



# Now is the time to catapult Trinidad and Tobago's services export drive

by **Vashti G. Guyadeen, CEO, TTCSI**

In July 2020 the Ministry of Finance reached out to private sector organisations to source recommendations from their membership and executives as they prepared the national budget 2020/2021. The Trinidad and Tobago Coalition of Services Industries (TTCSI) is the representative body for professional and trade associations within the national services sector, currently this umbrella body represents 56 associations with a combined membership of 662,510 businesses and entrepreneurs. Given its expansive mandate, TTCSI grasped this opportunity as it strongly believes that this is the right time for government to focus on export-led growth of the services sector.



Services comprise the largest sector in Trinidad and Tobago contributing approximately 60% to Gross Domestic Product from 2011 to 2018. Therefore, bleak findings from the joint TTCSI and TTMA (Trinidad and Tobago Manufacturers' Association) COVID-19 economic impact assessment study undertaken in May 2020 are a cause for great concern. With 55% of service companies terminating full-time employees during the Stay at Home Order period, and more than 60% indicating that they would require urgent financing if their operations were restricted for three months, it is evident that

COVID-19 has caused severe disruptions in the local economy. Service industries which were hardest hit are: event planners, tour operators, performing artistes, contractors, architects, engineers, massage therapists, barbers, nail technicians and hoteliers.

Given an already challenging economic backdrop over the past three years, further exacerbated by the global COVID-19 pandemic, TTCSI puts forward the following recommendations aimed at strengthening and supporting export-led growth of the local services sector in the 'new normal' business environment.

### Priority 1: Improve the ease of doing business

According to the 2019 World Bank annual ratings, Trinidad and Tobago ranked 105 among 190 economies in the ease of doing business index. In 2018, the country also held the same rank, reflecting little movement over two years. Therefore, TTCSI's primary recommendation is for government to improve the ease of doing business by establishing a more business-friendly regulatory environment. Our top priorities are:

1. Modernisation of customs administration and elimination of the practice of overtime and associated fees.

2. Implementation of electronic systems for core business transactions such as the process to open a business, secure permits and pay fees and taxes

3. Creation of an easily accessible open government portal with a platform/repository for open data as well as an interface aimed at allowing the private sector to use these datasets to create mobile apps.

### Priority 2: Implement the recommendations from the National Services Exporters Survey

Earlier this year TTCSI submitted the final report from the recently concluded National Services Exporters Survey to the Ministries of Finance, and Trade and Industry. As a result key government stakeholders and policy makers are now fully equipped with bespoke information to make data driven decisions aimed at improving the competitiveness of the national services sector.

Two decades ago Caribbean Export Development Agency voiced that, *"trade in services (outside of tourism) has not traditionally received priority attention in CARICOM countries. An emphasis on manufacturing and agriculture has meant that no consistent policy, incentive programme or institutional structure has been put in place for the development of services and its expansion into the export market."* Fast track to 2020 and little has changed, it is for this reason that TTCSI vehemently recommends there must be a unified approach amongst the Ministry of Trade and Industry, exporTT, invesTT, CreativeTT and Business Support Organisations in order to successfully implement the recommendations coming out of this study, conducted by the Arthur Lok Jack Global School of Business.

The study's key recommendations which follow are two-fold, they address current limitations experienced by the services sector and are also poised to take advantage of new export opportunities on the horizon.

### Marketing and promotion

There is an urgent need to develop a market growth strategy for the local services sector. Given the current economic adversities being experienced within the country's services portfolio, it is recommended that Trinidad and Tobago adopt a stronger market penetration strategy in its current source markets and engage in market development.

Market penetration initiatives can include:

<p><b>1. Market intelligence research</b></p>	<p><i>Market intelligence research:</i> Marketplace intelligence and insights for the local services sector can be disseminated through interactive online platforms and mini conferences and seminars, with focus on peer-to-peer sharing of market opportunities, matchmaking/ meet the buyer events, innovation forums, study tours, and trade shows and exhibitions. This could also feed into creation of the ‘local services hub.’</p>
<p><b>2. Branding the ‘local services hub’</b></p>	<p><i>Branding the ‘local services hub’:</i> Although Trinidad and Tobago has a wide range of service industries, a ‘local services hub’ branding strategy does not currently exist. Such a strategy should be designed to increase Trinidad and Tobago’s services market share in existing export markets as well as explore new markets. A significant local brand can justify where the hub is located and act as the ‘go to’ place for activities. The overall objective of this initiative is to position, brand, market and promote Trinidad and Tobago as a services hub globally. Activities which can support its development include the creation of a local services cluster development portal, inward/outward trade missions and proactive media engagement. A network of local service firms should also be established as this will enable businesses to become globalised quickly through shared expertise and opportunities. This network can act as a local advisor on international markets, develop market entry strategies, organise trade workshops and provide in-depth market reports. It can also facilitate the exchange of experiences and knowledge of international markets by encouraging dialogue between service companies, governments and, technology suppliers on the e-commerce side. The high cost of exporting has been a major challenge for both exporters and non-exporters in the local services sector and as a result firms could use this ‘local services hub’ to engage in joint marketing efforts such as branding, market research, and bundling of services which would help reduce export costs.</p>
<p><b>3. Awareness campaigns and promotion</b></p>	<p><i>Awareness campaigns and promotion:</i> Educational awareness campaigns should be developed to highlight the importance of these joint initiatives, projects and programmes aimed at export cost reduction. For instance, based on the National Services Exporters Survey report, a lack of awareness exists among non-exporters on how to apply Free Trade Agreements to their operations. In addition, exporters are unaware of the types of support available through various local and regional agencies or where they can access further information and resources. Hence a simple tool such as a list that identifies agencies involved in the export process along with their roles and responsibilities should be developed and disseminated to all local service businesses. Complementing this should be increased information export sessions where these organisations can share further details about the support services they provide.</p>
<p><b>4. Promotion of e-commerce practices</b></p>	<p><i>Promotion of e-commerce practices:</i> The overall marketing promotion strategy should be expanded to include development of multiple integrated sales channels. Special emphasis should be placed on the use of new digital media such as social media, mobile applications and online advertising. A clear, consistent and compelling message which drives demand to the local services sector should be delivered through all channels.</p>

## **Institutional strengthening**

Institutional strengthening as a priority should aim to foster Public-Private Partnership (PPP) arrangements between industry, industry associations and state agencies. Associations and agencies should work closely with firms to develop initiatives that encourage greater collaboration such as joint branding, promotion and cost reduction. The national services exporters' registry could also be leveraged to support one-to-one matchmaking and networking among service exporters, potential investors and support agencies.

## **Capacity Training**

*Training for non-exporters:* Programmes which train non-exporters on the basic exporting process, "Where to start", should be developed and implemented with urgency.

*Business incubator programmes (emerging exporters):* A market readiness incubator programme should be designed to target emerging local service exporters with strong value propositions but little or no export experience. This programme should train emerging exporters on the business and marketplace skills and knowledge needed to export. This training could further be supported by the creation of business plans, and updating of value propositions and cluster and business diagnostics to assess market potential.

*Market readiness accelerator programmes (established mature exporters):* A market readiness accelerator programme targeting firms with significant export experience should also be developed. These activities could cover: market incursions, tailored business coaching/mentoring as well as enterprise and product upgrading assistance.

## **Policies**

There are also calls for the improvement of government policies to accommodate the ease of doing business for both non-exporters and exporters. Incentive schemes should be developed to encourage international trade in new markets and promote participation in trade events for new and existing local service firms. The government should also explore avenues to reduce regulatory barriers particularly as it pertains to obtaining visas and work permits. Businesses also need improved access to finance, investment ideas which public and private financial institutions can consider include access to seed capital, product development funds and venture capital for entrepreneurs, as well as working capital for more mature expanding firms. Institutions should also ensure that the process for accessing these funds is free of bureaucracy and red tape. State entities can also reinforce exporter efforts by facilitating easier payment methods such as digital payments.

The TTCSI's National Budget 2020/2021 recommendations are intended to support government's efforts to develop a diversified sustainable economy. We have therefore identified for consideration national high-priority projects and policies which will support export-led growth of service industries and further cement our position as the largest contributing sector of the Trinidad and Tobago economy.



## 2020/2021 National Budget Recommendations

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<b>Theme I: Putting People First: Nurturing Our Greatest Asset</b>				
<b>V2030 Goals</b>	<b>National Outcomes</b>	<b>Proposed Initiatives &amp; Description</b>	<b>Implementation Strategy</b>	<b>Affected Legislation</b>
Citizens will be empowered to lead healthy lifestyles	Healthy Lifestyles Adopted	See Joint Sustainable Cities Programme with civil society and business in partnership with local authorities under THEME V (line item 2).		
Improved, modern sustainable healthcare provisions in optometry	<ol style="list-style-type: none"> <li>1. Improved access to quality primary eye and vision care services for citizens of Trinidad and Tobago</li> <li>2. Enhanced protection for the public by ensuring eye care is delivered by Registered Optometrists/ Opticians in a professional, safe and competent manner</li> <li>3. Increased public confidence in the Optometry/Opticianry profession by clarifying the scope of practice of Optometrists and Opticians</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish eye departments in the public health system, thus creating positions for optometrists and simultaneously strengthening the services offered in the current eye clinics which are solely operated by Ophthalmologists.</li> </ol>	<ol style="list-style-type: none"> <li>1. Place optometrists in all 9 public hospitals.</li> <li>2. Integrate optometrists into the 105 regional health centres.</li> <li>3. Place optometrists in the rural health centres to ensure services are distributed equally.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish the policy framework for revision of the Opticians (Registration) Act.</li> <li>2. Currently there is no specific legislation that covers the placement of optometrists in public health however the scope of practice of optometrists can be found within the Optician's (Registration) Act 36 of 1960, Chapter 29:51.</li> </ol> <p>Previous amendments have been submitted to adjust this policy to increase the number of optometrists practicing in the public healthcare facilities.</p>
Citizens will have access to adequate and affordable housing	Enhanced effectiveness of the Housing System	<ol style="list-style-type: none"> <li>1. Develop light industrial estates to support the manufacturing sector and other small businesses.</li> <li>2. Contractors are concerned about the increased occurrence of "entire" buildings being imported as this displaces construction as well as local manufacturers of construction materials jobs.</li> <li>3. Create economic stimulation through state land allocation to encourage middle income earners and university graduates to purchase lots of land at affordable rates thus stimulating development and allowing this demographic to build ties to local communities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the rate of duty charged on the importation of "buildings in a box," and/or finished construction materials.</li> <li>2. Subsidise land cost by income classification e.g. 15% subsidised for low income earners.</li> </ol>	
A modern, relevant and accessible Education and Training System	A modern, relevant, quality and accessible Education and Training System	<ol style="list-style-type: none"> <li>1. There should be coherence among institutions charged with the responsibility of granting accreditation such as The National Training Agency (NTA), The Accreditation Council of Trinidad &amp; Tobago (ACTT) and the Ministry of Education. Currently educational institutions are repeatedly undergoing this process across various entities.</li> <li>2. Develop clear criteria for export of Educational Services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a steering committee to oversee and document institutions accreditation status.</li> </ol>	

## Theme II: Delivering Good Governance and Service Excellence

V2030 Goals	National Outcomes	Proposed Initiatives & Description	Implementation Strategy	Affected Legislation
Our Governance will be based on principles of participation and inclusion	Representative Participation by all Citizens and Interest Groups in Governance	<ol style="list-style-type: none"> <li>1. Initiate discussions between government and the general public which will encourage the sharing of additional information on projects, thus educating citizens regarding key decisions and project outcomes.</li> <li>2. Develop a formal system to register ongoing advocacy and lobbying activities of private sector/civil society organisations.</li> <li>3. Develop a system to provide updates on the progress of policy and legislative changes which will take into account contributions from private sector/civil society.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a platform for citizens to voice their opinions and concerns regarding key decisions and its impact on the standard of living and quality of life of the population.</li> </ol>	
The Public Service will have modern, effective and efficient management systems	Modern, effective and efficient management systems	<ol style="list-style-type: none"> <li>1. Reduce recurrent expenditure by eliminating wastage and excessive spending across state entities/civil service.</li> <li>2. Enhance the system for the collection of corporate taxes.</li> <li>3. Implement measures to improve the efficiency of state enterprises such as Town &amp; Country Planning Division, Board of Inland Revenue, and Licensing Authority (Transport Division).</li> <li>4. Remove bureaucratic delays for the establishment of new companies.</li> <li>5. Privatised and divest, where feasible, non-strategic state companies.</li> <li>6. Invest in infrastructural projects.</li> <li>7. Release funds for improving essential services – roads, schools, fire stations, hospitals and so on.</li> <li>8. Government should pay for supplies and services procured from the private sector in a timely manner.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement international agreements and standards to which Trinidad and Tobago is a signatory (Article 31 of Economic Partnership Agreement including World Trade Organisation standards and Kyoto Convention).</li> </ol>	CARIFORUM – European Union Economic Partnership Agreement, signed in 2008, assented to since 2013 (Act 9 of 2013 awaiting proclamation) including Chapter 4, Article 31 on Customs Legislation and Procedures, Customs Fees Regulations 1957, Legal Notice No. 97 of 2016, Travelling Allowance Regulations Chap. 23:50 and Ministry of Finance Circular 3 of 2015, and Customs Regulations 123 - Charges for Part Time Officer in Private Warehouses.
Public Service delivery will be customer-focused	A Customer-Centric Public Service	<ol style="list-style-type: none"> <li>1. Implement a Performance Management System particularly in the Work Permits and Residency units of the Ministry of National Security.</li> <li>2. Invest in intensive Customer Service training for the public sector.</li> </ol>		
T&T will have modern, legal, regulatory and law enforcement systems	Improved Administration of Justice	<ol style="list-style-type: none"> <li>1. Enhance legislation to mitigate fraud, money laundering, proceeds of crime and tax evasion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Update existing fraud and money laundering laws in order to meet international standards and to expand the powers of the current tax authority.</li> </ol>	

### Theme III: Improving Productivity through Quality Infrastructure and Transport

V2030 Goals	National Outcomes	Proposed Initiatives & Description	Implementation Strategy	Affected Legislation
An inter-connected well maintained transport infrastructure	A Modernised Transport Infrastructure	1. Properly maintain roads, and provide relatively quick and reliable service regarding reports of infrastructural damage.	1. Conduct regular (monthly or weekly) road assessments in all communities.	
A sustainable functional real estate sector	A vibrant real estate sector contributing to development of the tourism sector and FDI	<p>1. Suspend all Stamp Duty fees on real estate transactions for a period of at least six (6) months. This concession together with existing low interest rates will re-energise the real estate sector and affiliated sectors. Through this bold initiative, there would be a surge in activity due to the urgency of benefiting from the Stamp Duty Holiday and as such start a stimulus almost immediately.</p> <p>2. Implement a temporary waiver in Tobago for the next year or two, of the Order of 2007 in the Foreign Investment Act of 1990 which imposed a licensing regime on Tobago only. This waiver of land licence will stimulate land and villa purchases and create a boost to the tourism industry. These concessions will support property values and prices but also, it can be inferred that Foreign Direct Investment (FDI) may compensate for the loss of income from Stamp Duty fees and result in a constant foreign exchange inflow from tourism and capital expenditure on Tobago properties.</p>		
A modern and well maintained ICT system	Enhanced modern ICT System	<p>1. Stimulate the local technology sector through the use of grants and other incentives.</p> <p>2. Government should create a programme through the Trinidad and Tobago Bureau of Standards (TTBS) to assist the private sector in adopting the TTBS (voluntary) 27001 standard. (Application of information technology and security and management systems requirements standard.)</p> <p>3. Government should take a more proactive approach to legislation surrounding the use of ICTs in organisations and society, particularly as it relates to the growing threat of cybercrime and data protection. The pervasiveness of ICTs in every aspect of society warrants that these issues deserve greater attention and action.</p> <p>4. Government should consider greater investment in ICTs which capture and report national macroeconomic data. Recognising that the organisations responsible for data collection and analysis (the Central Statistical Office and the Central Bank of Trinidad and Tobago) may not be ICT bodies themselves, planning for these organisations must therefore incorporate greater roles for ICT and more robust inclusion of ICT in their strategic plans.</p>	<p>1. Develop incentives and grants for Tier 1 and Tier 2 publicly available data centres. This will help develop the local ICT industry and provide more capacity for organisations seeking compliance with the Data Protection Act 2011 once fully proclaimed.</p> <p>2. With regard to the growing threat of cybercrime and data protection issues, government can expand the capabilities of the Ministry of National Security in order to prevent data breaches.</p> <p>3. Provide cyber security training and include these concepts in course outlines at the tertiary level.</p>	

## Theme IV: Building Globally Competitive Businesses

V2030 Goals	National Outcomes	Proposed Initiatives & Description	Implementation Strategy	Affected Legislation
<b>Macroeconomic Stability will be maintained</b>	A Stable Macroeconomic Environment	<ol style="list-style-type: none"> <li>1. Accelerate savings among vulnerable groups in society by providing a further savings incentive of TT\$20,000 which will be allowed as an annual rebate for credit union savings. This move will ensure the growth and sustainability of the credit union as a sub-sector of the financial sector.</li> <li>2. Government should appoint Trade Facilitation Officers and Commercial Attachés at key Embassies and Consulates worldwide. This has been proposed and agreed but is yet to be implemented. These officers and attachés should have the requisite level of experience in trade, business relations and relevant foreign language skills to effectively perform their duties as a trade liaison.</li> <li>3. Improve access to financial services for SMEs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide incentives for export-oriented businesses to generate new sources of foreign exchange and encourage trade promotion initiatives.</li> <li>2. Implement incentives for entrepreneurial growth including the areas of technology and software development.</li> <li>3. Provide grants for research and development to spur growth in the research industry.</li> <li>4. Review the Fair Share programme to increase access by small businesses.</li> <li>5. Establish incentives for Agri-business for export.</li> </ol>	
<b>A Business Environment that is conducive to Entrepreneurship and Innovation</b>	An Improved Business Environment that fosters Entrepreneurship	<ol style="list-style-type: none"> <li>1. Develop new the Heritage Tourism Project in Tobago.</li> <li>2. Government should take active steps to encourage the banking sector to facilitate the acceptance of online payments by businesses particularly SMEs (enacting e-commerce legislation where required).</li> <li>3. Implement incentives/tax breaks for companies hiring young people, and those offering internships and mentoring programmes. Also consider incentives/tax breaks for companies hiring persons in the non-energy sector as this will enhance national diversification efforts.</li> <li>4. Standardise the current policy regarding foreign students as this supports education tourism (Immigration Officers are unaware of any set policy and reasons for rejection is always inconsistent).</li> </ol>		The Data Protection Act (Act No. 13 of 2011), Electronic Transfer of Funds Crime Act, 2000.
	An Improved Environment that Promotes Innovation	<ol style="list-style-type: none"> <li>1. Establish programmes targeting innovators as this will foster an environment that encourages and rewards innovation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create an annual inventors' exhibition which awards prizes to the most innovative ideas. Such prizes could include scholarships for further studies in the field of innovation or funding for the commercialisation of the idea.</li> </ol>	

## Theme IV: Building Globally Competitive Businesses (cont'd)

V2030 Goals	National Outcomes	Proposed Initiatives & Description	Implementation Strategy	Affected Legislation
A more attractive Destination for Investment and Trade	An Enhanced Environment for Investment and Trade	<ol style="list-style-type: none"> <li>1. Fully implement recommendations from the OECD Global Forum on Transparency and Information Exchange for Tax Purposes.</li> <li>2. Fully implement all commitments under the CARIFORUM-European Union Economic Partnership Agreement (EPA).</li> <li>3. Introduce government policy to ensure and encourage private sector participation in international music expos and business forums. Such participation should not be limited to performances by a few artistes. There must also be involvement from music business managers, agencies, publicists, producers and administrators.</li> <li>4. Establish the National Museum for Calypso Music History and create an associated section in the National Museum for the Carnival Arts and Industry. Introduce a Carnival theme park in order to stimulate active tourism and generate year-round employment for artistes and artisans in the creative sector.</li> <li>5. Develop a National Cultural Policy.</li> <li>6. Create a Brand T&amp;T Pop-Up Shop that moves with Caribbean Festivals across the Anglo-Francophone and Spanish-speaking Caribbean. It should be reciprocal with other Caribbean fashion markets. This is a design-based initiative involving industrial designers, graphic artists, website and ICT professionals.</li> <li>7. Create an Animation Services Export Web Portal for Trinidad and Tobago's animation services.</li> <li>8. Under the Trinidad and Tobago Film Company/FilmTT, a Public Sector Investment Programme (PSIP) line item for an animation training project entitled "PROJECT FISH TANK" should be established. Management of the project, documentation and consultation will be provided by the Trinidad and Tobago Animation Network (TTAN). PROJECT FISH TANK is a training incubator concept for animation professionals moving them through internship, to on-the-job training with live working projects.</li> <li>9. Fund a feature-length animation project facilitated through "PROJECT FISH TANK." This would create industry training opportunities and produce an exportable product which would be Intellectual Property 100% owned, marketed and distributed by Trinidad and Tobago.</li> <li>10. The promised waiver on importation of film, animation and video and mobile game development equipment (computer drives, motion capture equipment etc.).</li> <li>11. Evaluate the Diploma in Animation degree from the University of Trinidad and Tobago (UTT) and the recently confirmed Animation and Gaming Development curriculum for secondary schools in conjunction with representatives of TTAN to assess whether the degree programme criteria and the curriculum is in line with the current and future training and skills needed in the local animation industry.</li> <li>12. Provide a direct financial subvention to TTAN similar to The National Drama Association of Trinidad and Tobago.</li> <li>13. Negotiate Co-Production Agreements with other countries' film industries to facilitate the creation of film and television products for successful international distribution and provide access to international certification, distribution, regular training, incentives, spaces, international/multiple sources of funding, international screening platforms etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Creative Industries: government can use tax breaks and subsidies to help lower costs for creators in the entertainment industry.</li> <li>2. Implement a system of incentives linked to tax relief for companies that broadcast more than fifty percent (50%) local content in their broadcast schedule.</li> </ol>	

### Theme IV: Building Globally Competitive Businesses (cont'd)

V2030 Goals	National Outcomes	Proposed Initiatives & Description	Implementation Strategy	Affected Legislation
Firms will produce High Value-Added products and services that can compete in Export Markets	High Value-Added Competitive Products for Export	<ol style="list-style-type: none"> <li>1. Review the onerous Stamp Duty charged on hotels and similar large “residential” properties as a way to stimulate the tourism sector. Stimulation of the sector will have direct cost benefits to manufacturers since they supply the majority of goods and services to the local tourism industry. Retention of the tourism dollar in the T&amp;T economy is as high as 70 cents in every \$1. Immediate improvement is needed with respect to fiscal incentives for Foreign Direct Investment (FDI) in order for Trinidad and Tobago to be regionally competitive.</li> <li>2. Carnival needs to be revamped with a view to harness product predictability and appropriate packaging for global branding and export. Therefore we propose the following key drivers for restructuring of the Carnival product: <ul style="list-style-type: none"> <li>• Focus on market leadership and develop market attractiveness. Communicate brand value to audiences, tourists and key stakeholders. The drivers for this will be: greening of masquerade costumes, consolidation of regional Carnivals, global branding and marketing of the festival (making T&amp;T the global domain).</li> <li>• Restructure the two-day Parade of the Bands and establish the Carnival Entertainment Complex.</li> <li>• Develop a new governance structure for the business of Carnival through creation of a new body, carnivalTT, with a three-year mandate of oversight and implementation. This body should be chaired by a renowned cultural economist and include senior representatives from government agencies, business support organisations and industries such as TTCSI, InvesTT, Ministry of Tourism, Culture and the Arts, Ministry of Works and Transport, Ministry of National Security, Trinidad and Tobago Chamber of Industry and Commerce and the Office of the Mayor of Port-of-Spain.</li> <li>• Develop a new finance mechanism for Carnival to reduce dependency on the Treasury and to avoid duplication of funding allocations.</li> </ul> </li> <li>3. The Yachting Industry requires additional land in the Chaguaramas area (limited to 2.2 square miles at present) to facilitate expansion and sustainable growth.</li> <li>4. Permit the free movement of yachts between bays in Trinidad and Tobago. The Immigration Department to facilitate foreign yachts as in other Caribbean islands.</li> <li>5. Introduce the Single Harmonised Form, 1977 for simplified entry and departure of yachts to/from Trinidad and Tobago.</li> </ol>		

Theme V: Placing the Environment at the Centre of Social and Economic Development				
V2030 Goals	National Outcomes	Proposed Initiatives & Description	Implementation Strategy	Affected Legislation
Environmental Governance and Management Systems will be strengthened	Improved Environmental Institutional Arrangements	<ol style="list-style-type: none"> <li>1. Develop a set of standards (code of practice) specifically for Urban Pest Management. The continued sale of pesticide concentrates to the general public (untrained applicators) is a cause for concern. Concentrates should only be sold to certified applicators and ready-to-use formulations (aerosols, mosquito coils, tick and flea shampoo etc.) to the layman.</li> <li>2. Government should allocate a budget for facility management as it relates to: Staffing of Facility Management departments, Training of Facility Managers and Operations and Maintenance of public assets, throughout the various ministries.</li> <li>3. Co-regulate the Pest Management Industry of Trinidad and Tobago.</li> </ol>	<ol style="list-style-type: none"> <li>1. The government should implement new policies to combat the issue of Urban Pest Management and to properly regulate certain pesticides.</li> </ol>	
Carbon footprint will be reduced	Reduced Fossil Fuel Use	<ol style="list-style-type: none"> <li>1. Develop Joint Sustainable Cities programmes and projects.</li> <li>2. Introduce incentives for the execution of energy audits and the purchase and installation of energy saving systems as well as specific incentives for renewable energy applications e.g. continuation of the solar water heater incentives. Ensure that adequate mechanisms are in place to ensure that these incentives are easily accessible. Further incentives should also be considered for the construction of buildings designed to save significant amounts of energy. These incentives should be calculated based on the energy savings of the building in the long term. Funds should be allocated for the development of a policy and guidelines for incorporating green building techniques into new and existing buildings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Capacity building: <ul style="list-style-type: none"> <li>• Form a Local Government/ Civil Society Group</li> <li>• Develop a virtual repository for all relevant legislation, regulations, policy and past programmes related to making cities more sustainable</li> <li>• Conduct urban audits and crime prevention using environmental design (CPTED) tool</li> <li>• Invest in communications for impact strategy and visibility</li> <li>• Monitor performance data</li> </ul> </li> <li>2. Governance <ul style="list-style-type: none"> <li>• Have a joint vision with Local Government and Civil Society for Sustainable Cities</li> <li>• Roll out community engagement initiatives: artistic renditions, urban art and school art competitions</li> <li>• Designs and master plans should be (selective) joint efforts between Government and Civil Society</li> <li>• Develop proposals for supporting legislative reforms</li> </ul> </li> <li>3. Demonstration <ul style="list-style-type: none"> <li>• Sustainable transport demonstration (e.g. Green/Tourist bus)</li> <li>• Cultural and Heritage Conservation plans</li> <li>• Renewable Energy Demonstration</li> <li>• Urban garden demonstration</li> <li>• Waste separation and management training pilot</li> <li>• Landscape and water management plans/Greening or Urban Forest demonstrations</li> </ul> </li> </ol>	Environmental Management Act; Local Government, National Trust Act.

<b>Theme V: Placing the Environment at the Centre of Social and Economic Development</b>				
<b>V2030 Goals</b>	<b>National Outcomes</b>	<b>Proposed Initiatives &amp; Description</b>	<b>Implementation Strategy</b>	<b>Affected Legislation</b>
Sustainable Cities and Communities	Alternative Energy Sector Fostered	1. Implement power inverters and solar panel projects in Trinidad and Tobago		
Natural Resource Management will be improved	Effective Natural Resource Management	<ol style="list-style-type: none"> <li>1. The Planning and Facilitation of Development Act, 2014, should be immediately implemented.</li> <li>2. The development of a National Building Code should be immediately continued.</li> <li>3. Develop a national coordinated database which includes information on natural and manmade water courses, aquifers, and wetlands among others to assist in the development of sustainable drainage solutions for construction and infrastructure projects.</li> </ol>		Planning and Facilitation of Development Act 2014, National Building Code.