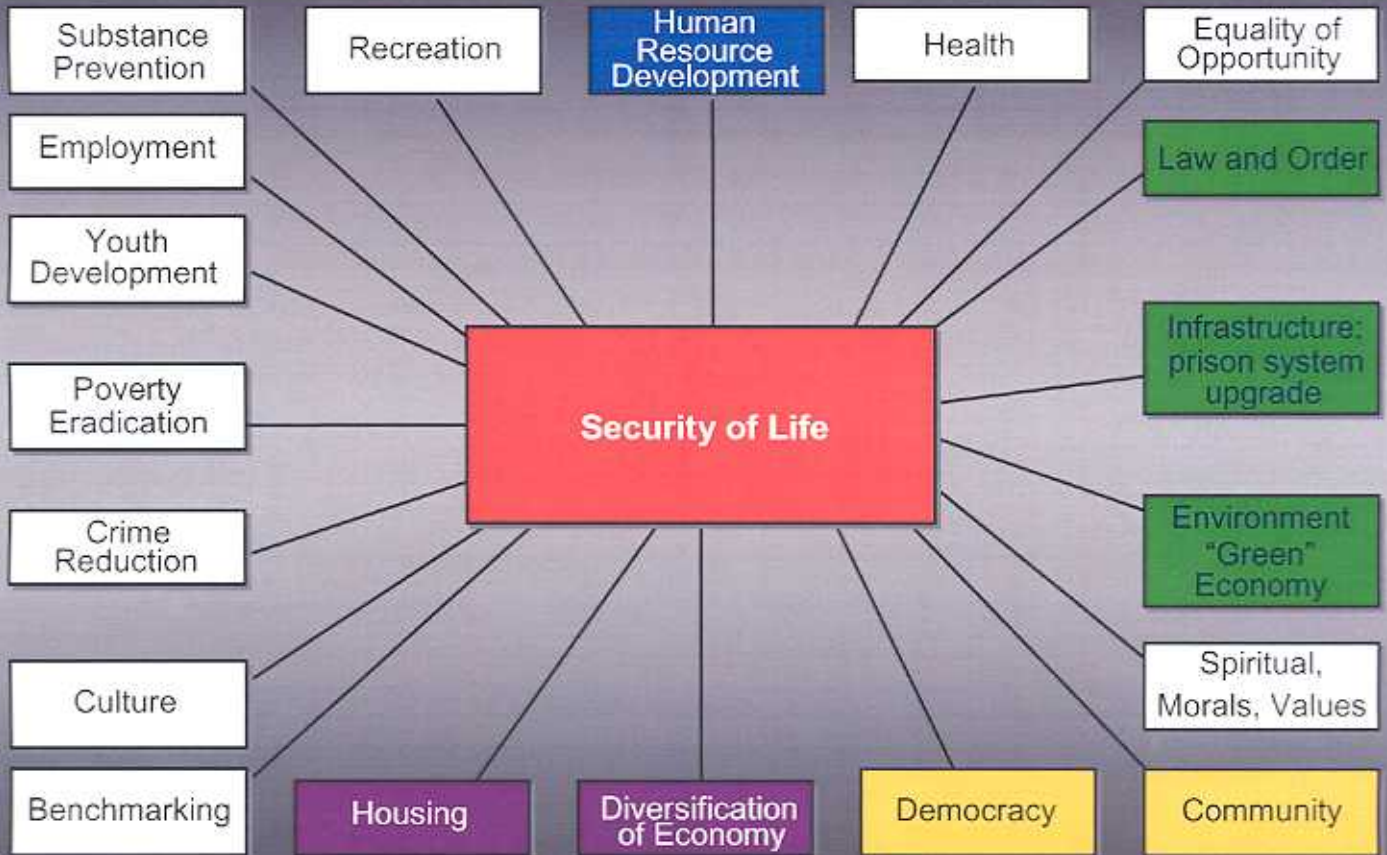
A pervasive characteristic of the labour market is the existence of excess supplies of labour together with large pockets of shortages. Several initiatives aimed at bridging this gap will be implemented. These include promoting the National Human Resource and Management Information System (NHRIS) in order to ensure timely and accurate labour market information, and for keeping abreast of the issues of human development planning and human capital building. This system will provide information to policy and investment planners as they explore strategies for growth and economic development. The NHRIS also provides a wealth of information for job seekers, human resource planners and training providers.

Over the medium term, Government will also institutionalize the National Employment Service (NES). This service will seek to translate labour market information for micro users through analysis of employer job searches and requests. Between 2002 and 2004, the services of the NES will be enhanced and the institution will become a “one-stop-shop and resource facility” for all job seekers and job providers. It will provide a package of services, including job counseling, placement, career planning, and business advisory services.

Employment Training Programme

With the implementation of the Employment and Training Programme (ETP) formerly URP, Government has recognized the need to transform the traditional short-term work programme in a manner that ensures it produces independent and empowered workers capable of securing long-term employment. In keeping with this new mandate, Government has appointed a Multi-partite Advisory Committee to redesign the ETP to include training as an integral component of the programme.

Security of Life



SECURITY OF LIFE

Integrated in our vision for 2010 is security of life, that is, ensuring that our citizens are assured of a decent standard of living in a society where they can feel safe and protected. Security of life extends beyond physical security and also envisages that our people enjoy an adequate standard of living, and a dignified and productive life for all our citizens.

CRIME

Reducing the existing level of crime is a prerequisite for assuring security of life. Government also acknowledges that criminal activity is a complex issue and requires a multiplicity of strategies in attempting to reduce its incidence. Accordingly, crime reduction will be addressed in the context of arriving at solutions that deal with the causes of crime and implementing strategies that will prevent its incidence. In this regard, Government will continue to expand the fleet of vehicles and other equipment available to the police to enable them to effectively execute their duties.

Improvement of police accommodation will continue through the construction, reconstruction and upgrading of facilities. New police stations will be constructed at Gasparillo, Brasso, Roxborough, Arima, Belmont, Mathura, Besson Street, Matelot, Manzanilla, Piarco, Oropouche and Old Grange Tobago. Major refurbishment works will be carried out at Couva, Chaguanas and Penal. Restoration of the San-Fernando Police Station (Phase II) and the re-construction of the Old Police Headquarters at St. Vincent Street, Port-of-Spain will be completed during the period 2002 –2004.

The MNS Communication Network (E-999 Communication System) will be further expanded. In addition, through its high capacity microwave backbone and Point to Multipoint System (LMDS) the divisions of the Ministry of National Security and other selected Government Ministries and Departments will have the capacity to communicate with each other by voice, data, fax or video - without the intervention of TSTT. Applications of the system include a private telephone system, e-government, distance learning, telemedicine and school security.

The police computer system will be enhanced to transmit voice data and video in police vehicles, expand the automated fingerprint and mug shot systems to sub-divisional headquarters and implement the fleet management and human resource management systems.

The use of new information technology will be phased into the operation of the other divisions of the ministry including the Defense Force and the Fire and Prison Services. At the Immigration Division work is proceeding on the digitalized preparation of passports and automation of 100 percent of the business operations of the division.

With respect to crime prevention, Government will also commission studies aimed at developing a fuller perspective on the state of crime in Trinidad and Tobago. It is expected that the information and knowledge gained from these studies would assist in mobilizing and building effective community partnerships, develop an integrated approach to crime prevention and control, and build sustainable civil communities across the country.

YOUTH DEVIANCE

With respect to youth deviance and delinquency in schools, a research will be conducted with a view to examining the extent of youth deviance in schools and as far as possible, its genesis and implications for the educational system. This is now a top priority of the Ministry of Education. An appropriate database will be established for longitudinal study and policy-making. In particular, the research will seek to understand the processes through which social, psychological, economic and physical factors contribute to such deviance; appropriate intervention programmes for deviance reduction would then be developed. This database will help us uncover the relative influence of family dynamics, community life, opportunity structure and poverty, school achievement, the spirit of enterprise and initiative, and a host of other dynamic social and psychological capital factors important to the civility of youths.

The intervention programmes following the database and analysis will involve the major partners in the educational system, that is, the teachers, parents, community and Government. In this way, the project will also produce opportunities for sustainable social capital growth and civility. This database will be useful for developing and implementing policies and systems within the education sector.

In addition, apart from its immediate value to the Ministry of Education, the project will reach out to the work and objectives of the Ministry of National Security, in particular, the Schools Intervention Programmes of community policing.

PRISON OVERCROWDING AND RECIDIVISM

Initiatives will also be undertaken to obtain the additional manpower required to ensure that the new maximum-security prison can accommodate the total number of inmates for which it was constructed, thereby alleviating the overcrowding at the nations' prisons.

In addition, the recently completed Women's Prison at Golden Grove will be opened and plans are being developed for a new Remand Yard, the improvement of facilities at the Youth Training Centre and the expansion of the Golden Grove inmates' dormitory.

Management of the nation's prisons will focus on rehabilitation programmes, which will incorporate a greater number of inmates in various activities and reduce recidivism. With respect to prison recidivism, that is, the number of convicted persons who keep returning to prison which is estimated at 60 percent, a research will be undertaken to identify exactly how many of our prisoners are in fact recidivists, from what background, for what kinds of offences, age and sex, educational level, the relationship between poverty and recidivism, scope for rehabilitation and training skills required for building civility.

In the sociological sense, it is not merely a matter of the actual number of recidivists and

their characteristics – though this is critical information. More importantly, the data will help build policies, which should help prevent the spread of criminality and incivility when these “hardened criminals”, get back on the streets.

LAW AND JUSTICE

The work and services of the Government in the area of law and justice have a positive, widespread and significant impact on the quality of life of all citizens of the Republic of Trinidad and Tobago. In this regard, the Ministry of the Attorney General and Legal Affairs will continue the drive to reform and enhance the Legal and Judicial System, and to modernize and expand legislation governing all areas of life, as well as to efficiently and effectively represent the State in civil and criminal matters.

Revised Legislation is being completed for the creation of a Family Court to adjudicate on all family matters. The family is the fundamental pillar of society and therefore, conflicts within the family should be resolved through conciliatory means rather than through the present adversarial system.

The Government is not only concerned about improving the legal framework and institutions; it is also engaged in providing suitable and adequate physical infrastructure in order to facilitate timely Administration of Justice, and to simplify and expedite the process of Law, Order and Justice.

In its quest to promote the principles of Equity, Justice and Rectitude in the society and to encourage public confidence in and adherence to the Rule of Law, Government will intensify its Public Legal Education Programme.

Government has intensified its campaign against illegal drugs; money laundering and Trans-National Organized Crime. In this regard, mechanisms and systems (including the setting-up and functioning of a Counter Drug Crime Task Force) have been implemented to ensure that the illegal activities are prevented/detected, and are dealt with appropriately and as swiftly as possible.

The recently established Trinidad and Tobago Central Authority is responsible for processing requests for assistance in criminal matters, Trans-National Crime and Extradition from foreign countries. At present, steps are being taken to further strengthen the ongoing operations of the Central Authority and to enhance the institutional capacity. Successful and ongoing mutual assistance in criminal matters with countries such as the United States of America, Canada and the United Kingdom can contribute significantly to an atmosphere of peace, security and harmony in the society.

The Case Management Unit has started its operations to properly monitor and track case-flow through the Judicial System so as to ensure that cases (both Criminal and Civil) are dealt with in an expeditious manner. Measures have also been instituted and are being upgraded to assist persons who are socially disadvantaged in accessing Justice. One of the major initiatives has been the decentralization of the Offices of the Legal Aid and Advisory Authority.

Automation of the Civil, Land and Companies Registries is being undertaken in order to

fully upgrade, maintain and store up-to-date Public Records and information. The objective is to ensure that members of the public have access to public records and information in the shortest possible time and at least cost.

To ensure the protection of the intellectual work and property of our very creative and talented citizens, steps have been taken to enhance the institutional capabilities of the Intellectual Property Office, and to strengthen and improve legislation pertaining to the protection of Intellectual Property Rights. Also, further measures are being put in place to ensure that the services offered by the Intellectual Property Office are in accordance with the standards established by the World Trade Organization (WTO) and World Intellectual Property Organization (WIPO).

FIRE SERVICES

The Fire Services will continue to provide efficient and effective fire protection and emergency services to the community and its environs, as well as competently manage fire/natural disaster loss. In order to increase the capacity and capability of the fire service to deal with emergencies, several new fire stations will be constructed at Sangre-Grande, Piarco, Mayaro, San Fernando, Couva, Arouca and Black Rock/Plymouth. The Couva fire station will be designed and constructed to handle emergencies at the nearby Point Lisas Industrial Estate and Petrotrin Refinery at Point-a-Pierre. Refurbishment of existing fire stations nationwide will also form part of on-going projects between 2000-2004, as well as a 24-hour ambulance service.

POVERTY ALLEVIATION

Poverty continues to exist at socially undesirable levels. At the outset, in order to develop properly targeted poverty alleviation strategies, there must be a proper understanding of the factors that drive this complex issue.

At the beginning of year 2001, Government will implement a European Union Sponsored Poverty Reduction Project. Under this Project, Government will access a grant of 6 million Euros (approximately 33 million Trinidad and Tobago dollars) over a 6-year period.

The main objective of this programme is to support the Government of Trinidad and Tobago in formulating and implementing a National Poverty Reduction Strategy, including decentralization of the delivery system so that it becomes more responsive to the needs of the most vulnerable groups of the population. The programme will include three main components. The first will involve the improvement of the delivery of poverty reduction services through the establishment of a micro-project fund, a micro-credit fund and a network of information and resource centres. The Micro-project fund will be accessible to grassroots communities and will target the unemployed youth, the handicapped, battered women, drug addicts and young delinquents. The micro-credit fund will be accessible to low-income individuals for financing activities to develop their productive capacities.

Focus will also be placed on strengthening the institutional framework for poverty

reduction through the strengthening of the Change Management Unit (CMU). The CMU is a key agent for promoting exchange of views and experience between the private and the Government sectors in the area of social development and in formulating the government overall strategy for poverty reduction.

The project will also strengthen the information system on poverty and poverty reduction programmes. This will assist in the creation of a data bank on poverty that will include both quantitative and qualitative data thereby serving to mobilize research and feed into the formulation of the poverty strategy of the country as well as the identification of the targets groups for the allocation of the resources available under the micro-project and micro-credit funds.

Government will continue to empower the poor to help themselves. In this regard, the SHARE and Relief Centres Programme will be expanded to include a greater number of NGOs and Community Based Organisations (CBOs). The Micro Enterprise Social Rehabilitation Project will also be continued. Additionally, Government will implement community-based projects and programmes, including a community-based micro credit programme, involving on lending by NGOs and CBOs in the communities. In addition, the Change Management Unit will implement a tele-centres project, where communities will be provided with access to information technology via, which, information on government programmes and projects can be sourced.

While attempting to address all categories of the poor among us focus will be placed on the chronic poor or the destitute over the medium term. To this end several key projects will be developed. These include the building of new assessment centres in Port of Spain, Chaguanas and Arima to screen the destitute and identify the necessary follow through service.

DRUG ABUSE PREVENTION

The opening of the Piparo Empowerment Centre will provide a comprehensive long-term drug treatment and rehabilitation facility to complement existing short-term treatment facilities. In the area of demand reduction, primary prevention programmes; support for community-based prevention programmes which also target schools; as well as treatment and rehabilitation services, will be accelerated. There will also be closer collaboration with the Ministry of National Security in treating with the drug problem.

HEALTH

Directly related to security of life is the quality of health care that is provided. In light of this, over the medium term, Trinidad and Tobago will improve the health status of the population by promoting wellness and providing quality health care to the entire population.

Given that Trinidad and Tobago has a disease burden, which is in large measure related

to lifestyle, Government will place emphasis on health promotion and disease prevention and control. In this regard, a Health Promotion Council comprising representatives from several Ministries and Agencies was appointed.

Government will focus on developing healthy communities and will continue to commit resources aimed at the prevention and control of diseases such as diabetes, hypertension, heart diseases, cancer HIV/AIDS and mental illness.

Over the medium term, Government will continue to invest in the development of health infrastructure. Specifically :

- 80 percent of the health centres will be rebuilt/refurbished/equipped and staffed;
- Seven District Health Facilities and four Extended Health Care Centres will be constructed and commissioned;
- The New Point Fortin Hospital will be constructed and commissioned;
- A New Wing of San Fernando Hospital will be fully commissioned;
- The Scarborough Hospital will be constructed and commissioned;
- The New Oncology Centre will be constructed and commissioned; and
- Refurbishment works at San Fernando, Port of Spain, Sangre Grande, Mt. Hope, St. James and St. Ann's Hospital will be substantially completed

The delivery of a quality service will be also be supported by a variety of legislative approaches, which cover both public and private sector providers. Graduates of the Diploma Programme in Family Medicine, developed by the University of the West Indies to meet the need for physicians oriented to primary care will become available to the sector and will contribute to improvement in the quality of services delivered.

With respect to HIV/AIDS, in order to respond effectively to infection trends and limit the costly social and economic impact of HIV/AIDS, current efforts will be accelerated, intensified and expanded. Geographic and population coverage will be widened, resource allocation increased and linkages with other sectors of the economy. Given the magnitude of the problem and the scale of the program required to reverse the current trends, partnerships among Government, Business, Trade Unions, NGOs, Civil Society and the international community will also be strengthened.

Government will also seek to access funding under the World Bank Multi-country HIV/AIDS prevention and control programme.

HOUSING

Government remains committed to the principle that shelter is a fundamental human right and that it should be affordable and accessible to all members of society. In light of this, a recent initiative by Government has been the introduction of Project HOME, that is, Home Ownership Made Easy.

Implementation of Project HOME necessitates a shift in the role of the Government from builder of houses to facilitator of home ownership. This redefined role of the Government will ensure that more houses are built in less time at lower cost; to help the people who want houses; to ensure that the private sector, the voluntary sector, the small business sector, the community support organisations and the self-help organisations are all involved in providing homes and housing opportunities for the people of this country.

To this end, over the medium term the Ministry of Housing will facilitate the building of 20,000 houses directly or through Joint Ventures or other private sector support. The Ministry will also ensure that almost 8,000 squatters are regularized. Other support systems that would be available include, HELP (Helping to Expedite the Legal/Lengthy Process). HELP will shorten the processing time for documentation related to home acquisition and ownership. In addition, USER (Unified System for Evaluating Requests), will provide a transparent and equitable mechanism for evaluation of requests for housing assistance.

ENVIRONMENT

Preservation of the environment is vital for the very existence of life and for future sustainability. In this regard, Government will continue consistent and coordinated efforts to promote the wise and sustainable use of the country's natural resources and to ensure the conservation and controlled development of the environment and encourage informed decision-making, on both national and international environmental concerns. In an attempt to achieve sustainable development, Government will encourage activities, which will optimize utilization of the country's resources through the astute management of the environment, incorporating the economic, social, and physical factors. To this end, mechanisms will be developed which emphasize legislative compliance and the use of monitoring, research, enforcement, infrastructure, appropriate market instruments, education and public awareness.

Over the medium term, the National Environmental Policy (NEP) will continue to be used as the framework for management of the country's natural resources. Government has recognized the importance of stakeholder participation for successful decision-making, and, to this end, will encourage as far as is possible, the participation of communities, industries and the general populace, in the implementation of the environmental programmes and projects. With respect to the country's forest resources, Government will also continue to pursue initiatives, which promote the sustainable use of these valuable resources.

In the area of meteorology, steps will be taken to acquire state of the art technology with a view to improving the quality of information being disseminated to the public. The NEP will also continue to guide the Government's obligations under various Multilateral

Environmental Agreements (MEA) to which Trinidad and Tobago is signatory.

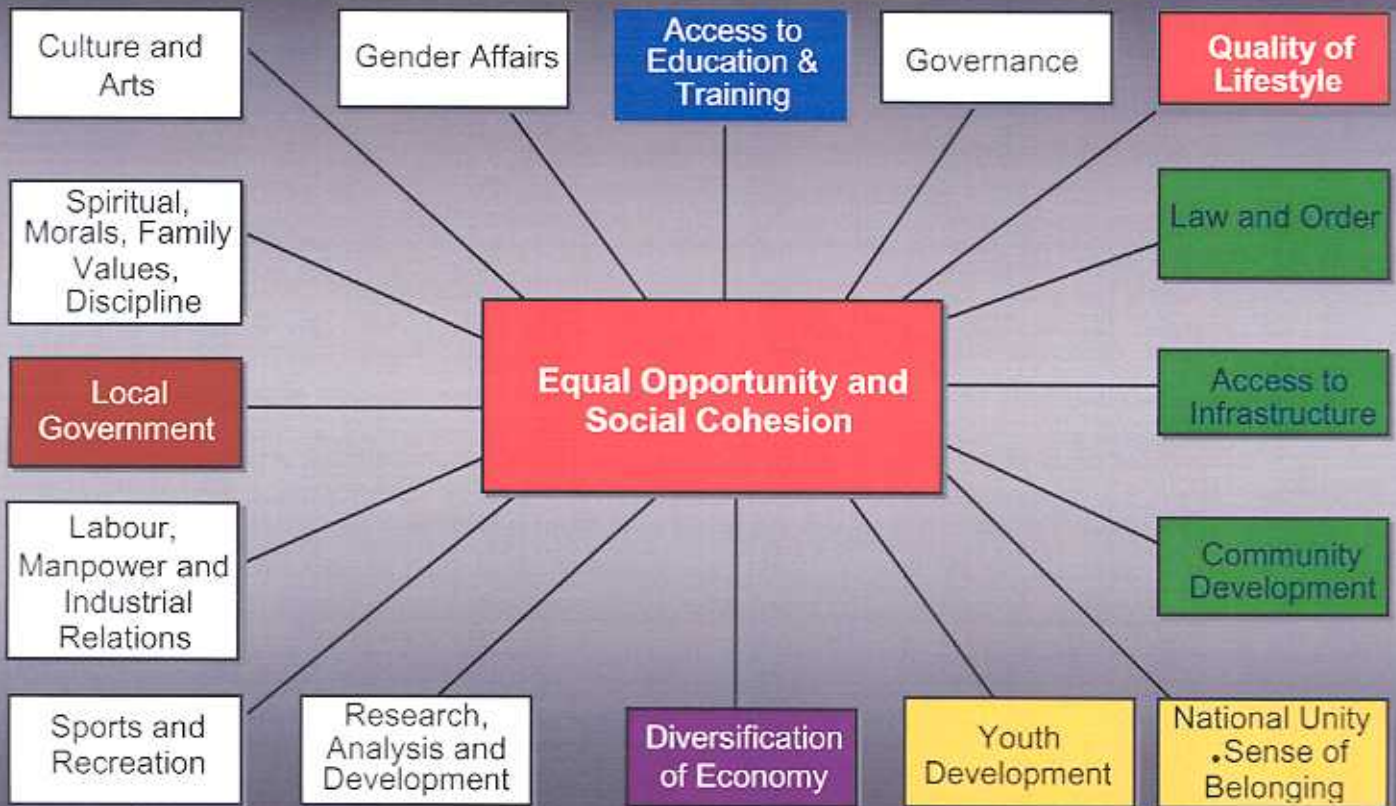
The recent enactment of the Certificate of the Environment Rules, Noise Pollution Rules, Environmentally Sensitive Areas Rules, and the Environmentally Sensitive Species Rules has significantly strengthened the regulatory and enforcement framework of environmental management in the country. To this end, implementation of these environmental laws will be a priority of the Government. In addition, legislation will also be drafted for the provision of the management of air pollutants and vehicle emissions, as well as hazardous waste. Towards this end, the use of leaded premium gasoline will be phased out and replaced with a higher grade of unleaded gasoline at the retail pumps. The use of other fuels that contribute to air pollution will also come under review over the period.

The expansion of the portfolio of the Ministry of the Environment to include the Forestry Division, Metrological Services and Horticulture Services as well as the Institute of Marine Affairs and the Environmental Management Authority, has considerably enhanced the institutional capabilities of the Ministry and will allow for a more effective and efficient management of the country's natural resources.

Government is cognizant of the fact that the careful management of the country's wildlife and natural ecosystems are areas of critical importance and in this regard, will actively address the conservation and management of the protected natural areas and wildlife of the country.

Another priority area is the issue of increasing solid waste, which is a result of the expanding population, changing consumption patterns and increased urbanization. To this end, Government is formulating an institutional structure to strengthen the capacity for solid waste management within the country, utilizing modern best available technology.

Equal Opportunity & Social Cohesion



EQUAL OPPORTUNITY AND SOCIAL COHESION

Government recognizes that inclusion and equity in Trinidad and Tobago must be a key priority if the country is to move forward. In this connection, Government will continue to aggressively address the needs of all citizens with particular emphasis on the children, youth, elderly, unemployed, indigent and less fortunate citizens through a wide range of programmes and projects to ensure that these groups are not marginalized nor neglected.

In achieving this objective, Government will ensure that all citizens have access to basic amenities, to housing, health care and education. In addition, it is necessary that citizens be empowered to ensure social cohesion. In this regard, more and more individuals will be encouraged to participate in the financial and economic system, own equity and invest in business and savings. The empowerment of individuals, groups and communities will be high on the Government's agenda as we position the economy to ensure equal opportunity and social cohesion.

Over the medium term, Government will advance its goal of ensuring equal opportunity and social cohesion by: improving regulations governing conditions of work and industrial relations; fostering gender equity; facilitating community empowerment; improving the level of support for sport, culture and the arts; enhancing the available opportunities for the development of our youths; and strengthening Local Government Bodies.

The Government will be a strategic facilitator and will also provide the support, tools, opportunities and guidance for communities to develop their vision and strategies for achieving growth, productivity, poverty eradication, a new identity and fresh hope for a better future. These communities will be known as Empowerment Communities.

LABOUR MANPOWER DEVELOPMENT AND INDUSTRIAL RELATIONS

Over the period 2002-2004, Government will also develop and implement a package of policies and programmes that will not only advance the effective functioning of the labour market within the context of globalization and international competitiveness but also ensure equal opportunity and social cohesion.

Government will also implement a framework of policy and legislation appropriate for Trinidad and Tobago, which corresponds to the core labour standards established by the International Labour Organization and reiterated in the declaration on Principles and Fundamental Rights in Labour.

Government's policy objectives places people at the center of development and are underscored by the concept of decent work. Decent work is defined as productive work undertaken in conditions of freedom, equity, security and dignity. It seeks to promote an environment where rights are respected, where workers receive an adequate income and where work is conducted in a safe and healthy environment.

Government will therefore, through its policy and legislative agenda ensure that the national work environment is fair and equitable; that employment is promoted and that appropriate skills development is facilitated.

Government's legislative and policy initiatives will evolve through social dialogue and consensus building using the mechanism of tri-partitism and multi-partitism. Industrial harmony will be an invaluable outcome of this process.

Monitoring and compliance activities regarding the legislative agenda will be emphasized through the Labour Inspectorate and Conciliation Division. These services will be supported by modernized information systems, enhanced professional services and public education campaigns.

Emerging labour market development issues such as child labour, informal sector activities, information and communication technology and minimum wages will constitute primary areas for research and policy development over the three-year period.

Conciliation and Inspection Services under the Ministry of Labour, Manpower Development and Industrial Relations will also be enhanced over the medium term. These services provide redress for workers on issues of rights violation and protection from workplace abuses.

GENDER AFFAIRS

Government's approach to Gender Affairs is based on the perspective that effective gender relations must be predicated on mutual respect, understanding and cooperation. Gender issues are core to the achievement of equity in any society. While Government continues to implement projects and programmes to treat with the critical gender issues at hand, the need for programmes and projects to be informed by sound policy still exists. To this end, Government will develop a National Gender Policy over the medium term period.

As policies are implemented to enhance the conditions of women, Government will, simultaneously ensure that their male counterparts do not feel threatened and marginalized. In this regard, Government will implement a new Male Support Programme in communities.

COMMUNITY DEVELOPMENT

Community development is a major factor in achieving social cohesion. In light of this community development will continue to be on empowerment and community

participation, integration and communication. Emphasis will continue to be placed on training in marketable skills and on upgrading and construction of community facilities such as community centres to engender greater interaction among members of the community. The National Self Help Commission will continue to work with communities to identify and implement indigenous solutions to infrastructural problems. The Best Village Programme will be restructured to serve as a meaningful mechanism for the expansion and continued enhancement of the culture and talents of members of communities throughout Trinidad and Tobago. The Best Village competitors will continue to expand. Traditional events will continue in the programme. However, new areas of village life will be introduced, for example, debating, environmental competitions and village Olympics.

CULTURE

Preservation of culture is perhaps key to social cohesion in a plural society. In recognition of this Government will continue to promote and preserve the cultural heritage of Trinidad and Tobago and support culture and the arts so as to motivate and empower the citizenship to achieve their creative potential.

With this in mind, Government has adopted the philosophy that equity and cultural freedom must be integral to the promotion and preservation of our cultural heritage. To this end, the Cultural Council of Trinidad and Tobago will operate as a co-ordinating and implementing body having as its core function, the development and growth of all art forms and the promotion of our national heritage.

Other strategies such as the promotion of national days and festivals and the intensification of the Cultural Immersion Project will continue. The policy for the disbursement of grants and subventions will be revised with a view to rationalizing the system to more closely reflect Government's vision.

Over the triennium, members of the National Steel Orchestra will benefit from specialized training, and the Carnival Institute will also provide research facilities and training for various artistes in carnival skills and administration.

Government will also seize every opportunity to affect cultural exchanges and trade in cultural products for the enrichment of our national heritage.

Government celebrates the diversity of culture in Trinidad and Tobago and views culture as a vital force in the society. In recognition of this, government's policy will focus on promoting the arts and artists. Accordingly, the Millennium Centre will be constructed as a tribute to the rich and creative genius of the people of Trinidad and Tobago. The Millennium Centre will be a multi-function national performing centre and a state of the art theatre. In addition, it will serve as a living exposition showcasing the performing arts, the visual arts and the unique arts of Carnival and Pan.

YOUTH DEVELOPMENT

Youth development is critical for social cohesion in Trinidad and Tobago. Government recognizes that our youth is the future and their strengths and talents must be allowed to develop to their peak.

In this regard, it will be necessary over the medium term to develop and provide a balanced mix of social services to young people, and to facilitate growth through social education and training thus enabling youth in marginalized areas to integrate into the productive mainstream of community life. These will include encouraging grass-root initiatives, increasing social consciousness and empowering young people to create opportunities and choices in life.

Reconstructed youth centres will equip young people with skills to cope with the transition from youth to responsible adults through social education programmes. Skills imparted over the medium term will include leadership training, coping skills, community education, leisure time activities and other technical training in preparation for the world of work.

These initiatives will form part of the National Youth Policy, which will be finalized over the medium term. This policy will also provide a broad framework within which Government's objectives for youth development will be achieved. The National Youth Policy advocates a culturally relevant participatory approach and emphasizes youth empowerment while recognizing Government's responsibility to create a facilitative and supportive framework.

Under the National Youth Policy focus will be shifted from a social welfare model to a participatory one involving effective and meaningful participation in decision-making by young people. The Policy will also define a range of conditions young people require for empowerment and will work with young people rather than working for young people to achieve stated objectives.

Some of the goals of the National Youth Policy include: -

- The creation of mechanisms to facilitate the development of appropriate social interactive and communicative skills;
- The creation of facilitative mechanisms to promote leadership capacity;
- The promotion of a national environment that would encourage the relevant institutions to ensure the spiritual development of young men and women;
- The development of the social and economic infrastructure and services to facilitate strong family units and high-quality family life;
- The provision of education and training opportunities to improve the employability of young people; and
- The enhancement of the social and economic care-giving capacity of the society.

LOCAL GOVERNMENT

Bringing Government to the people to ensure equal access and participation in the political process is critical. In light of this, Government will further the decentralization process by enabling greater autonomy and promoting financial self-sufficiency among Local Government Bodies. The strategies to achieve this objective will include legislative review with stakeholders' input and the establishment of Collection and Assessment Units to effect the collection of property taxes.

Additionally, Government will continue to develop the Local Government Infrastructure and improve its quality by sourcing the appropriate technical advice; conforming to approved standards and collaborating with other ministries and agencies to ensure proper developmental planning.

The provision of adequate accommodation for staff of local government bodies is essential to the provision of quality services, thus the construction of Regional Complexes will be afforded priority for the medium term.

The Division will also work with the Municipal Corporations to ensure that the provisions of the Freedom of Information Act are implemented.

The widest possible participation in local affairs will be ensured by fostering greater community participation in meetings of Council and in the planning and implementation of projects to be undertaken by the municipalities.

CONCLUSION

The Medium term Policy Framework 2002-2004 articulates the policies, strategies and programmes for the first three years towards the achievement of Government's vision and the accompanying six National Positioning Objectives. The Budget Exercise of 2001/2002 initiates the implementation of the MTPF 2002-2004 as it outlines the detailed plans and measures for the first year of the medium term.

The document highlights the commitment by Government to transform Trinidad and Tobago into a globally competitive, knowledge-based, technology-driven and diversified economy that will sustain full employment, equal opportunity, a secure life and the highest standard of living for all its citizens.

Government is confident that with the inclusion, participation and support of all our key stakeholders, we will be able to implement our development and together will realise results and actualize our vision.

THE MEDIUM TERM POLICY MATRIX

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
MACRO-ECONOMIC OBJECTIVES		
Reform the Board of Inland Revenue (BIR).	Establish a specialised division within the BIR with responsibility for large taxpayers and special industries.	2003
	Establish a Criminal Investigations Unit.	2003
	Review the entire gas-pricing regime.	2002-2004
	Computerize third-party information and strengthen the PAYE database.	2002-2004
	Reform the system of Property Taxation.	2001-2003
State Enterprises Sector Reform	Rationalize and improve the management and accountability of the State Enterprises Sector.	2002-2004
Improve the Monetary and Financial System	Establish a super regulatory body to regulate and supervise the entire financial system.	2002-2004
	Establish a Debt Management Unit.	2002-2004
	Reform the Pension System.	2002-2004
Legislative Reform	Review the Financial Institutions Act (1995); the Insurance Act (1980); the Companies Act (1980); and the Securities Industries Act (1995)	2002-2004
DIVERSIFICATION OF THE ECONOMY		
ENERGY SECTOR		
Expand exploration and Production activities in the Sector	Continue to promote and attract private sector investment into the sector.	ongoing
	Promote exploration in the Northern Basin onshore.	ongoing
	Promote exploration activities in deeper waters off the East Coast.	ongoing
	Promote exploration and development activities in the North Coast Marine Area of Trinidad.	ongoing
	Promote exploration activities in acreage off the West Coast.	ongoing
	Institute programmes aimed at increasing oil production from existing wells both onshore and offshore.	ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Increase the efficiency of operations in the sector	Develop heavy crude oil reserves both onshore and offshore. Implement a Cross Border Field Development Plan between Trinidad and Tobago and Venezuela. Undertake a 2D Seismic Survey in the deep waters off the East Coast. Increase efficiency in the retail marketing sector. Improve competitiveness and future profitability of the domestic refinery industry.	ongoing ongoing ongoing ongoing ongoing
Promote natural gas	Reinforce the functions of the Ministry of Energy and Energy Industries. Review the fiscal incentives and pricing regime for the sale of natural gas. Conduct Reserves Audit updates. Periodically review the Master Plan for Gas. Expand the Atlantic LNG Project. Continue the strategic expansion of the gas based industry as informed by the Master Plan for Gas.	ongoing ongoing ongoing ongoing end-2003 ongoing
Strengthen the downstream gas-based energy sector	Continue projects aimed at encouraging a switch from crude oil and refinery based fuels to gas-based fuels. Facilitate the development of the following projects:- - an ethane-based petrochemicals project; - two additional methanol plants; - two ammonia plants; - a gas-to-liquids plant; and - an aluminum smelter plant.	ongoing 2002-2004
Regulate the Quarry Industry	Implement appropriate legislation.	ongoing
Improve health, safety and environment standards	Implement appropriate legislation.	ongoing
Develop an Energy Policy	Ensure the widest participation in the formulation of measures/programmes for the continued development of the sector.	ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>SERVICES</p> <p>Develop the Services Sector</p>	<p>Prepare a policy on Service Sector Development to meet the challenges and opportunities emanating from: the CSME, in particular the identification of a programme of restrictions to be proposed under Protocol II; and the Hemispheric trading arrangements under the Free Trade Area of the Americas.</p> <p>Participate in the ACP-EU Partnership Agreement;</p> <p>Participate in the General Agreement in Trade and Services at the World Trade Organizations.</p> <p>Conduct negotiations under existing CARICOM Bilateral Agreements (notably Dominican Republic and Cuba).</p>	<p>2002-2003</p> <p>2002+</p> <p>ongoing</p> <p>2002</p>
<p>TOURISM</p> <p>Amend the Tourism Development Act (TDA)</p> <p>Educate the public and industry stakeholders about concessions and Incentives outlined in the Act</p> <p>Inform, influence and empower the public sector and private sector to better facilitate tourism development</p> <p>Facilitate the development and promotion of Community Tourism</p> <p>Develop Niche Tourism Product</p>	<p>Include exemptions under the Motor Vehicles Tax Act in the TDA.</p> <p>Revise the list of tourism projects reserved for nationals of Trinidad and Tobago.</p> <p>Remove the Minimum Capital Expenditure requirement in the Act.</p> <p>Include an Approved Tourism Project Order Form in the Regulations of the TDA.</p> <p>Plan joint seminar with TIDCO.</p> <p>Develop collaborative effort with the Public and Private Sector as well as Non Government Agencies and Community Based Organization (CBO's) and other agencies such as the EMA and the media.</p> <p>Continue to collaborate with community groups.</p> <p>Work with the private sector to develop campaigns in the promotion of Domestic Tourism.</p> <p>Source funds for CBO's.</p> <p>Source funds for the development of niche tourism development.</p>	<p>2001-2002</p> <p>2001-2002</p> <p>2001-2002</p> <p>2001-2002</p> <p>ongoing</p> <p>ongoing</p> <p>2001-2004</p> <p>2001-2004</p> <p>2001-2004</p> <p>ongoing</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Work with the Central Statistical Office (CSO) and other agencies to improve tourism related data base.	ongoing
	Liaise with the Immigration Department and Port Authority to produce timely and properly segmented tourism visitor and cruise ship arrivals data profiles.	ongoing
Provide training opportunities	Develop liaison with training institutions e.g. UWI, Trinidad and Tobago Hospitality and Tourism Institute.	ongoing
	Continue to influence the Ministry of Education to include Tourism as part of the curriculum at the primary and secondary school level.	ongoing
Draft a National Tourism Policy for Trinidad and Tobago	Submit the draft National Tourism Policy to key stakeholders and agencies for comments.	2001-January 2002
Ensure an adequate balance between tourism and the environment.	Collaborate with all environmental agencies to protect the environment.	ongoing
Increase airlift to Trinidad and Tobago	Increase and develop new markets in South America and the Caribbean for multi-destination tourism.	ongoing
Develop Human Resources in order to achieve the tourism objective	Utilize the Trinidad and Tobago Missions abroad to provide international exposure for tourism professionals.	2002
Review system of Import Licences	Review regulations (Import/Export Lists) in keeping with global trends and developments.	ongoing
Consider and grant Duty Relief Licenses to the Manufacturing and Offshore Sectors.	Support and encourage the Manufacturing Sector to develop and enhance their productive capacity with a view to export competitiveness.	ongoing
SPORT		
Increase participation in sport and physical recreation at all levels	Establish, develop and strengthen mass participation in sport on an incremental basis.	2002-2004
Implement National Sport Policy	Ensure a stakeholder awareness of guidelines and review programmes in light of policy guidelines.	2002-2004
Promote Sport as an Industry	Establish a National Sport Management Commission to promote and manage the country's new sports facilities.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Advocate for quality physical education and sport in schools</p> <p>Raise the standard of performance in sport</p> <p>Provide Information for and about sport and physical recreation</p> <p>Promote Drug Free Sport</p> <p>Increase operational efficiency of all stadia in the country</p> <p>Raise the standard of performance of national athletes</p>	Facilitate Sport Tourism through hosting of international tournaments, sports festival and conferences.	2002-2004
	Develop a business approach to sport programmes.	2002-2004
	Integrate sport and physical recreation at primary and secondary schools into the national framework.	2002-2004
	Establish standards of performance and discipline.	2002-2004
	Raise the quality of training.	2002-2004
	Encourage the private sector to sponsor tournaments	2002-2004
	Ensure sustainability and growth of the recently established Organization of Caribbean Administrators of Sport and Physical Education.	2002
	Undertake specialized research in sport in the following areas: women and the specially challenged in sport and physical education; levels of participation in sport; economic impact of sport in Trinidad and Tobago; a National Fitness Survey.	2002-2004
	Establish and develop information repository, and dissemination and networking within the local and international environments.	2002-2004
	Continue Drug Education Programmes.	2002-2004
Disseminate information in conjunction with the Sport Medicine Association.	2002-2004	
Attain administrative and financial independence under the purview of the proposed National Sporting Management Commission.	2002-2004	
Establish an on-going maintenance system.	2002-2004	
Computerize the bookings process for use at all stadia.	2002-2004	
Provide and train staff in the use of modern equipment.	2002-2004	
Develop a more scientific approach to the preparation of national athletes.	2002-2004	
Introduce an Athletes Incentive Programme (AIP).	2002-2004	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Increase the earnings capacity of sporting Facilities</p> <p>Service the cultural, sporting and educational needs of the respective communities.</p> <p>Increase the quality and quantity of sport infrastructure.</p>	Establish Regional Centers of Excellence.	2002-2004
	Expand services provided at sporting facilities.	2002-2004
	Develop a marketing thrust to aggressively showcase events and promote the potential of the sporting facilities.	2002-2004
	Implement academic, vocational and social educational programmes for remedial classes, lectures and demonstrations re: drug use, health and parenting.	2002-2004
	Provide sporting and youth facilities under direct Government funding.	2002-2004
AGRICULTURE		
Facilitate private sector activities.	Increase participation of the private sector in policy formulation, implementation and developmental issues.	2002-2004
	Enhance focus, coordination and effective management of the MFPMR in support of private sector-led agricultural development.	2002-2004
Effectively manage renewable natural resources	Establish Stakeholder Committees.	2002-2004
	Audit the renewable natural resources under MFPMR jurisdiction and identify/clarify responsibilities.	2002-2004
	Formulate scientific approaches to achieve management and conservation objectives.	2002-2004
	Establish collaborative mechanisms for management.	2002-2004
Influence macroeconomic and national policies that affect the agricultural sector	Analyze the impact of macro-economic and national policies on agricultural performance and recommend solutions.	2002-2004
	Establish mechanisms to influence formulation of macro-economic and national policies and represent the interest of agriculture with a view to influencing policies and budgets.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Hold presentation/meetings with stakeholders to inform national and macro-economic policies, and develop recommend actions.	2002-2004
Pursue institutional arrangements with the Tobago House of Assembly	Pursue strategic relationships with the Tobago House of Assembly to co-ordinate critical activities and share resources for mutual benefit in agricultural development.	2002-2004
Increase stakeholder participation in policy formulation and implementation.	Establish a National Agricultural Development Advisory Committee (NADAC) with stakeholder participation to advise on policy formulation, implementation and developmental issues.	2002-2004
	Establish a Stakeholder Focal Point within the Ministry to nurture and support the development of representative stakeholder organizations within the agricultural sector to: <ul style="list-style-type: none"> - provide/or channel secretarial, administrative and technical support to the NADAC and its committees; - assist the committees in effective decision making by channeling relevant data, information and analyse; and - provide technical assistance (using MFPMR resources or collaborating with other ministries and agencies to support and enhance management capabilities within representative stakeholder organizations in the country. 	2002-2004
Increase agricultural production while sustaining the renewable natural resources and ecosystems	Formulate development plans for crops, livestock production and fisheries.	2002-2004
	Provide agricultural incentives to aid development of selected commodities.	2002-2004
	Focus MFPMR research and extension resources to produce, adapt and disseminate technologies to farmers. Technologies will be developed to: <ul style="list-style-type: none"> - Reduce unit costs of production - e.g.. By increasing land and labour productivity; - Reduce pest control costs; - Provide producers with profitable commodity alternatives; - Make production systems more profitable through production and farming systems research; research; - Minimize harvesting cost and labour requirements; and - Provide commodities that meet consumer demand and the needs of the School Nutrition Programme. 	2002-2004
	Improve marketing systems to reduce post harvest losses and increase efficiency.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Improve cane farming techniques	Increase research and extension services to facilitate adoption of improved varieties, husbandry and alternative commodities.	2002-2004
	Encourage greater private sector participation.	2002-2004
Increase agricultural incomes, using strategies consistent with a market-oriented system	Encourage stakeholder involvement in value-added activities in particular, post-harvest and agro-processing.	2002-2004
	Formulate a strategy to encourage development of agro-industries that utilize domestic raw materials. The strategy will be the outcome of studies and consultations aimed at creating an environment conducive and supportive to agro-industrial business development .	2002-2004
	Assist the private sector in meeting domestic and international health and food safety standards.	2002-2004
Promote development of agro-industries and the sustainable utilization and conservation of eco-systems as sources of employment	Formulate, in collaboration with TIDCO and other relevant agencies, strategies to encourage sustainable use of natural resources, i.e., agro-tourism policies and strategies; and recreational use policies and strategies.	2002-2004
	Increase the acreage of agricultural land in production - by reducing the acreage of abandoned agricultural land and making land available, within the confines of the Ministry's land distribution policies, for food production.	2002-2004
Enhance food security	Develop a strategy to address food accessibility and nutrition security.	2002-2004
	Reconvene/reformulate the National Food and Nutrition Co-ordinating (NFNC) and Advisory Body so that it can update the recommendations dealing with household accessibility and nutrition security contained in its policy document "A Food and Nutrition Policy for Trinidad and Tobago (October, 1995)."	2002-2004
	Collaborate with relevant Ministries, to fashion policy and strategies to deal effectively with the aspects of food accessibility and nutrition security.	2002-2004
	Establish a Food Security Focal Point within the MFPMR with responsibility for implementing the required follow-up activities, and monitoring international developments with the potential to affect domestic food availability.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Reduce the imbalance on the balance of payment (foreign exchange) account for food	<p>Pursue strategies that will increase the international competitiveness of domestic production by improving profitability and the effectiveness of the marketing system.</p> <p>Stimulate development of agro-industries that utilize domestic produce.</p> <p>Pursue strategies that will increase the share of domestically produced food used in the tourism sector.</p> <p>Increase exports of non-traditional high valued commodities e.g., by targeting niche markets.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>
Increase competitiveness in export and domestic markets	<p>Establish a Trade Focal Point within the Ministry to:</p> <ul style="list-style-type: none"> - Assist the private sector with compliance on trade agreements, export market requirements, domestic quality standards, food safety standards; and - Channel assistance from the Ministry's Agricultural Health Divisions to agribusinesses for compliance with international health and food safety standards. <p>Develop and enforce grades and standards for domestic and export marketing.</p> <p>Pursue strategies that will increase the international competitiveness of domestic production and marketing.</p> <p>Protect small farmers' interest in international trade negotiations.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>
Provide incentives as targeted, transitional instruments to assist in agricultural development	<p>Provide short-term incentives for commodities that have or can achieve a competitive/comparative advantage.</p> <p>Assess the impact, efficiency and effectiveness of the existing incentive programme.</p> <p>Improve administration of incentive programmes to increase efficiency, cost-effectiveness.</p> <p>Explore options for providing incentives that meet the obligations of multi-lateral and bi-lateral trade agreements.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>
Promote and facilitate private investment in agriculture	<p>Establish a One-Stop-Shop for Agriculture to:-</p> <ul style="list-style-type: none"> - Assist businesses with the cost of technical assistance (e.g., sourcing information, hiring consultants) associated with business development; - Assist businesses to develop technology packages appropriate to their needs. 	<p>2002</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Reduce the level of risk faced by agricultural producers and marketers	<ul style="list-style-type: none"> - Provide financial and technical assistance; <p>Improve the knowledge (management, husbandry and post-harvest practices) of producers and marketers to enhance management of the production and marketing environments, reduce the negative effects of pest infestation and reduce post-harvest losses.</p> <p>Provide market information as a way of reducing price risk.</p> <p>Maintain and provide infrastructure (water management, access roads and marketing) to reduce risk.</p> <p>Reduce praedial larceny via strategies that increase the effectiveness of education and enforcement efforts.</p> <p>Explore mechanisms, such as agricultural insurance, in order to insulate producers against some production risks.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>
Reduce the incidence of praedial larceny	<p>Review the effectiveness and efficiency of the existing praedial larceny prevention programme with a view to implementing better-targeted, effective and efficient programmes and strategies.</p> <p>Hold stakeholders consultations to assist in developing strategies for assisting communities and community-based organizations in rural agricultural communities to implement initiatives that will be of benefit to the community.</p>	<p>2002-2004</p> <p>2002-2004</p>
Contribute to development efforts in rural agricultural communities	<p>Establish Rural Development Focal points at the level of the Ministry's county offices. These County Focal Points will:</p> <ul style="list-style-type: none"> - Spearhead the Ministry's involvement in rural development work in counties and communities; - Establish and maintain strategic relationships, in support of MFPMR rural development activities, with local government bodies, NGOs, County offices of other relevant Ministries and agencies; and - Foster development of stakeholders representative organizations, producer cooperatives and other forms of private organization in rural areas that contribute to the contribute to the development of the agricultural sector. <p>Assist rural communities to exploit value-added opportunities in agriculture, by assisting in identifying business opportunities, and providing training in production, processing, marketing and entrepreneurship.</p> <p>Assist rural communities to develop linkages with tourism (e.g., agro-tourism).</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Increase the involvement of youth in agriculture by reducing the disincentives	Give preference to youths in the selection process for leased land.	2002-2004
	Examine the feasibility, with a view to implementing, a system of guarantees to allow youths access to credit.	2002-2004
	Develop and implement mentoring and/or technical assistance programmes for 'new' youth in agriculture.	2002-2004
	Review agricultural training programmes at the post-secondary institutions, e.g., UWI, COSTATT, YTEPP etc.	2002-2004
	Facilitate the development of land markets for the leasing of land so as to remove one of the impediments to the to the involvement of youth in agriculture.	2002-2004
	Encourage the development of credit products which will address the needs of resource poor potential farmers, and will reduce another impediment to the involvement of youth in agriculture.	2002-2004
	Collaborate with the relevant agents and agencies to provide on-farm training and internship programmes in science-based agriculture.	2002-2004
	Increase the profitability of agriculture and reduce risk and drudgery in order to increase the involvement of all age groups in agriculture.	2002-2004
Promote gender equity in agriculture	Collaborate with relevant Ministries, Agencies, and interest groups in addressing gender issues and initiate programmes targeting women in food production.	2002-2004
Foster development of stakeholder cooperatives in agriculture	Foster development of business-oriented agricultural cooperatives as a means to relieve constraints and exploit opportunities that enhance development of agricultural communities, and increase incomes of producers and other stakeholders.	2002-2004
	Pursue strategies to support business initiatives and strengthen the operations of business-oriented cooperatives.	2002-2004
	Encourage private sector development of credit/finance products that meet the special needs of agricultural cooperatives.	2002-2004
	Undertake a study to more clearly understand the reasons for past failures of agricultural cooperatives and identify ways of strengthening cooperatives.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Sustainably manage the renewable natural marine, agricultural land, and forest resources.	Define strategies to conserve the fertility of farmland and reduce negative environmental and health effect of activities in the farm sector.	2002-2004
	Establish/identify a Farm Environmental Focal Point within the Ministry to provide leadership and coordinate development and implementation of effective programmes to ameliorate negative environmental and health impacts of crop and livestock production.	2002-2004
	Collaborate with the private sector and stakeholders to provide adequate facilities for the disposal of unused hazardous chemicals, toxic waste and farm residues.	2002-2004
	Collaborate with other agencies to enhance the regulatory and institutional framework for the control and distribution of agricultural chemicals.	2002-2004
Develop Marine Fisheries	Define strategies for sustainable (effective) management of the marine resources and environment.	2002-2004
	Collaborate with other institutions, e.g., the Coast Guard, to strengthen enforcement activities.	2002-2004
	Establish a stakeholder committee to facilitate sustainable management of marine resources and eco-systems within the framework of the approved development plan and to resolve conflicting issues, interests and objectives.	2002-2004
	Explore opportunities to involve communities in the use and sustainable management of marine renewable natural resources.	2002-2004
	Collaborate with other countries, particularly Barbados and Venezuela in managing shared stocks.	2002-2004
	Increase training of fishermen in new technology to equip them for activities in off-shore fisheries.	2002-2004
	Explore opportunities to increase private sector investment in off-shore marine fisheries and processing activities.	2002-2004
Develop Aquaculture and Ornamental Fishery	Encourage existing producers to establish producers cooperatives for aquaculture and ornamental fishery to expand the production base; facilitate cooperative marketing and exports; develop markets; provide training; advice and information to existing producers and entrants; and establish standards.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Conserve the biological diversity	Develop mechanisms to reduce the negative environmental consequences attendant upon farm productions.	2002-2004
	Develop mechanisms to promote the conservation and beneficially sustainable exploitation of genetic resources for food and agriculture.	2002-2004
Ensure the country successfully exploits the biotechnological revolution	Develop mechanisms for the use, regulation and control of biotechnology and biotechnological products.	2002-2004
Foster development and application of science and technology appropriate to the agricultural environment	Establish a culture of science-based innovativeness within the agricultural sector, promote widespread involvement in and a more positive image of agriculture within the populace. Innovation is critical for and efficient and internationally competitive agricultural sector and also for addressing the constraints and opportunities including increasing profitability and reducing drudgery.	2002-2004
	Establish a competitive research fund to provide funding to selected research projects in agriculture and agribusiness that are in accord with national strategic objectives or the more immediate demand-driven needs of the stakeholders.	2002-2004
	Establish a Stakeholder Oversight Body, the Agricultural Research and Development Committee (ARDC) as a sub-committee of the NADAC to advise on selection, funding monitoring and evaluation of agricultural projects and agribusiness.	2002-2004
	Establish within the Office of the Director of Research, economic expertise to add an economic dimension to research projects and research work. The economic expertise will assist researchers with preparation of project proposals, evaluation of the potential impact of research findings on private profitability, evaluation of the impact of projects, and improvement of the capability for project management within the Research Division.	2002-2004
	Collaborate with other research and development institutions in the country and harness the capabilities of citizens with the appropriate expertise, through for e.g. contracting of research projects.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Facilitate training opportunities	Restructure and upgrade, the MFPMR research system with particular attention to increasing the productivity of staff and research units and strengthening research capability.	2002-2004
	Establish procedures and systems to evaluate the efficiency and effectiveness of the State-funded research and extension systems, e.g. thorough annual reviews conducted by an independent unit within the MFPMR.	2002-2004
	Promote and facilitate, agricultural science education in schools and communities through the MFPMR Rural Development Focal Points and in collaboration with the Ministry of Education, and other Ministries and Agencies.	2002-2004
	Promote training opportunities in products and skills that utilize domestically produced agricultural produce - e.g. handicraft, culinary arts, food preservation and processing and floral arranging etc.	2002-2004
Information	Develop information technology infrastructure to enable speedy access by all stakeholders, especially producers.	2002-2004
	Provide databases for information for sharing between stakeholders on appropriate technology, markets, pest and disease control, fertilizer use, seeds and relevant statistics.	2002-2004
Strengthen the education and training system to improve the quality and relevance	Conduct education and training needs assessments for the Agricultural Sector.	2002-2004
	Review and revise as necessary the curricula of the institutions in the education and training system.	2002-2004
	Develop action plans for implementation of revised education and training.	2002-2004
Enhance the efficiency and effectiveness of agricultural marketing systems	<p>Strengthen the linkages between producers and end-users (processors, hotels, exporters and consumers) by fostering the development of the private sector marketing intermediaries and facilitating an environment conducive to the exchange of domestic agricultural produce. This will be accomplished by:</p> <ul style="list-style-type: none"> - Strengthening, supporting and facilitating development of private sector marketing intermediaries; 	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	<ul style="list-style-type: none"> - Providing technical assistance and training in post-harvest technology and food safety to producers and all marketing intermediaries, including retailers such roadside vendors and supermarkets; - Supporting the efforts of private sector marketing intermediary institutions to develop export markets and marketing expertise; - Providing technical assistance and other support, to assist marketing intermediaries and processors to modernize and upgrade facilities to international standards particularly in health and food safety standards; - Providing infrastructure (such as wholesale markets collection and grading centers, or export facilities) to facilitate the operations of marketing intermediaries; - Developing and facilitating linkages (including contract relationships) between producers and large buyers such as processor, exporters, supermarkets and hotels; - Developing, promoting and enforcing grades and standards; - Providing market information to market participants; and - Transforming the NAMDEVCO into the Ministry's Marketing Focal Point with responsibility for achieving the above. 	
Enhance the efficient functioning of sale, lease and rental markets for agricultural land	<p>Extend the land tenure regularization and land registry modernization programmes, currently underway on State Lands, to private lands.</p> <p>Ensure the enactment of a new ASHTA to remove the disincentives to the rental and lease of agricultural land created by the 1965 legislation.</p> <p>Facilitate development of site-based taxation of agricultural land as a means to reduce tendencies to hoard land.</p> <p>Improve infrastructure - in particular access roads - as a means to reduce the incidence of abandoned land.</p> <p>Encourage the amalgamation of holdings into larger parcels, distribute larger parcels to farmers where feasible.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>
Increase access and reduce bias in the supply of credit to producers	Encourage financial institutions, including Credit Unions to develop and market credit and other financial products that meet the needs of the agricultural community - including resource poor and tenure insecure producers.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Provide mechanisms to ensure that tenure insecure and resource poor producers have access to credit from institutional sources and are shielded from penalty interest rates or conditionalities. As one mechanism, the MFPMR will evaluate the possibility of bearing the burden of the penalty portion of the interest rates or security requirements for tenure-insecure and resource-poor producers.	2002-2004
	Review the role and operations of the ADB to make it more effective and efficient as a provider of credit and financial products to the agricultural sector.	2002-2004
	Explore other avenues, e.g. commercial banks and other financial institutions such as credit unions, for supplying credit to the agricultural sector.	2002-2004
Facilitate the development of both the large-farm and the small-farm sectors	Target specific commodities from large, medium and small farms for research and extension activities.	2002-2004
Include economic analyses as a prerequisite for the selection of infrastructure projects	Include economic analyses that explicitly assess the benefits and costs of investment projects as a requirement for the selection of infrastructure projects.	2002-2004
	Increase the participation of stakeholders in the planning, design and implementation of infrastructure projects.	2002-2004
Increase the acreage of agricultural land under environmentally sustainable irrigation and on-farm drainage programmes within the framework of a national water resources policy	Collaborate with other relevant Ministries, agencies and stakeholders to formulate a sectoral policy for water for agriculture.	2002-2004
	Increase the irrigated acreage in a cost-effective and environmentally sound manner.	2002-2004
	Initiate information gathering and dissemination on technical and economic research studies which will address the farm-level and commodity-level issues associated with water management in agriculture.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
GLOBALLY COMPETITIVE AND TECHNOLOGICALLY DRIVEN		
Establish the Trinidad and Tobago Technology and Innovation Park	Develop seven industry clusters through this initiative: - call centres and back office operations; - software and computer-related services; - electronic components and accessories; - computer peripherals; and - telecommunications equipment.	2002-2004
INFORMATION AND COMMUNICATION		
Upgrade and support Government's information/communications function	Continue to support the public relations communications function in Ministries/Departments. Improve and enhance the operational efficiency and service delivery of the Information Division.	2002-2004 2002
Provide support and maintain links with related agencies involved in increasing the quality of local programmes	Collaborate with the National Broadcasting Network Limited in the provision of local programmes. Enhance the coverage of Parliament.	2002-2004 2002-2004
Transform and expand Government's communication/information	Provide an updated database of Government information. Continue the transformation of the audio/visual sections of the Information Division from analogue to digital format. Articulate and encourage feedback and discussion on Government's national policy objectives. Transform and improve the structure of the Division to complete the re-engineering exercise. Increase the channels for dissemination of Government information to include an interactive website.	2002-2004 2002-2004 2002-2004 2002-2004 2002-2004
Promote transparency and accountability in Government affairs	Facilitate implementation of the Freedom of Information Act by public authorities. Refine the database of Freedom of Information activities by public authorities.	2002 and continuing 2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Implement the new Telecommunications Act	Monitor, evaluate and report on the implementation of the Freedom of Information Act.	2002-2004
	Recommend revisions to the Act where necessary.	ongoing
	Draft and approve necessary regulations and operating procedures.	2002
	Restructure TSTT into Strategic Business Units.	2002
	Expand and improve the national telecommunications infrastructure.	2002 and continuing
Promote the development of the domestic Broadcasting Sector	Formulate a National Broadcast Policy.	2002
	Restructure and re-capitalize the National Broadcasting Network.	2002-2004
Transform the postal service into a successful commercial business	Identify and develop new revenue streams.	2002-2004
	Develop the virtual post office.	ongoing
<i>Institutional Strengthening</i>		
Strengthen the policy-making and administrative capabilities of the Ministry of Communications and Information Technology	Draft a National Information and Communication (ICT) Strategy in collaboration with industry stakeholders.	2002-2004
Establish inter-connectivity of all Government Departments (Electronic Government)	Develop and install a Communications Backbone for the Public Service.	2002-2004
	Adopt appropriate e-Government solutions.	2002-2004
Strengthen the public service information management system	Restructure the National Information System Center (NISC) into a proactive policy, standards and co-ordinating agency.	2002-2004
Provide reliable printing and related services to Government	Refurbish and upgrade physical and technology infrastructure.	2002-2004
Ensure Freedom of Information Act (FOIA) compliance	Develop procedural and physical infrastructure to process FOIA requests.	ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>E-COMMERCE</p> <p>Strengthen the E-Commerce Industry.</p>	<p>Establish information & management procedures to process FOIA requests.</p> <p>Familiarize Ministry staff with FOIA philosophy and requirements.</p> <p>Establish community and home-based Internet Access Centres in remote locations throughout Trinidad and Tobago.</p> <p>Develop Enterprise neTT.</p> <p>Establish an e-Commerce Training Unit.</p> <p>Develop an on-line guide to doing e-Business.</p> <p>Develop the legislative framework and other mechanisms that cater for the protection of consumer rights; Intellectual Property Rights, the criminalisation of computer misuse and computer fraud.</p> <p>Develop e-Government.</p> <p>Establish an Authentication and Certification Authority.</p>	<p>ongoing</p> <p>2002</p> <p>end-2002</p> <p>2002</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>
<p>INFRASTRUCTURE</p> <p>Highways</p> <p>Modernize the road infrastructure to facilitate the rapid rate of socio-economic development and growth</p>	<p>Rehabilitate 75km of roads throughout the country.</p> <p>Hire Consultant to undertake designs for:</p> <ul style="list-style-type: none"> - 40 bridges; and - rehabilitation of 120km of roads. <p>Reinstate Failed Slopes Project.</p> <p>Strengthen the Highways Division via:</p> <ul style="list-style-type: none"> - the establishment of a Roads Authority; - a reduction in the cost of routine road maintenance; and - installation of weighing stations for axle-load control activities. <p>Undertake feasibility studies re:</p> <ul style="list-style-type: none"> - Improvement works to Churchill Roosevelt Highway from St. Joseph River Bridge to Macoya. 	<p>2004</p> <p>2002</p> <p>2002</p> <p>ongoing</p> <p>2004</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	<ul style="list-style-type: none"> - Dualling of Churchill Roosevelt Highway from O'mera Road to Demerara Road. 	
	Continue works on the extension of the Solomon Hochoy Highway to Ciperro Road.	2003
Enhance the environmental performance of the Ministry's development work	Establish an Environmental Management System.	2002-2004
	Acquire additional transport facilities.	2002-2003
	Establish a computerized environmental information system.	2002-2003
Improve efficiency of routine maintenance to vehicles, plant, equipment, and machinery of the Ministry of Infrastructure	Maintain work control standards.	ongoing
	Repair the Salt Water Barge.	2002-2004
	Improve record for timely completion of jobs.	ongoing
	Increase the production of parts in the machine and fabricating shop.	ongoing
	Repair and refurbish vehicles obtained from the Board of Survey.	2002
Improve employee skills	Intensify training programme for tradesmen.	ongoing
Expand Preventative Maintenance Programme	Include vehicles from other Divisions' transport depots and other Ministries into the Programme.	ongoing
Undertake repairs, construct, maintain, monitor, plan and manage the construction and rehabilitation of public buildings in accordance with prescribed industry standards.	Undertake improvement works to the Prime Minister's Office and Residence.	2002
	Refurbish Ministry of Infrastructure Development and Local Government, District Offices.	2002
	Complete construction of the National Library Complex.	2002
	Restore and refurbish the President's Residence and Office.	2002
	Undertake Red House restoration and adaptive re-use.	2002
	Restore the Queen's Royal College.	2002-2003
	Undertake repairs and renovations to Knowsley Building.	2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Drainage</p> <p>Develop and maintain flood control facilities in order to provide adequate and reliable protection to the citizens and safeguard Government's investment in the physical infrastructure</p> <p>Increase agricultural output through the rehabilitation of existing irrigation facilities and the elimination of sea water intrusion</p> <p>Prevent seaside estate loss to erosion, and arrest and alleviate the flooding of arterial roadways</p>	<p>Establish flood detention basins to protect commercial and residential properties and roadways</p> <p>Perform rehabilitation works such as bank protection, construction of rubble masonry and gabion walling, paving, backfilling and other works on the following projects: - San Juan River; - Miss Gutter Ravine; - Caparo River; - Marabella River A; and - Marabella River B.</p> <p>Undertake coastal protection works such as rubble masonry walling and gabion walling on the following projects: - Mosquito Creek; - Manzanilla/Mayaro; - Cedros/Icacos; - Los Iros; and - Guayaguayare Sea Wall.</p>	<p>2002</p> <p>2002</p> <p>2002/2003</p>
<p>Water and Wastewater</p> <p>Improve the delivery of water</p> <p>Develop legal and institutional framework for water delivery and management.</p>	<p>Complete the Desalination Project.</p> <p>Complete the North Water Project.</p> <p>Accelerate the implementation of the Priority Pipeline Projects.</p> <p>Intensify the Leak Reduction Programme.</p> <p>Develop localized groundwater sources by the use of new technology.</p> <p>Amend the Water and Sewerage Authority (WASA) Act.</p> <p>Establish the Water Resources Management Authority.</p>	<p>2001</p> <p>2002</p> <p>2002</p> <p>ongoing</p> <p>ongoing</p> <p>2002</p> <p>2002</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Enhance the operational efficiency and financial viability of WASA.	Implement a proper cost accounting system.	2003
Enhance the delivery of wastewater services.	Construct a new wastewater facility at Beetham.	2002
	Upgrade non-WASA sewerage treatment plants.	2003
	Implement a programme to adopt all domestic sewage treatment plants.	2002
<i>Airports Authority of Trinidad and Tobago</i>		
Effectively manage the new airport terminal building.	Provide world class standards of safety, excellence and user-sensitivity.	2001/2002
Re-position the Piarco International Airport as a hub airport and the principal gateway between North and South America.	Upgrade existing link road to Piarco Airport.	ongoing
	Continue improvement works to the Crown Point Airport.	ongoing
Build on the competitive advantage of the aviation sector of Trinidad and Tobago.	Develop a world class estate, comprising an integrated set of airport services, with the involvement of the private sector to deliver services in a profitable and viable manner.	2002-2004
<i>Civil Aviation</i>		
Enhance the civil aviation institutional infrastructure and restructure the organization to foster increased efficiency and a safer aviation environment.	Enhance the regulation of Air Transport.	ongoing
	Restructure the Aeronautical Fixed Trinidad and Tobago Communication System.	ongoing
<i>Maritime and Fisheries</i>		
Undertake organizational restructuring of the Marine Institute of Trinidad and Tobago.	Upgrade facilities to the standards required of a modern tertiary education provider through: <ul style="list-style-type: none"> - Construction of classrooms etc within the East Wing of the Net Shed; - Construction of Stores; - Installation of standby generators at the Main Complex; - Upgrade of telephone system; - Acquisition of computer equipment; - Refurbishment and extension of Jetty; - Acquisition of two mini buses for transport; 	2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Develop appropriate curriculum.	<ul style="list-style-type: none"> - Acquisition of New Training Vessel; - Recruitment of staff; - Development of HR Information System (including student database). <p>Develop and continuously improve the curriculum to satisfy changing industry needs through:</p> <ul style="list-style-type: none"> - Conduct of needs survey/analysis; - Packaging of initial course offerings; and - Consultations with industry Stakeholders 	2001
Develop and Implement a marketing strategy.	<p>Aggressively market the Institute regionally through:</p> <ul style="list-style-type: none"> - Development of marketing plan. - Development of prospectus - Implementation of marketing strategies - Lobby stakeholders, international agencies and foreign Governments. 	2001/ongoing
Maritime Services		
Improve the safety and efficiency of shipping and ensure the protection of the maritime environment from vessel source pollution in Trinidad and Tobago waters.	Upgrade and Modernization Navigational Aids.	ongoing
	Replace thirteen (13) navigational aids.	2002
	Establish one (1) new navigational aid.	2002
	Review and develop regulations/orders/rules pertaining to the Shipping Act.	ongoing
	Accede to International Maritime Conventions.	ongoing
Ports		
Improve the efficiency of inter-island and intra-island transport.	Construct a Jetty at the San Fernando Harbour Front.	ongoing
Organizational restructuring and transformation of the Port Authority of Trinidad and Tobago.	Create a Marine Service Unit and a Cargo Holding Unit.	2001
Financial Restructuring of the Port Authority.	Assume/resume Government responsibility for payment in respect of the bonds issued after 1989.	2002
	Write-off pre 1989 debts.	ongoing
Improve Productivity and Operational Efficiency.	Acquire another Liebherr Ship-to-Shore Gantry Crane.	2002
	Construct a Maintenance Complex.	2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Transportation</p> <p>Improve the efficiency and effectiveness of transport and road safety</p> <p>Traffic Management</p> <p>Ensure the safe and efficient movement of goods and people through the road network</p> <p>Improve the delivery of public transport service to the population by enhancing the efficiency of the Public Transport Service Corporation operations</p>	Reconstruct Berth 7 .	Dec 2002
	Improve the efficiency and timeliness of processing information.	2002-2003
	Computerize the records of the Transport Division.	2002-2003
	Co-ordinate traffic signals at Wrightson Road and the Churchill Roosevelt Highway.	Sept 2001
	Undertake Traffic City Exhibition and Caribbean Conference.	2003
	Introduce Autoscope - cameras at signalized intersections.	2001
	Procure software to monitor traffic signals.	July 2002
	Liaise with corporate entities to enhance and maintain the engineering aspect of road safety via special projects for example, raised pavement markers, and barrier placements on highways.	ongoing
	Introduce special devices such as "Rumble Strips" at specified locations.	July 2001
	Rejuvenate road safety education programmes.	2002
	Install hot applied lane line (thermoplastic), throughout Trinidad on a phase-by-phase basis.	ongoing
	Conduct a sign replacement programme along the Solomon Hochoy Highway and other main routes.	2002
	Implement Arima and Sangre Grande maxi taxi facilities.	2002
	Enhance school environment and residential areas by installation of humps.	ongoing
	Acquire new fleet.	ongoing
Acquire seventy (70) school buses.	ongoing	
Acquire five (5) Purpose Built Buses for differently-abled persons.	2001-2002	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Strengthen the Vehicle Maintenance Company of Trinidad and Tobago (VMCOTT).	Continue the legal, institutional and financial restructuring exercise.	ongoing
	Construct Town Center Mall in Sangre Grande; develop waterfront facilities at San Fernando; refurbish terminus in Scarborough, Tobago.	2001-2003
	Establish three (3) full service garages located at:-	2001
	<ul style="list-style-type: none"> - PTSC Garage, Beetham Estate; - T&T Police Service Garage, San Fernando; Tobago; - Networking all garages; - Establish training facilities at Beetham and Tobago Garages; and - Implement the requisite management procedures and policies 	2001 2001 2001 2001
KNOWLEDGE-BASED ECONOMY		
EDUCATION		
Review and revise the education system to ensure cost effectiveness and compliance with contemporary needs.	Continue restructuring and decentralization of the Ministry of Education through the establishment of Regional Education Districts.	2002
	Establish the Human Resource Management Division to discharge the full range of personnel functions.	2002
	Continue the expansion of the Information Technology Unit.	2002-2003
	Computerize the Adult Education Unit.	2002-2003
	Computerize the Examinations Section.	2002-2004
	Efficiently manage of Education System through the enhancement of the Ministry of Education's capacity for planning, implementation, monitoring, evaluation and training of personnel.	2002-2004
	Establish and operationalize the Research and Evaluation Division.	2002
	Continue the Fourth Basic Education Project.	2002
	Continue the Secondary Education Modernization Programme.	2002-2004
	Establish Local School Boards.	ongoing
Establish Student Testing and Assessment Units.	ongoing	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Increase and improve access to education opportunities at all levels of the system.	Continue to increase the number of pre-school places available through the construction of additional ECCE Centres and upgrading of existing ECCE Centers.	2002-2003
	Maintain free Universal Primary Education.	2002
	Provide Universal Secondary Education through increasing the number of available school places at the secondary level through - the construction of seven (7) new secondary schools under SEMP.	2002-2003
	Construct two (2) secondary schools under the Fourth Basic Education Project.	2002
	Purchase school places at approved private secondary schools and SERVOL Life Centers.	2002-2004
	Provide Government Assistance with the construction of eight denominational secondary schools.	2002-2004
	Improve the physical environment at pre-school, primary secondary and special education levels through the reconstruction, extension, upgrading of existing educational facilities and provision of furniture and equipment.	2002-2004
Improve access to education opportunities.	Expand the Adult Education programmes.	2002-2004
	Establish additional Life Long Learning Centers.	2002-2004
	Provide continuous training for Adult Education tutors and supervisors.	2002-2004
	Conduct Pilot Tracer Studies on students entering the adult Education Programme in September, 2001.	2002-2004
	Implement the "Read Me Now" Project.	2002-2004
Sustain quality schools	Provide continuous revision, development and updating of the curriculum for primary and secondary schools.	2002-2004
	Implement a pilot programme for the National Certificate of Secondary Education.	2002-2004
	Revise teaching methodologies and teacher training curricula.	2002-2004
	Provide library facilities for secondary schools.	2002-2004
	Upgrade graduates of Teachers' Training Colleges.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Create the posts of Heads of Department and Deans of Studies, and appointment of persons to these posts.	2002-2004
	Create additional posts of Remedial Teachers at the Secondary Level.	2002
	Create permanent posts of Facilitator.	2002-2004
	Increase the number of posts of School Supervisors in order to reduce the Supervisor/Teacher ratio.	2002-2004
	Rationalize continuing education programmes.	2002-2003
	Introduce of core curriculum at secondary level through a pilot programme at ten (10) schools.	2002-2004
	Introduce Technology Education at Secondary Level.	2002
	Provide computers for primary schools.	2002
	Provide continuous assessment and portfolio assessment guidelines for the National Certificate of Secondary Education (NCSE) examinations.	2002-2003
	Cultivate the environment for the efficient operation of the CAP.	2002-2003
	Establish assessment, performance, promotion and certification standards for lecturers and teachers.	2002-2004
	Introduce programme of systematic inspection and evaluation of schools.	2002-2003
	Introduce Health and Family Life Education at all levels of the education system.	2002-2003
	Introduce Values Education at all levels.	2002-2003
	Establish a school based management programme to support policy initiatives.	2002-2004
	Develop and strengthen the operations of the Testing and Assessment Unit.	2002-2003
	Introduce a system of continuous assessment at the secondary level.	2002-2003
	Provide teacher training under the SEMP Programme.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Provide Student Support Services	Provide a Bachelor of Education Programme for vice-principals and senior teachers.	2002-2003
	Expand the Library of the Educational Research and Evaluation Department and information services.	2002-2003
	Develop and produce of instructional materials for schools.	2002-2004
	Expand the School Nutrition Programme.	2002-2004
	Expand the School Transport System.	2002-2004
	Standardize textbooks at the secondary level.	2002-2003
	Provide textbooks to necessitous students at the primary level.	2002
	Provide security services to schools at risk.	2002-2004
Provide Library and Information Services	Establish and operationalize the Regional Diagnostic Prescriptive Services.	2002-2004
Develop well articulated human resources	Strengthen the Education Libraries Division to oversee libraries and information centers at Head Office, the Learning Resource Center and all schools.	2002-2004
	Determine teacher supply and demand.	2002-2004
	Provide in-service training for teachers in all subject areas at all levels of the education system.	2002-2004
	Provide continuous training for administrators and support staff.	2002-2004
	Design and implement Human Resource Development Programmes for all staff .	2002-2004
Expand international/ regional/local co-operation	Develop a comprehensive training plan for the Ministry of Education.	
	Pursue opportunities for financial/technical assistance and intellectual cooperation.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Tobago</p> <p>Promote the inclusion of music as an integral part of the school curriculum with a view to making Tobago a world renowned center for music related festivals and happenings</p> <p>Enhance the human resource base in Tobago and facilitate the development of appropriate skills</p>	<p>Facilitate music education in primary and secondary schools in Tobago through provision of music tutors and instruments.</p> <p>Expose the student population and communities to music concerts and displays and workshops on all art forms e.g. dance, drama, visual etc.</p> <p>Develop vocational skills in Tobago through welding workshops at Goldborough and the construction of a Tobago Skills Development Center within the structure of the National Energy Skills Center.</p> <p>Provide twelve (12) scholarships for youths from Tobago to the NESC auto mechanic course.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002</p>
<p>HUMAN DEVELOPMENT</p>		
<p>COSTATT</p>	<p>Establish a Wide Area Network to link the six (6) tertiary level institutions and the four (4) extension sites of COSTATT.</p> <p>Improve and upgrade facilities at technical institutions.</p>	<p>2003</p> <p>2004</p>
<p>The University of the West Indies</p> <p>Improve cost-effectiveness and service quality</p> <p>Strengthen and Expand Academic Programmes</p>	<p>Extend implementation of the computerized financial system to the wider campus.</p> <p>Implement computerized Student Administration System.</p> <p>Continue implementation of a scheduled maintenance regime.</p> <p>Introduce a new four-year undergraduate degree programme in engineering to meet the revised requirements of the United Kingdom professional bodies for Chartered Engineering.</p> <p>Implement a new undergraduate degree in Agriculture.</p> <p>Revise the Pure and Applied Physics Programme to reflect new trends.</p> <p>Introduce new advanced degrees in Environmental Science and Astronomy.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>ongoing</p> <p>ongoing</p> <p>2002-2004</p> <p>2002-2004</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Enhance Academic Support Systems Increase collaboration with Tertiary Level Institutions (TLI)	Expand and strengthen the Distance Education Programmes and shift to asynchronous delivery systems	ongoing
	Strengthen and better resource the University's Quality Assurance Mechanism.	2002-2004
	Upgrade library system software platform.	2002-2004
	Implement programme for digitization of library material.	ongoing
	Seek closer collaboration with regional TLIs.	ongoing
Improve Marketing of the University	Develop effective marketing strategies and effect institutional changes to build institutional capacity.	2002-2004
Improve Campus Security	Construct a new administration building for the estate police and recruit additional personnel.	2002-2004
National Energy Skills Center (NESC)		
Develop the human resource in the country by offering	Provide full and part-time programmes at nine (9) Technology Centers.	ongoing
	Upgrade equipment at the Technology Centers.	ongoing
	Introduce technological training at the degree and diploma level - Trinidad and Tobago Institute of Technology (TTIT).	2002 and ongoing
	Upgrade staff at all centers, including TTIT.	ongoing
	Upgrade equipment at TTIT.	2002-2004
	Expand the range of course offerings.	2002-2004
	Provide basic and advanced computer training.	ongoing
	Expand the number of facilities offering computer training.	ongoing
	Introduce computerized Training Needs Analysis.	ongoing
	Implement an agreement between NESC and NTA regarding the assessment of Trinidad and Tobago National Vocational Qualification (TTNVQ) candidates' competencies utilizing an acquired computer software for the conduct of Training Needs Analysis.	2001 and ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p><i>Metal Industries Companies Limited (MIC)</i></p>	<p>Finalize agreements for the certification of professionals from International Bodies based on the application of the computerized Prior Learning and Assessment System.</p>	<p>2001 and ongoing</p>
<p>Improve the technological base of the country.</p>	<p>Establish the Manufacturing Technology Center (MTC) for development of a special cadre of technicians and engineers capable of developing products, tooling, plant layout, handling systems and other capital equipment necessary for creating key enterprises, around which clusters will be formed.</p> <p>Develop Post Graduate TFC programmes in Product Design and Manufacturing, Plant Operations and Engineering Students interested in the production of cast and welded products.</p>	<p>ongoing</p> <p>ongoing</p>
<p>Improve physical infrastructure.</p>	<p>Purchase 150 acres of suitable land in Caroni to facilitate building plans for:</p> <ul style="list-style-type: none"> - MIC administration; - MTC classrooms and workshops & hall of residence for 200 students; - PPIC design offices and workshops; - IMU factory skills; and - Sporting facilities. <p>Design classroom and workshop facilities to accommodate:</p> <ul style="list-style-type: none"> - 1200 journeyman trainees in the 4-year NMSDP Programme (300 students in each year); - 400 master craftsman trainees in 2-year NMSDP Programme (200 students in each year); - 200 design & manufacturing engineers in 4-year COSTAATT programme (50 students in each year); - 15 post graduate engineers each year under the Training Factory Concept (TFC) - 2-year programme. <p>Continue intake of 15 graduate engineers each year for TFC exposure.</p>	<p>2002</p> <p>June 2002</p> <p>ongoing</p>
<p>Create special outreach programme for all elementary and secondary schools</p>	<p>Set up a Career Guidance Programme in all areas of Production and Manufacturing to alert potential students to career opportunities.</p>	<p>May 2002</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Identify Design and Manufacturing Courses for Distance Learning in all programmes.	2002
	Develop Special Training Programmes to train all teachers in all Secondary School system to teach 'Ordinary' and 'Advanced' Levels - 2 yr.	2002
	Develop a special plan to utilize existing Senior Comprehensive School Workshops on evenings to teach short courses in woodworking and welding.	May 2002
Establish professional or Post Graduate Student Development Programme Trinidad and Tobago Hospitality and Tourism Institute (THTI)	Implement TFC Post Graduate Programmes in Foundry welded products.	May 2004
Enhance quality service competitiveness	Provide adequate training and employment for a skilled tourism workforce through the expansion of the apprenticeship programme.	2002/2003
	Implement the Human Resource Management Information System to improve the linkage with industry and to enable the industry to obtain skilled employees for their operations.	2002
	Foster and increase articulations with similar type international institutions and strengthen exchange linkages for faculty and students.	2002-2004
Increase research capability	Increase revenue generating opportunities in the areas of catering and consulting services to enable the Institute to become self-sufficient.	2004
Provide beneficiary training	Develop The Trinidad and Tobago Hospitality and Tourism Institute (THTI) as a research and information facility for the industry.	2003
Public Service Learning Center (PSLC)	Expand the scholarship fund to assist low income students and low income employees in the industry.	
Enhance the Information Technology Infrastructure of the Public Service Learning Centre (PSLC)	Install necessary technological infrastructure for sharing of information.	2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Upgrade Government Training Center at Chaguaramas</p> <p>Facilitate the provision of continuous learning opportunities for Public Officers</p> <p>Youth Training and Employment Partnership Programme (YTEPP)</p> <p>Ensure that all trainees are exposed to computer literacy</p> <p>Joint Services Staff College</p> <p>Improve the operational effectiveness and provide programmes leading to the Associate Degree</p>	Complete the equipping and staffing of the computer laboratory.	2002
	Conduct web-based training programmes.	2002-2004
	Continue the refurbishment of classrooms and offices with appropriate furniture and equipment; landscaping perimeter fences and rest rooms.	2002
	Conduct appropriate centrally run training courses for different categories of public officers.	2002-2004
	Mount conferences and seminars on contemporary global issues for top-level executives.	2002-2004
	Strengthen the learning/training capacities of Ministries/ Departments to address their specific training needs.	2002-2004
	Continue to promote the strategic approach to Human Resource Development.	2002-2004
	Develop strategic alliances with other relevant tertiary learning institutions.	2002-2004
	Purchase computers and printers.	2002-2004
Establish a computer room in five (5) centers per year for the next four (4) years.		
Construct two (2) full-time centers per financial year.	2002/2003	
Expand the programme to reach distant communities medians such as the Mobile Computer Buses.	2002-2004	
Increase the number of courses that are more industry driven.	2002-2004	
Provide Comprehensive Programmes leading to the Associate of Science Degree in Criminal Justice with majors in Fire Science and Correctional Administration.	2002	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>National Library and Information System</p> <p>Transform Trinidad and Tobago into a learning society using information technology</p> <p>Improve the level of service provided to the public and to schools by having trained professional staff at all public service points and schools</p> <p>Improve the level of service provided to the public</p>	Pursue the development of a Distance Learning Programme for Officers of the Protective Services.	2002
	Evaluate existing programmes and introduce new ones.	2003
	Assume responsibility for the coordination and administration of the human resources of all libraries in the Public Service.	2002-2004
	Equip the National Library Building.	2002
	Address the critical shortage of trained librarians by expanding the scholarship programme and training and retraining staff in the use of computer software customer relations, management, supervisors, finance, research methodology.	ongoing
<p>National Training Agency (NTA)</p> <p>Develop occupational standards and establish a national modern apprenticeship programme</p> <p>Inculcate a training and development culture throughout the country</p> <p>Establish new qualifications-TTNVQ</p> <p>Rationalize public sector training</p>	Construct libraries at Chaguanas, Tunapuna, Couva, Rio Claro, Debe and St. Helena.	2003
	Upgrade public libraries facilities at Moruga, La Brea, Carnegie Free Library and the Heritage Library Building.	2002-2004
	Continue with the development of occupational standards with the assistance of Industry Training Organizations: thirteen (13) of which have been developed to date	2002 and ongoing
	Introduce a system of continuous labor market reporting and identify 'best practice' locally and internationally.	2002 and ongoing
	Deepen research and innovative capability in technical vocational education.	ongoing
<p>Establish new qualifications-TTNVQ</p> <p>Rationalize public sector training</p>	Mobilize all relevant departments in NTA toward this activity so that the qualification can become available to the public in the shortest time possible.	2002
	<p>Assist all public sector training providers to become NTA Approved Training Centers (ATC) through NTA's Quality Enhancement programmes.</p> <p>Introduce TTNVQs to public sector training providers.</p>	2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Market and promote TTNVQ to the private sector	Encourage employers to buy into new systems; assist them to become ATCs through NTA's Quality Enhancement Programme - if required guide/assist them to develop structured on the job training, which should national work based qualification - TTNVQ.	Jan-Dec 2002
Continue to explore potential to work with other agencies within the region	Introduce Caribbean Vocational Qualification.	2002
Assist ITO's to develop into formal occupational standard setting bodies	Assist newly developed Industry Training Organizations - sourcing funding for their development into formal organizations; and -providing the functional analysis required to develop occupational standards.	2003
National Institute of Higher Education Research, Science and Technology		
Foster the development of a Science and Technology literate population and a national culture of science, technology and innovation.	Invest in the development of a Science and Technology literate and creative population viz: - The construction and operation of a full fledged National Science Center. - Increasing the number of visitors to the existing science center from 15,000 to 25,000 by 2004.	2004
	- Establishing Sci-TechKnofest as a viable biennial national event attracting 70,000 visitors. - Increasing access to children's science camps and workshops from 600 to over 1300 school age children.	2002-2004 2004
	Introduce and improve science teaching and learning at the pre-school and primary levels through: - The development of materials for exciting early childhood learning of science and math; and - The production of 3 issues of the NIHERST Children's Science Magazine.	2004 2004
	- Increasing membership sixth-fold in the NIHERST Club. -Conducting workshops to improve the teaching skills of 400 teachers.	2004 2004
	Promote national culture and ethos for invention and innovation through: - Prime Minister's Awards for Innovation and Invention; - Young Inventors and Innovators Camps; and - Hands-on exhibits on design and special IT camps for children.	2002-2001 2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Effectively align and develop the National Science and Technology capability in accordance with national development plans	Institute award schemes for recognizing excellence in Science, Technology and Innovation through: <ul style="list-style-type: none"> - The Prime Minister's Awards for Innovation and Invention; - NIHERST Awards for Excellence in Science Teaching; - NIHERST Lifetime Achievement Awards for R&D; and - Print and video materials on National Icons in STI. 	2002 2002-2004 2002/onwards 2002 2002
	Re-structure NIHERST to play an enhanced role in science, technology and innovation. Develop an Action Plan for the National STI Policy.	2002-2004 2003
	Establish a competitive pool of R&D funds to support: <ul style="list-style-type: none"> - Strategic research; - Indigenous thought and reflection on global and national issues; and - Innovation in teaching and research at all levels. 	2002 and onward
	Monitor the National Science and Technology capability and results through: <ul style="list-style-type: none"> - Maintaining a time series of data on R&D, manpower, investment and innovation; - Surveys on the impact of S&T on human development; and - Survey on innovation in industry. 	2002 and onward
Distance Learning Create an appropriate environment for educational and training opportunities via Open and Distance Learning	Upgrade and maintain equipment at community-based Distance Learning Centers.	2002-2004
	Establish a Local Area Network at each community Distance Learning Centers.	2002-2004
	Establish six (6) virtual classrooms.	2002-2004
	Enhance the research capabilities of the Distance Learning Secretariat.	2002-2004
	Develop a Records Management System.	2002-2004
	Develop a materials production unit.	2002-2004
	Establish an Open and Distance Teaching and Learning Laboratory. Establish a model Distance Learning Center.	ongoing ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
CONSUMER POLICY Create an appropriate environment to ensure Consumer Safety and Equity Promote accessibility of goods and services to the elderly and persons with disabilities.	Market and Promote Distance Learning Programmes and Activities.	ongoing
	Strengthen mechanisms for applying Alternative Dispute Resolution (AD) instead of litigation for resolving	January 2002
	Continuously review existing legislation to ascertain its effectiveness and develop proposals for new and amended legislation.	ongoing
	Develop a manual outlining the laws governing the various types of consumer transactions.	December 2001
	Educate the business community and public sector organizations on the specific needs of special consumer groups and the need to address their concerns.	ongoing
	Collaborate with relevant organizations to ensure adequate systems for monitoring product safety.	December 2003
	Strengthen the system for monitoring commercial activities	ongoing
	Encourage the adoption of strategies currently developed by the Consumer Policy Committee (COPOLCO) of the International Standards Organization (ISO) on standards global market place.	May 2002
	Collaborate with private, public and non-government organizations to ensure the implementation of adequate social and physical infrastructure for the elderly and persons who are in any way challenged.	May 2002
	Facilitate consumer education and information programmes for the elderly and persons who are in any way challenged.	ongoing
Strengthen the institutional capacity for the provision of information and protection services to the elderly and persons who are in any way challenged.	May 2002	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Encourage consumer empowerment	<p>Develop and maintain strategic alliances with local interest groups and organizations and international consumer groups and movements.</p> <p>Inform and educate the consuming public using appropriate media.</p> <p>Develop school-based programmes targeted towards youth empowerment.</p> <p>Embark on an educational campaign to enhance the consciousness of responsible consumerism.</p> <p>Test and rate selected products and disseminate information to consumers.</p> <p>Educate consumers and the business community on legal and ethical business practices.</p> <p>Decentralize and strengthen access to consumer services.</p> <p>Strengthen the system for monitoring commercial activities.</p> <p>Disseminate information to civic groups to influence Government's Policies.</p>	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
Promote the development of a consumer lobby.	Forge beneficial links with regional counterparts.	ongoing
TOWARDS FULL EMPLOYMENT		
ENTERPRISE DEVELOPMENT		
Fostering of Entrepreneurship	<p>Introduce entrepreneurial and business management classes to the educational system.</p> <p>Develop a National Mentoring Programme to advise and support advise and support young entrepreneurs.</p> <p>Establish a National Competitiveness Council.</p>	<p>2002</p> <p>2002-2003</p> <p>2002</p>
Develop the Micro, Small and Medium Enterprises (MSME) Sector	<p>Form an Advisory Council to coordinate MSME development efforts.</p> <p>Organise a Steering Committee to monitor implementation of specific MSME projects.</p> <p>Establish a MSME Development Fund to facilitate access to and utilization of funds for starting, operating and expanding MSMEs.</p>	<p>ongoing</p> <p>2002</p> <p>2002-2003</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Poverty Alleviation through the Creation of Employment	Develop the legal and institutional framework for the MSME Sector.	ongoing
	Expand and accelerate existing small business outreach programmes.	ongoing
	Introduce community-based micro programmes, including cooperative and other micro/small business financing measures.	2002-2003
	Examine the feasibility for the establishment of enterprise zones and community-based incubators.	ongoing
Maximize Market Access	Actively participate in the three major ongoing multilateral Market Access Negotiations currently involving Trinidad and Tobago, which include: the Free Trade Area of the Americas, the African Caribbean and Pacific Group negotiations with the European Union (ACP-EU); and the World Trade Organisation.	ongoing
	Develop formal Economic Relations with selected countries and overseas markets.	ongoing
	Prepare economic research and product/market profiles of selected target markets such as the T&T and Caribbean expatriate market, specific product niches, carnival, eco-tourism and the marketing of steelpan and other products.	ongoing
	Develop and implement strategies to attract Foreign Investment from specific target markets and sector development sources.	ongoing
Deepen economic relations with individual countries on a bilateral basis or through CARICOM and/or CARICOM Bilateral Commission Mechanism	Identify and pursue market access opportunities through preferential arrangements under the ACP-EU Cotonou Agreement.	ongoing
	Develop a programme of assistance for MSMEs seeking to access and develop export markets.	2002-2003
	Increase participation in international expositions, trade fairs and export missions.	ongoing
	Provide logistical support for the international marketing of Trinidad and Tobago products.	ongoing
	Increase market access to the Dominican Republic and Cuban markets under the aegis of CARICOM Dominican Republic/Cuba Free Trade Agreements.	2002 and beyond
	Negotiate Free Trade Agreements between Trinidad and Tobago and Costa Rica and Mexico.	2002

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Creation of the Caribbean Single Market and Economy (CSME)</p> <p>Business Support Services</p>	<p>Activate Trinidad and Tobago - CARICOM Member State Bilateral Commissions to maintain and deepen economic and technical assistance and cooperation within the Region.</p>	<p>ongoing</p>
	<p>Pursue market access and technical cooperation opportunities with selected countries outside of the hemisphere, notably China; India; Indonesia; Japan; South Africa; and West Africa.</p>	<p>2002</p>
	<p>Implement the Protocols amending the Treaty of Chaguaramas.</p>	<p>ongoing</p>
	<p>Establish the Caribbean Court of Justice.</p>	<p>2002</p>
	<p>Design and implement a CSME public education programme.</p>	<p>2002</p>
	<p>Provide services and logistical support to Government Agencies Parastatals and the Private Sector, e.g.:-</p> <ul style="list-style-type: none"> - Intelligence/Information gathering; - Verification of Company bona fides; - Assistance to Trinidad and Tobago companies with specific export/import difficulties; - Provision of general logistical support to the Trinidad and Tobago business community (e.g. telephone/fax services, temporary office space, etc.) 	<p>ongoing</p>
SECURITY OF LIFE		
POVERTY ALLEVIATION		
<p>Develop and implement a National Poverty Eradication Strategy</p>	<p>Strengthen the Change Management Unit for Poverty Eradication and Equity Building.</p>	<p>2002</p>
	<p>Strengthen the information system on poverty and poverty reduction programmes.</p>	<p>2002</p>
	<p>Improve delivery of poverty reduction services through the establishment of a micro project fund, a micro credit fund and a net work of information and resource centers.</p>	<p>ongoing</p>
<p>Foster Skills Development and /or Entrepreneurial Development</p>	<p>Continue the Terminal Malls Programme which provide venues for small and micro business operations.</p>	<p>2002/ongoing</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Sustain, revive and strengthen network organizations to provide opportunities for participation in communal and national activities	Strengthen community organizations through an intensive programme of group servicing.	ongoing
Provide educational and skills training programmes	<p>Continue Domestic Support Training Programme.</p> <p>Continue Entrepreneurial Development Programme.</p> <p>Conduct Leadership/Management Programme.</p> <p>Conduct Community Sensitization Awareness Programme.</p> <p>Continue programmes for senior citizens and caregivers under the Geriatric Adolescent Partnership Programme.</p> <p>Continue the physical upgrade of the Community Education Center, and revise policy for the use of the center, including income-generating measures.</p> <p>Implement the Retirees/Adolescent Partnership Programme (RAPP) to provide tutoring to Secondary School students during the period when they are not at school.</p>	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>
Provide Support to the more disadvantaged sectors of the society.	<p>Improve and expand the Relief Centers and the SHARE Programme.</p> <p>Implement the national drug strategy master-plan.</p> <p>Refurbish wards at Caura for Rehabilitation of substance abusers.</p> <p>Open the Piparo Empowerment Center .</p>	<p>2002 and ongoing</p> <p>2002</p> <p>2002</p>
Address the issue of Social Displacement.	<p>Establish a Social Assessment Center in Port-of-Spain to to screen socially displaced persons .</p> <p>Establish a Center for Socially Displaced persons in Chaguanas .</p> <p>Establish in conjunction with CREDO, a home for young women at risk.</p>	<p>2002</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
HEALTH		
Focus on Primary Health Care Development.	Conduct Health Needs Assessment; expand community Health Services through the implementation of Primary Care, Chronic Diseases and Health Promotion Projects; upgrade skills of primary care physicians.	2002-2004
	Continue the Community Care Programme in partnership with the Ministry of Community Empowerment	2002-2004
	Complete arrangements for a more effective delivery of oncology services.	
Introduce and develop a management system to ensure quality, sustainability and accountability in the delivery of health services.	Continue to develop quality improvement systems, the RHA Pension Plan; strengthen the financial, RHA and health services data systems; improve the systems associated with the annual services agreements.	2002-2004
Institute the relevant organizational structures.	Complete the reorganization of the Ministry of Health.	2002
	Support the organizational restructuring of the RHAs.	2002-2004
	Implement the training plan in support of sector reform; pursue transfer/movement of staff to RHAs.	2002-2004
Upgrade and develop the healthcare infrastructure.	Complete works on primary care facilities - District Health Facilities (DHF), Health and Outreach Centers.	2002
	Complete construction of the new Tobago Hospital and commence commissioning.	2002
	Develop and implement AIDS awareness programme.	2002
	Continue and complete works on other hospitals in accordance with the Development Control Plans (DCPs).	ongoing
	Fully operationalize the National Emergency Health Management Programme.	2002-2004
CRIME		
Maintain law and order and reduce the incidence of violent crime.	Construct Police Stations at Gasparillo, Brasso, Roxborough, Arima, Belmont, Mathura, Besson Street, Matelot, Mazanilla, Piarco, Oropouche and Old Grange Tobago.	2002-2004
	Reconstruct the Old Police Headquarters, St. Vincent	2002-2003

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Refurbish police stations at Couva, Chaguanas and Penal and restore San Fernando Police Station.	2002-2003
	Computerize the various Divisions of the Police Service.	2002-2004
	Establish a Communications Network for the Ministry of National Security (E-999 System).	2002-2004
	Collaborate with Center of Criminology to develop data base and policy to address youth deviance and incriminality.	
Protect Lives and Property Property.	Construct Fire Stations at San Fernando, Sangre Grande, Couva and Mayaro.	2002-2004
Improve Rehabilitation of Prisoners and Prison Conditions.	Operationalize the Maximum Security Prison .	2002
	Construct Medium Security Correctional Facility in Tobago.	2002-2004
	Develop programmes for rehabilitation of inmates.	2002
	Collaborate with Center for Criminology and criminal justice to develop databases and policy on recidivism.	2002
Strengthen the capability of the Defense Force	Re-establish and equip the Trinidad and Tobago Defense Force.	2002
LAW AND JUSTICE		
Ensure that Justice is delivered in a timely and efficient manner.	Complete the following projects: - Establishment of the Case Management Unit; - Establishment of the Trinidad and Tobago Central; and - Authority for mutual Legal assistance in criminal matters.	2001/2002
	Refurbish and improve Magistrates' Courts identified by the Judiciary and construct new Magistrates' Courts in designated areas.	ongoing
	Create a Family Court to deal with and/or adjudicate on matters relating to the conflicts in family life.	2001-2002
Revise and update Regulations to facilitate the effective implementation of the laws of our country.	Review existing Laws with the aim of Strengthening and updating them.	ongoing
	Draft new Legislation to meet the changing and dynamic needs of society.	ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Implement the project entitled "the Revision and Printing of the Laws of Trinidad and Tobago" in order to update the Laws and convert them into electronic form for easy access by members of the public.	2001-2003
Decentralize the office of the Legal and Advisory Authority.	Facilitate all citizens including socially disadvantaged persons in accessing Justice on a timely basis at little or no cost.	2001/2002
Expand the Public Legal Education Programme.	Educate citizens of Trinidad and Tobago on the Laws governing the country and their obligations under the laws.	2001-2002
	Promote respect for adherence to the Rule of Law, Order and Justice.	2001-2002
Modernize and strengthen the Civil, Land and Companies Registries in order to upgrade and maintain up-to-date Public Records and Information.	Continue the computerization of the Civil, Land and Companies Registries Project so as to enable members of the Public and Companies/Organizations to access information on Businesses, Companies and other Organizations on a timely basis	2001-2002
	Review and upgrade the Laws and Regulations pertaining to the functioning of the Civil, Land and Companies Registries in an attempt to improve the services provided by the Registries	ongoing
	Devise and implement Public Relations Programmes on the operations of the Civil, Land and Companies Registries so as to educate members of the Public, Groups and Agencies/Agencies of the services being offered by the Registries, and the procedures for accessing the information.	ongoing
Enhance the capacity and capabilities of the Intellectual Property Office (IPO) to facilitate the office in providing services to its Clients in a more effective and efficient manner.	Continue the computerization of the operations of the Intellectual Property Office (IPO).	2001/2002
	Continue the upgrading and strengthening of the Legislation pertaining to the protection of the Intellectual Property Rights.	ongoing
	Recruit staff required for carrying out the necessary functions of the Intellectual Property Office (IPO).	2001-2003
	Implement measures to ensure that the services offered by the Intellectual Property (IPO) are in accordance with the standards established by the WTO.	2001-2003

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Establish an efficient Legal and Institutional Framework for secured transactions.	<p>Modernize Legislation for secured transactions by replacing the current structure with a single "Code" of Law that would regulate all transactions that involve security interests in movable property.</p> <p>Modernize the existing registry systems and allow for registration of those transactions in a single, centralized registry.</p>	2001-2003
THE ENVIRONMENT		
Improve the Policy Framework	<p>Continue implementation of the National Environmental Policy.</p> <p>Develop policy instruments to promote sustainable use of forest resources.</p> <p>Consolidate environmental treaties under the Ministry of Environment.</p>	<p>ongoing</p> <p>2002-2004</p> <p>ongoing</p>
Improve the Regulatory Framework	<p>Implement Certificate of Environmental Clearance Rules, Noise Pollution Rules, Environmentally Sensitive Areas Rules, and the Environmentally Sensitive Species Rules.</p> <p>Develop enabling Rules and Regulations for: - Air Pollution;and - Hazardous Waste Pollution.</p> <p>Operationalize the Green Fund.</p> <p>Continue monitoring and regulation of green house gases and ozone depleting substances.</p>	<p>2002-2004</p> <p>2002</p> <p>2002</p> <p>ongoing</p>
Improve the Institutional Framework	<p>Establish institutional and administrative framework for the management of the wildlife and natural ecosystems of the country.</p> <p>Conduct capacity building exercises for environmental NGOs, CBOs and local communities.</p> <p>Establish institutional framework for solid waste management and recycling.</p>	<p>2002-2004</p> <p>ongoing</p> <p>2002-2004</p>
Promote sustainable management of forest resources and wildlife.	<p>Maintain existing park areas and develop new areas for enhanced recreational benefits.</p> <p>Monitor removal of trees from private lands.</p> <p>Continue management of natural wetlands.</p>	<p>2002-2004</p> <p>ongoing</p> <p>ongoing</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Improve the quality of meteorological services in Trinidad and Tobago.</p> <p>Strengthen the capacity of the Horticulture Service from the perspective of public education and enjoyment</p>	Liaise with national and international agencies for financial and technical assistance in the management of national wetlands.	2002-2004
	Ensure full operationalization of the High Resolution Weather Satellite System at Meteorological Office, Piarco.	2002-2004
	Install six (6) data collection platforms to replace Y2K non-compliant Automatic Weather Stations.	2002-2004
	Install Doppler Radar at Brasso Venado.	2002-2004
	Provide and maintain recreational facilities around the Queen's Park Savannah for use by the public. Promote public awareness programmes through the use of the interactive Visitors Center at the Botanic Gardens.	2002-2004
HOUSING		
Create new housing solutions targeted at low income families throughout the country.	<p>Develop 7,000 new serviced housing plots at various sites through the NHA, SILWC & the private sector. This will be accomplished:</p> <ul style="list-style-type: none"> - by providing financial and other support to beneficiaries of the HOME project; - improving the institutional capacity of the SILWC and the NHA to deliver housing solutions; and - fostering business relationships with the local private sector to develop low cost housing solutions. 	2004
Upgrade existing informal housing solutions	<p>Provide housing solutions for 5,800 informally settled households with the following:</p> <ul style="list-style-type: none"> - Improved infrastructure (road, drainage, water, electricity, etc.); - Certificates of comfort for all these households; - 30 year statutory leases for at least 1,800 of the above households; and - 199 year deeds of Lease for at least 116 of the above households. 	2004
	Provide technical and financial support through HOME for 1,500 low-income home owners for the improvement/expansion of their dwelling places.	2002-2004
Improve the efficiency of delivery of Ministry's services	Implement improvements in the processing of applications for new homes for low-income families and squatter sites.	2004 and beyond

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Promote greater private sector involvement in the provision of new housing solutions and the upgrading of existing houses.</p> <p>Modernize and improve infrastructure for surveying the lands of Trinidad and Tobago to accelerate the process of identification and distribution of lands to all sectors, including housing.</p>	<p>Introduce a more user-friendly and transparent system for dealing with the Ministry's clients.</p>	<p>2002-2004</p>
	<p>Introduce quality control measures for building and maintenance/retrofitting of homes.</p>	<p>2002-2004</p>
	<p>Introduce more efficient and responsive systems for developers and potential homeowners to access services of Government including identification, development, titling and infrastructure work.</p>	<p>2004 and beyond</p>
	<p>Provide policy incentives for land-owners and developers to provide homes for the low and lower middle market .</p>	<p>2002 - 2004</p>
	<p>Establish geodetic infrastructure for Trinidad and Tobago.</p>	<p>2002-2004</p>
	<p>Modernize the survey activities of the Lands and Surveys Division.</p>	<p>2002-2004</p>
	<p>Provide up-to-date hydrographic survey data to the maritime community in conformity with international standards.</p>	<p>2002-2003</p>
	<p>Provide up-to-date topographical data to the public.</p>	<p>2002-2003</p>
EQUAL OPPORTUNITY AND SOCIAL COHESION		
<p>LABOUR MANPOWER DEVELOPMENT AND INDUSTRIAL RELATIONS</p> <p>Establish and manage an appropriate regime of policies for manpower development and employment, industrial relations and labour administration.</p>	<p>Enhance existing law enforcement systems and processes to ensure the protection of basic rights of workers.</p>	<p>ongoing</p>
	<p>Review and re-engineer inspection and enforcement services, emphasizing prevention and enforcement.</p>	<p>ongoing</p>
	<p>Conduct public education and information programmes to encourage new and existing businesses to conform to labour legislation criteria.</p>	<p>2002-2004</p>
	<p>Develop information systems to monitor and report on labour disputes.</p>	<p></p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Establish and operate an appropriate service for manpower development and employment promotion facilitation.	Monitor the impact of legislation.	2002
	Pursue the ratification of relevant labour standard instruments to enhance the inspection services.	ongoing
	Improve the alignment of skills being demanded and supplied via the National Human Resource Management Information System (NHRMIS) and the National Employment Service - One Stop Shop and Resource Center.	2002-2004 ongoing
	Expand the Overseas Employment Programme.	ongoing
	Establish a Labour Market Council.	2002
	Strengthen the National Employment Service - One Stop Shop and Resource Center to include services such as job and career counseling, training, placement, and business advisory services.	ongoing
Establish national understanding and commitment to equity, social justice and industrial peace	Expand the services of the One Stop Shop to three additional areas: Arima; Rio Claro and Sangre Grande.	2002-2004
	Develop, implement and monitor an Industrial Relations Policy to include the principles of decent work, equity and social justice for all workers in Trinidad and Tobago.	ongoing
	Develop an Employment Policy.	2002
	Develop legislative direction through appropriate research and policies.	2002-2004
	Coordinate and monitor all labor related activities at the national, regional and international levels.	ongoing
	Pursue the development of the Employment Fund.	2002
	Promote and strengthen the processes of tripartism, and multi-partism in the development of policies	2002
	Establish a multi-functional help desk.	2002
	Support the Social Compact process.	2002
	Conduct public outreach programmes on workers' rights and responsibilities.	ongoing
Develop coherent and coordinated press, publicity and marketing strategies.	ongoing	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Deliver cost effective information, publicity and marketing services through the coordinated use of paid and free media and effective media relations.	ongoing
Build the human capital capacity through employment and training.	Implement the recommendations of the Multipartite Advisory Committee on the Employment & Training Programme.	2002
	Monitor the ETP Programme to enhance productivity, training, output and effectiveness.	ongoing
COMMUNITY EMPOWERMENT	Implement a comprehensive marketing strategy for the ETP.	
Provide Family and Children's Services.	Construct/Reconstruct:- St. Michael's School for Boys' Phase II.	2002-2003
	Continue Remedial Therapy Programme for Probationers.	
	Launch the "Family First-Healthy Family Media Campaign". Campaign".	2002
	Commemorate International Day of the Family 2002.	2002
	Establish Neighborhood Day Facilities for the elderly.	2002-2004
	Establish a Children's Authority.	2002
	Implement Public Awareness Campaign to Sensitize Children re: Rights under Convention on Rights of the Child.	2002 and ongoing
	Implement a Public Awareness Programme on Issues re: Persons with Disabilities.	ongoing
	Establish a Division of Ageing.	2002
	Implement an Operational Plan re: Policy on Persons with Disabilities.	ongoing
	Implement an Holistic Plan for Addressing Social Displacement.	2002 and ongoing
	Increase access to transportation facilities for persons with disabilities at the City Gate Transport Hub.	2002-2004
	Increase access to telecommunication services by making special telephone and other devices available to persons with disabilities.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>YOUTH DEVELOPMENT</p> <p>Implement the proposals of the National Youth Policy.</p> <p>Establish a management information system for the youth.</p> <p>Increase the efficiency and effectiveness of the Youth Development and Apprenticeship Centres Trade Centers and Youth Facilities.</p> <p>Build the leadership and management capacity of youth and youth organizations.</p> <p>Provide support for the prevention of social problems among young people and enable them to play an active part in altering their conditions</p>	<p>Establish a Youth Development Commission</p>	<p>2002-2004</p>
	<p>Continue to promote the National Youth Policy, including relevant structures, systems, programmes and projects to all youth stakeholders.</p>	<p>2002-2004</p>
	<p>Design an information system on youth to identify the range of services available and to prioritize needs.</p>	<p>2002-2004</p>
	<p>Redesign existing delivery systems by implementing new management systems, training programmes and recruitment programmes:</p> <ul style="list-style-type: none"> -Refurbish youth training facilities; - Construct dormitory and training facilities; - Perform reconstruction works at Youth Centers. - Refurbish the National Youth Development and Apprenticeship Centers. 	<p>2002-2004</p>
	<p>Establish and support youth organizations.</p>	<p>2002-2004</p>
	<p>Engage youth groups as vehicles for the development of the youth through group activities, seminars, leadership training, formulation and implementation of projects, technical and financial support and implementing an award system for achievements.</p>	<p>2002-2004</p>
	<p>Network with NGOs and CBOs to enhance the service delivery system.</p>	<p>2002-2004</p>
	<p>Strengthen and/or establish youth bodies through group servicing, establishment of County Youth Bodies and the a National Youth Council.</p>	<p>2002-2004</p>
	<p>Conduct a Needs Assessment Programme to identify and prioritize the needs and social problems of young people.</p>	<p>2002-2004</p>
	<p>Deliver support services to alter behavioral patterns through enterprise development skills and personal development training.</p>	<p>2002-2004</p>
<p>Strengthen links with the Commonwealth Youth Programme and the United Nations, as well as other international bodies involved in youth activities.</p>	<p>2002-2004</p>	

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
<p>Function as a policy formulating and co-ordinating agency for youth development in Trinidad and Tobago</p> <p>Undertake research relating to the youth</p>	<p>Continue to strengthen the mechanisms for continuous consultation with youth organizations through:-</p> <ul style="list-style-type: none"> - Establishment of linkages with other youth agencies and organizations; - Sharing information through an Information and Resource Center; - Strengthening relationships with the National Youth Non-Governmental Organizations and integrate them into the Service Delivery Systems; - Establishing partnerships with other youth development stakeholders in undertaking youth projects; and - Monitor the impact of youth programmes in relation to the Youth Policy. <p>Continue to undertake in-house and external research consisting of:-</p> <ul style="list-style-type: none"> - profiles of youth groups; - a trader study on youth development and apprenticeship graduates; - Rapid response surveys on youth issues; and - Programmes for youth loan recipients. 	<p>2002-2004</p>
<p>CULTURE</p>		
<p>Promote, develop and protect the nation's cultural heritage.</p>	<p>Continue implementation of the Nelson Island Project.</p> <p>Review and revise participation in the SICLAC project. (a regional cultural databank) with the aim of creating a more accessible web site with similar data content.</p> <p>Create fully-financed and institutionalized cultural immersion projects in schools.</p> <p>Strengthen the "Pan in Schools" project in collaboration with the Ministry of Education.</p> <p>Mass-produce carnival costumes for export.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002</p> <p>2002-2004</p>
<p>Foster human development through the arts.</p>	<p>Establish the Open School for the Arts which will provide training in the visual and performing arts.</p> <p>Establish Regional Cultural Centers as conduits for the development of the arts and culture within the communities.</p> <p>Arrange a series of two-day seminars for artists.</p> <p>Arrange a series of residential workshops in the performing and visual arts.</p>	<p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p> <p>2002-2004</p>

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Promote the concept of culture in its holistic form, including values, attitudes, beliefs and practices which impact on the general outlook and approach to life	Implement a community creative arts project to identify and nurture the emerging and maturing talent, working in diverse cultural communities.	2002-2004
	Complete re-development work to Queen's Hall.	2002
	Carry out renovations to Naparima Bowl.	2002-2004
	Implement the Millennium Cultural Complex Project.	2002-2004
Support the development of the nation's diverse cultural expression	Lend support to the celebration of National Days.	ongoing
	Create an improved administration for culture.	ongoing
	Continue to provide technical and financial assistance to cultural groups and organizations.	ongoing
	Increase and facilitate cultural exchanges with other countries.	ongoing
	Engage in research and development exercises in the area of cultural art forms of Trinidad and Tobago.	ongoing
	Develop a National Museum Service, comprising of a system of museums that will acquire, preserve and present significant collections of the nation's heritage	Redevelop and expand the National Museum to include: - The historic restoration of the Royal Victoria Institute building; - Relocation of the Colonial Tennis Club; - Design/construct of a new wing to include new galleries, a museum shop, restaurant, conservation laboratory, storage space and packing facilities;
Develop museum facilities at the following sites:		
- La Brea;		2002
- San Fernando; and		2003
- Caroni.		2003
Develop plans for the establishment of a National Gallery of Art.		2002-2004
Upgrade existing museum facilities in collaboration with other likely partners at: Cleaver Woods and Fort George.		2002-2004
Develop a research and publications programme on art and heritage studies.		ongoing
Foster public awareness, understanding and appreciation for the national heritage.	Implement the Museum Assistance Programme to encourage excellence in small independent museums.	ongoing

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
	Develop in-house and traveling exhibitions and educational programmes for both local and overseas audiences.	ongoing
LOCAL GOVERNMENT		
Improve Local Government physical and social infrastructure to provide improved services to citizens.	Continue to target and undertake development works on Local Government Infrastructure as it relates to: - Secondary Roads and Bridges; - Drains; - Markets and Abattoirs; - Cemeteries and Crematoria; - Recreational Facilities; - Rural Electrification; and - Public Buildings.	ongoing
	Provide engineering and technical advice to Local Government Corporations to ensure conformity with approved engineering standards.	2002-2004
	Collaborate with other Ministries and agencies to have a planned approach to local infrastructure development.	2002-2004
Increase intellectual capital through institutional strengthening and adding value.	Continue to provide employees with training in Human Resource Management, Project Management, Improving Financial Performance in Local Government and Property Tax Collection.	2002-2004
	Undertake training programmes for Local Government practitioners.	2002
	Target relevant training for the Weights and Measures Inspectorate and the Life Guard and Maintenance Divisions.	2002
	Capitalize on initiatives presented by foreign training providers.	2002-2004
	Conduct Introduction/Orientation Programmes/Seminars for Local Government practitioners.	2002
Empower Municipal Corporations with a substantial measure of authority to allow for expeditious decision-making.	Rationalize the operations of Local Government Bodies to provide for greater decision-making power by Municipal Corporations.	2002-2004
	Involve Municipal Corporations and other major players in developing programmes and projects geared towards greater autonomy.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Develop Management Information Systems to facilitate an efficient technological transformation of the Local Government Division.	Create a new website for the merged Ministry to include relevant information with respect to the Freedom of Information Act.	2002-2004
	Maintain the database of the Division of Local Government, established for monitoring Development Programme funding requests and releases.	2002-2004
	Develop and establish Local Area Networks (LAN) for five (5) Regional Corporations.	2002-2003
	Develop and establish a Wide Area Network (WAN) for the Local Government Division of the Ministry of Infrastructure Development and Local Government.	2002-2004
	Implement the Human Resource Management System for the Local Government Division and the Municipal Corporations.	2002-2004
	Implement a Financial Management System for the Local Government Division and the Municipal Corporations.	2002-2004
	Implement an electronic data-communication infrastructure for the Local Government Division and the Municipal Corporations.	2002-2004
Implement the Dangerous Dogs Act.	Work with the Solicitor General's Department of the Ministry of the Attorney General and Legal Affairs to develop the regulations of the Dangerous Dogs Act.	2002-2004
	Work with the Municipal Corporations and various Government agencies to implement the Act.	2002-2004
	Undertake public awareness programmes/campaigns to sensitize the public to the implementation of the Act.	2002-2004
Encourage greater participation by local citizens in Municipal affairs.	Conduct Council meetings in strategic areas of the communities.	2002-2004
	Involve communities in the planning and implementation of projects.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Improve organizational performance of Local Government Bodies in order to facilitate efficient and effective delivery of service.	Collaborate with the Municipal Corporations in developing and rolling over the Strategic Plans of Municipal Corporations.	2002-2004
Review Local Government Legislation to provide for greater autonomy for Municipal Corporations.	Host a stakeholders' forum to determine areas of the Municipal Corporations Act No 21 of 1990 that need to be reviewed.	2002-2004
Establish a Municipal Police Service in the Chaguanas Borough Corporation and all Regional Corporations.	Continue to work with the Public Service Commission and other relevant agencies to ensure the Chaguanas Borough Corporation and all Regional Corporations are provided with Municipal Police.	2001
	Work with the Chaguanas Borough Corporation and the Regional Corporations to construct Municipal Police Stations.	2002-2004
Develop and strengthen the local revenue base to allow for greater financial self sufficiency.	Implement the necessary mechanisms to ensure that the Collection and Assessment Unit effects the collection of rates and taxes in the Chaguanas Borough Corporation	2002-2004
	Provide the necessary staffing required for the Collection and Assessment Units to be effectively administered.	2002-2004
	Continue to work with relevant agencies to establish Assessment/Collection Units in nine (9) Regional Corporations to collect property taxes.	2002-2004
Ensure greater accountability and transparency in Local Government operations.	Conduct audits and financial evaluations of Local Government operations to ensure compliance with regulations and specifications.	2002-2004
	Develop support systems and procedures to ensure the decentralized Internal Audit Unit functions smoothly.	2002-2004
Provide improved accommodation for Local Government Bodies and Head Office to ensure greater efficiency and effectiveness in operations	Design Regional Complexes to house Local Government Corporations.	2002-2004
	Finalize adequate accommodation for the Local Government Corporations.	2002-2004
Ensure the Life Guard and Maintenance Services are effective.	Continue to work with the Municipal Corporations to develop management systems to improve the Life Guard and Maintenance Services.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Improve the operations of Weights and Measures Inspectorate.	Provide physical accommodation for Stamping Stations.	2002-2004
GENDER AFFAIRS	Review the Weights and Measures Ordinance and Regulations.	2002-2004
Promote the principle of gender mainstreaming in all policies, programmes and projects.	Facilitate legislative reform in support of gender equity in areas such as sexual harassment and domestic violence.	2002
	Encourage the incorporation of a gender perspective in the revised primary school curriculum.	2002-2004
	Create an information system with comprehensive gender-disaggregated database.	2002-2004
	Encourage the integration of gender training and sensitization in strategic areas such as educational and health policy and community-based programmes.	2002-2004
	Strengthen NGOs and CBOs to undertake outreach gender training initiatives.	2002-2004
	Develop linkages with Governmental and non-governmental organizations to facilitate equal access to resources and gender equality.	2002-2004
	Provide assistance to Women's NGOs and community groups for programmes which deal with gender-related issues.	ongoing
Target issues related to women's human rights and wider gender issues.	Establish drop-in centers throughout the country.	ongoing
	Establish support services in domestic violence situations.	2002-2004
	Develop a comprehensive database on domestic violence in Trinidad and Tobago.	ongoing
	Design and disseminate information on domestic violence issues.	2002-2004
	Publish a divisional newsletter.	ongoing
Contribute to the socio-economic enhancement of low income women.	Develop the Women's Leadership and Enhancement Institute for training and employment of single mothers and other unemployed women.	2002-2004

**MEDIUM-TERM POLICY FRAMEWORK MATRIX
2002-2004**

POLICY AREAS AND OBJECTIVES	PRINCIPAL STRATEGIES AND MEASURES PLANNED IN 2002-2004	TARGET DATES
Promote national and regional leadership among professional women.	Continue the Women's Second Chances Project. Continue the Non-Traditional Training for Women Project. Enhance leadership skills among professional women.	2002-2004 2002-2004 2002-2004