Project Screening Proposal

Purpose of this Document

The Project Screening Proposal (PSP) is a document aimed at providing the Ministry of Planning, Economic Affairs and Development (MPEAD) with a guide for reviewing and screening all projects being proposed for funding. The objective is to update and simplify the framework for planning, financing and implementing capital projects and in particular the procedures for screening project proposals.

The principles highlighted in the PSP will capture and translate project ideas into a structured format that is consistent with national and sectoral objectives. This would allow for more effective appraisal and evaluation of projects and promote better decisions by MPEAD in allocating funding and improving the implementation of investment projects.

Benefits of Streamlining and Formalising PSIP procedures.
Significant national benefits anticipated from the initiative to streamline and formalise PSIP procedures. Among the benefits are:

- improvement in resource allocation
- acceleration of the achievement of sectoral or national development objectives
- greater efficiency in project design and implementation
- facilitation of improved access to external funding
- better control over public expenditure including recurring costs (i.e. legacy projects) emanating from the PSIP

The PSP has been re-structured using a progressive elaboration methodology. It is comprised of the following:

1. Project Feasibility
2. Project Overview
3. Project Assumptions
4. Project Constraints
5. Project Scope
6. Resource Requirements
7. Project Budget Breakdown
8. Detailed Implementation Schedule and Project Milestones
9. Procurement Plan
10. Quality Plan
11. Communication Plan
12. Risk Management Plan
13. Project Readiness

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1. LIST OF ABBREVIATIONS

ABC	Activity Based Costing
CEA	Cost Effective Analysis
CEC	Certificate of Environmental Clearance
CDA	Chaguaramas Development Authority
EMA	Environmental Management Authority
FIDIC	International Federation of Consulting Engineers
GDP	Gross Domestic Product
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MPEAD	Ministry of Planning, Economic Affairs and Development
NCCP	National Climate Change Policy
NPF	National Performance Framework
PPRD	Project Planning and Reconstruction Division
PSIP	Public Sector Investment Programme
PSB	Project Screening Brief
TTCAA	Trinidad and Tobago Civil Aviation Authority
T&TEC	Trinidad and Tobago Electricity Commission
WASA	Water and Sewerage Authority

2. GLOSSARY

Baseline – information usually consisting of facts or figures collected at the initial stages of a project/ programme/ policy that provides a basis for measuring progress in achieving project objectives and outputs.

Capital Project – a project that is undertaken by a public entity to acquire a new asset, upgrade or improve an existing asset or group of assets. (**NOTE:** A capital project always has a direct implications for future operation budgets. Therefore, before embarking on a capital project, entities must properly assess the recurrent cost implications and by extension the financial sustainability of implementing the project)

Evaluation – the systematic and objective assessment of an ongoing or completed project, programme or policy, including its design, implementation and results. The aim of which is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

Logic Model – it details resources, planned activities, and their outputs, outcomes and impacts that over time reflect the intended results.

Monitoring – a continuous function that uses the systematic collection of data on specific indicators to provide management and the main stakeholders of an ongoing development intervention with indicators of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Project Appraisal – the process of assessing, in a structured way, the case for proceeding with a project or proposal, or the project's viability. It often involves comparing various options, using economic appraisal or some other decision analysis techniques.

Outcome – the likely or achieved short-term and medium-term effects of a project/ programme/ policy output.

Output – the products, capital goods and services that result from a project/ programme/ policy. Outputs may also include changes resulting from a project/ programme/ policy which are relevant to the achievement of the outcomes.

Performance Indicator – quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Project Assumptions – a documented fact, statement or interpretation that is not expected to change for the duration of a project. These are the circumstances or conditions important for the success of the project, but is beyond the control of the project. Assumptions are amongst the statements that a project can make to clearly set expectations.

Project Bank – projects successfully screened by the PSB Committee and awaiting funding at a future PSIP

Project Constraints – is any restriction that limits the project's desired outcome. Project constraint is one of the most important factors that would influence the way one manages the

project and in some cases, it would be a determinant factor to decide whether to continue the project or not.

Project Cost – the project cost refers to the total funds needed to complete the project or work that consists of a Direct Cost and Indirect Cost. The Project Costs are any expenditures made or estimated to be made, or monetary obligations incurred or estimated to be incurred to complete the project which are listed in a project baseline.

Project Evaluation – project evaluation is a systematic and objective assessment of an ongoing or completed project with the aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability[1].

Project Sponsor – the party/parties with the overall responsible for the finances/ funding for the project.

Risk – probable elements that could affect the project progress/ duration/ cost. Mitigation Plans are devised in the event that the risk becomes a reality.

Results Matrix – identifies how intended change will be monitored and measured by using indicators, targets and baseline information.

"Shovel-ready" or "ready to go" projects – projects in which all the planning is complete, all approvals are secured and work could start immediately once funding is in place. In such a project, the State has already done the preliminary work for that project such as meeting all the environmental requirements, the necessary public outreach and in many cases, the design work is already completed.

Target – a specified objective that indicates the number, timing and location of that which is to be realised.

[1] Definition according to the Glossary of key terms in evaluation and results-based management that was developed by the Development Assistance Committee (DAC) of the OECD.

Project Screening Proposal

Note: Proposals for new projects would be evaluated year-round by the PSP committee.

Upon successful evaluation, Ministries are required to formally submit these projects by April 30th for inclusion in the Draft Estimates for the upcoming financial year or into the Project Bank.

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1. PROJECT FEASIBILITY *This is an assessment of the practicality of a project/programme that has been proposed. It weighs all the pros against the cons, and then recommends whether or not to go ahead.*	
NEED	State the issue or problem and its effects. **OR** State what the opportunity is and the possible benefits
POSSIBLE SOLUTIONS/ALTERN-ATIVES	Identify possible solutions/alternatives to the problem. Example: Solution 1 Solution 2 Clearly show how **EACH** solution/alternative contributes to the following Five (5) Strategic as outlined in the National Policy Framework of Trinidad and Tobago: (i) Restoring Confidence and Fiscal Stability (ii) Unlocking Productive Investment and Jobs (iii) Commercializing and Optimizing Public Assets (iv) Modernising Infrastructure, Transport and Digital Services; and (v) Protecting the People through Social Investment and Safety Nets
EVALUATE EACH SOLUTION /ALTERNATIVE	***Stakeholder Analysis*** – were public consultations hosted, social surveys conducted to determine the feedback from the stakeholders on the project? Example: Stakeholder Analysis for Solution 1 Stakeholder Analysis for Solution 2
	Social Impact – what are the social consequences that are likely to occur due to the specific programs/projects? Does it impact areas such as health, gender, culture, community or quality of life?

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	Example: Social Impact for Solution 1 Social Impact for Solution 2
	Environmental Impact – identify whether the project poses any potential risks to the environment and whether a Certificate of Environmental Clearance (CEC) will be required. This would determine whether a full-fledged Environmental Impact Assessment is required. Consideration must also be given wherever possible to the provision of action to be taken on reduction of or the avoidance of greenhouse gas emissions (mitigation) as well as addressing and coping with adverse impacts of climate change (adaptation). Example: Environmental Impact for Solution 1 Environmental Impact for Solution 2
	Employment Generation – the approximate number of persons that may be able to gain employment during implementation and the operational phase of the project. Example: Employment Generation for Solution 1 Employment Generation for Solution 2
	Operational Analysis – the level of production/operation to be achieved during the operating phase and the arrangements for ongoing management for ensuring accountability and the requirements for reporting. • Production Programme/Output • Maintenance • Working Capital • Organization and Management • Operating Cost Example: Operational Analysis for Solution 1 Operational Analysis for Solution 2
	Financial Analysis – a detailed examination of: • Source of Financing (E.g. LOAN/ GORTT) • Capital cost estimates • Project Payback Period • Net Present Value (NPV) • Cost Benefit / Cost Effectiveness Example: Financial Analysis for Solution 1

ITEMS	
	Financial Analysis for Solution 2
	Economic Analysis – costs and benefits in a 'with project' and 'without project' scenario and its impact on national development. Example: Economic Analysis for Solution 1 Economic Analysis for Solution 2
SELECT MOST FEASIBLE SOLUTION (Independent Feasibility Study is required for projects valued over $25.0 million)	
2. PROJECT OVERVIEW	
• **Title**	Project Title is a name of the Project. A proper project title describes the whole project in one phrase/sentence.
• **Background and History**	A Project's Background contains: • the Primary focus (what is to be addressed by the project); • a list of prerequisites and key reasons for launch; • a very common description of how to perform the project; and • A plain explanation of the desired outcome. History: any past initiatives that may be related to the project.
• **Project Objectives and Goals**	Goals and objectives are statements that describe what the project will accomplish, or the business value the project will achieve. Goals are high level statements that provide overall context for what the project is trying to achieve, and should align to the **National Policy Framework of Trinidad and Tobago**. Objectives are lower-level statements that describe the specific, tangible products and deliverables that the project will deliver.

<table>
<tr><th colspan="2">ITEMS</th></tr>
<tr><td>

- **Outputs/Targets**

</td><td>

Outputs are the products, capital goods and services that result from a development intervention, whereas targets are specified objectives that indicate the number, timing and location of that which is to be realised.

Results Matrix: Please complete the following Table:

<table>
<tr><th rowspan="2">Project Output</th><th rowspan="2">Performance Indicator</th><th rowspan="2">Baseline</th><th colspan="3">Target</th></tr>
<tr><th>2026</th><th>2027</th><th>2028</th></tr>
<tr><td>The major deliverable of the project</td><td>This is the output performance indicator. It is a specific variable, that when tracked systematically over time, indicates progress (or lack thereof) toward the achievement of the Output</td><td>The first measure of the Output Indicator. Be sure to include the year in which this measure was taken.

Also proxies can be used as an indication of the existing condition.</td><td colspan="3">The measure of the Output Indicator which you would like to achieve by each of the years 2026, 2027 & 2028</td></tr>
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- **Monitoring and Evaluation**

</td><td>

Budgetary Allocation for Data Collection: State the budgetary allocation for data collection and management to monitor and measure the progress of the project (if applicable). E.g. 1% of project budget.

Data Collection Template: Complete the following template below for data collection to adequately monitor and track the progress of your project:

<table>
<tr><th>Performance Indicator</th><th>Data Source</th><th>Data Collection Method</th><th>Frequency of Data Collection</th><th>Who will Collect the Data</th><th>Who will Analyse and Report the Data</th><th>Who will Use the Data</th></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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</td></tr>
<tr><td>EVALUATION</td><td>

- State the overall budgetary allocation for evaluating the project before/during/after project implementation: *E.g. 2% of project budget*
- Outline the stages of the project at which you would like to conduct an evaluation *E.g. ex-ante, mid-term, or final evaluation.*

</td></tr>
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- **Benefit of Project**

</td><td>Indication of the expected results/impacts/beneficiaries. Specifically indicate who the expected beneficiaries are after the project is implemented.</td></tr>
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	E.g. 15,000 persons in Central Trinidad or five (5) communities in Central Trinidad (Cunupia, Edinburg, Montrose, Felicity, and Edinburg).
• **Project Duration**	An estimated time-frame of the project from planning to completion
• **Project Location**	Geographical Location(s) – County, Constituency, Town/City, Street Address

3. PROJECT ASSUMPTIONS

A documented fact, statement or interpretation that is not expected to change for the duration of a project. These are the circumstances or conditions important for the success of the project, but is beyond the control of the project. Assumptions are amongst the statements that a project can make to clearly set expectations.
For example:

- The project is funded as required to complete the different stages of the project accordingly.
- Release of payments from the Ministry of Finance will be timely.

Assumptions should be made **<u>at each level</u>** of the logic model (i.e. from Inputs, Activities, Output, National Output to National Outcome).
Please insert the relevant assumptions for the project as seen in the example below:

	Project Inputs →	**Project Activities →**	**Project Output →**	**NPF National Output →**	**NPF National Outcome**
Example: CRHJ/SMR Curepe Flyover	Prices for construction materials remain stable or decrease. Local access to materials and labour remains favourable.	Weather conditions remain favourable for Stockpiling at sites, and shipping (import) of aggregate. Labour relations with Chinese and Local labour force remain favourable.	CRHJ/SMR Curepe Flyover will reduce traffic congestion; or the completed Flyover will improve the time taken in/out of Port of Spain for users on the East-West Corridor.	Additional km upgrade of critical road network Junction contributes to an expanded Arterial Network	Not Required to be completed by Ministries/ Agencies/ Departments

4. PROJECT CONSTRAINTS

Is any restriction that limits the project's desired outcome. Project constraint is one of the most important factors that would influence the way one manages the project and, in some cases, it would be a determinant factor to decide whether to continue the project or not.

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For example: • Availability of Foreign Exchange (e.g. purchase of medical equipment, payment to foreign suppliers/ providers) • Availability and Accessibility of Local Raw Materials/ Human Resources
5. PROJECT SCOPE
Description of main project activities. The scope of the project that is being executed is expected to be detailed to enable proper monitoring of the project in order to ensure value for money, accountability and transparency. A breakdown of the cost with respect to the scope is required to understand the expenditure on the project in relation to the work executed. For e.g. Project Name: Road Construction Programme which involves construction of five roads in East Trinidad **1.** If the project is actually a programme divided into sub-projects as the example relates, for each sub-project, the following should be provided: • Location (from where to where) • Length of Road • Type of Road (asphalt/ concrete/ oil sand) • If any road stabilization is required: bridges, no. of retaining walls, lengths and heights of walls, types (gabion basket/ reinforced concrete/ mechanically stabilizing earth) **2.** If the project is being phased e.g. construction of a new secondary school, the following is required: • A break-down of the phasing e.g. ➢ Phase 1: Construction of Administration Building, Construction of 3 Classroom Blocks, ➢ Phase 2: Construction of 2 Science and Technology buildings, Construction of Auditorium, ➢ Phase 3: External Works • For each phase details on the scope are required e.g. ➢ Phase 1: Administration Building: two-storey, steel structure, reinforced concrete blockwork, footprint area etc. Classroom Buildings: three-storey steel structures, reinforced concrete blockwork, footprint area etc.
6. RESOURCE REQUIREMENTS

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1. Personnel	Well defined roles of each member or group of the project team, in order to clearly set expectations and understand responsibilities

Name of Stakeholder	Responsibilities	Contact Information
Project Sponsor: e.g. Ministry of Finance/ Inter-American Development Bank/ partly funded by School Board	Releases funds in a timely manner. Monitors the expenditure on the project to ensure accountability maintained. Makes payments on-time to avoid increase in project cost.	Name: Ms. Z Email: z@gmail.com Telephone contact:
Project Owner: Line Ministry e.g. Ministry of Public Utilities	Monitors the performance of the Executing Agency/ State Enterprise in accordance with the Performance Monitoring Manual for State Enterprises. Submits monthly achievement reports to Ministry of Planning and Development. Prepares Budget requests and ensure Cabinet Approval is obtained for project.	Name: Mr. X Email: x@gmail.com Telephone contact:
Project Manager/Agency: State Enterprise/ Executing Agency/ Unit e.g. WASA	Manages the performance of the consultant and the contractor. Reports to the Line Ministry on progress, achievements in addition to any issues, risks, variations as they arise. Makes recommendations to address the risks, seeking the best interest of the project and the country.	Name: Mrs. Y Email: y@gmail.com Telephone contract:
Project Team: Employer Representative/Executing Agency e.g. WASA or State Enterprise	Supervises construction and design to ensure that the Contractor adheres to the Contract.	

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	Consultant - example FIDIC Engineer/Design Consultant etc. (yet to be determined) *Contractor (yet to be determined)*	Executes the project work activities in accordance with the Contract.	
	Subject Matter Expert e.g. Medical Consultant/ Asbestos Eradication Expert (may be part of project team)	Provides expert advice.	
	Stakeholders e.g. General Public/ End Users	Provides input on specifications	

2. Equipment	List the major equipment needed throughout the life of the project. E.g. (Construction equipment, IT equipment)
3. Utilities/Energy Sources	List Utilities/ Energy sources required throughout the life of the project. E.g. (Internet, Electricity Power Plant, Water)
4. Raw Materials	List the raw material required throughout the project. E.g. (Cement, Software, Sand)

7. PROJECT BUDGET BREAKDOWN – (*Activity Based Costing)*

Project Lifecycle	***Estimated Cost***
1. Project Planning Activities	
e.g. Feasibility Study (conducting social surveys, physical surveys, capacity analysis, cost-benefit analysis)	
Procurement of a Design Consultant (preparation of Terms of Reference, Tender Evaluation etc.)	
Procurement of Contractor (preparation of Tender Documents, Tender Evaluation etc.)	
2. Project Execution Activities	
e.g. Design (geotechnical investigations, land surveys, design drawings etc.)	
Obtaining Statutory Final Approvals	
Construction	
Construction Supervision	
Furniture/ Outfitting	

ITEMS	
TOTAL COST	

8. DETAILED IMPLEMENTATION SCHEDULE & PROJECT MILESTONES

High level Activity Plan with schedules (start and completion)

This schedule should show the timelines for achieving the different stages of the project for which the costs are indicated in the Project Budget Breakdown. Therefore, the implementation schedule should include all the project planning activities in addition to the project execution activities.

The implementation schedule used in conjunction with the project budget breakdown will provide the MPEAD with a clear understanding of the activities expected to be completed within the fiscal year, and hence will guide the Ministry in allocating sufficient funds for the project to achieve what was projected.

Ministry Head Number and Name																
Project Name																
Item	***Inputs/Main Activities***	***Amounts Due Current fiscal to be paid in the next fiscal***	***Plan***	***10***	***11***	***12***	***1***	***2***	***3***	***4***	***5***	***6***	***7***	***8***	***9***
1.	Feasibility Study (social surveys: origin destination surveys; traffic counts; cost benefit analysis etc.)		Implementation												
			Cashflow			$									
2.	Procurement of Design Consultant		Implementation												
			Cashflow			$									
3.	Design		Implementation												
			Cashflow												
4.	Procurement of Contractor		Implementation												
			Cashflow												
5.	Procurement of Consultant for Construction Supervision		Implementation												
			Cashflow												
6.	Construction Stage (Construction		Implementation												

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	and Construction Supervision)													

The implementation schedule must be presented as outlined in Appendix XVIII and Appendix XIX (Call Circular) and can be supported in the form of a Gantt Chart using Project Management software so that the progress of the project can be tracked using the program accordingly.

PROJECT MILESTONES

The different stages of the project are considered and the milestones for each stage are listed with the dates on which these milestones are expected to be met.

For e.g.

- Milestones for Feasibility Study: social surveys, cost benefit analysis, feasibility study report etc.
- Milestones for Procurement of Design Consultant: Preparation of Terms of Reference, Letters of Invitation, Close of Tender, Tender Evaluation, Tender Evaluation Report, Board Approval etc.

Identifying project milestones is important to enable the tracking of the progress of the project at the different stages: feasibility, planning and execution.

9. PROCUREMENT PLAN

Project Planning Activity	***Type of Tendering Process & Contract Type***	***Reason/ Justification***
e.g. Procurement of a Design Consultant	• Open Tendering • Fixed Cost Contract	Transparency, competitive bidding to get best technical and financial proposals
Procurement of a Contractor	• Open Tendering • Design Build	Transparency, competitive bidding to get best technical and financial proposals
Procurement of a Contractor	• Limited Tendering	Transparency, competitive bidding to get best technical and financial proposals
Procurement of Consultant for Construction	Single source Tendering	Prequalification process generated prequalified list of consultants; based on past performance evaluation, short listed instead of open tender due to complexity of the works.
Procurement of Contractor for Outfitting	Sole Source Selection	e.g. The furniture/ equipment to be supplied and installed is

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		special type of furniture/ equipment which can only be provided by one supplier

N.B – All the Project Planning Activities shown in the Procurement Plan should concur with those Project Planning Activities in the Detailed Implementation Schedule and the Project Budget Breakdown.

10. QUALITY PLAN

Project Execution Activity	***Quality Control Measures***	***Quality Assurance Measures***
e.g. Design	• Comprehensive User Brief • Terms of Reference include standards and design codes to which design must comply • Tender Submissions for Design must include a Quality Control Plan in the technical proposal	• Review and Approval processes by Client throughout the design stage
Construction	• Technical Specifications stipulating required tests on materials and procedures for executing works (workmanship) • Conditions of Contract stipulate obligations of the Contractor with respect to execution of works in relation to quality	• Inspection and Approval by Engineer in accordance with Conditions of Contract • Proper documentation, proper contract administration
Construction Supervision	• Tender Submissions for Construction Supervision must include a Quality Control Plan in the technical proposal	• Communication such that Client is copied on all correspondence so will be aware of all issues and act if the consultant is not performing • Close monitoring of projects by Client

11. COMMUNICATION PLAN

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There should be a plan/ structure established with respect to communication and reporting protocol of which all parties involved in the project are aware. This will eliminate double working, wastage of time, loss of information, delays etc.

Type of Information	Purpose	Target Group	Frequency	Person Responsible	Mode
Updates on the status of the project	To keep the Client abreast as to the progress, issues, financial status on the project	Client: Line Ministry then to Ministry of Planning and Development	Monthly	Executing Agency	Report (hard copy and electronic copy)

12. RISK MANAGEMENT PLAN

The possible risks associated with the project should be identified so that a plan is devised to mitigate the identified risks. Below shows a risk register which should be used to track the risks of the project by logging them and providing updates on the status of the risks i.e. whether they exist, possible occurrence, addressed and no longer exist.

For example: Heavy construction involving pile foundations within a residential community,

RISK REGISTER MATRIX

#	*Risk Item*	*Likelihood (e.g. on a scale 1 – 10, where a score of 10 is considered high and 1 low)*	*Mitigation Strategy*	*Contingency Plan*
1	Dust	6	Contractor must have water truck on the Site to ensure that the ground is constantly wet during the dry season to minimise the dust level	A relocation plan, to relocate persons exposed to the dust
2	Noise disruption	5	Work activities that involve high powered equipment that would result in high frequency noise should be scheduled for times when most residents are most likely not at home e.g. during the day when people are at work Contractor should have noise shields where available for particular equipment that would help reduce the noise level	

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3	Damage to people's property due to activities such as piling. Claims may include damage that existed before construction for which the Employer is not liable		Conduct condition surveys prior to construction. Condition survey will involve structural assessment of each house and includes capturing photographs of the interior and exterior. Therefore, this will reduce the risk of persons claiming for damage to their property that was not caused by the construction but in fact existed previously	Have a reserve fund, a contingency amount to address compensations for damage to properties resulting from the construction

13. PROJECT READINESS – *(Refer to Call Circular)*

Projects and programmes which include critical elements for their start up and/or continuation of implementation which would be considered for funding in the PSIP. Such elements may include:

Land Readiness

- *Land Acquisition:*

Prior to allocating funds to a construction project, confirmation that the land on which asset is being built has been acquired, should be provided. In the case of State land it must already be transferred to the Ministry/Department. Land acquisition process is usually a duration of several months. It has been seen from past projects that allocations are made to projects and the projects cannot commence since the land is yet to be acquired. Therefore, money that could have been allocated elsewhere to an ongoing project would be "sitting" unutilised.

- *State of Readiness of Site to Allow Mobilisation of Contractor (in cases of construction projects)*:

Prior to tendering of the works to engage a contractor, the Client is to ensure that the site will be in the condition where there are no hindrances to the Contractor to access the site or prevent the works from commencing.

E.g. an electricity pole/gas line may be in a location which prevents the Contractor from accessing the Site or there may be squatters on the Site.

Statutory Approvals: (can be submitted via flash drive)

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• *Statutory Outline Approvals* Prior to any construction project being considered for allocation of funds, the following Statutory Outline Approvals must be obtained and provided: ✓ Outline Planning Approval from Town and Country Planning Division ✓ Outline Approval from Water and Sewerage Authority (WASA) The above outline approvals are necessary to carry out and guide a design and hence must be provided to the party carrying out the design. Therefore, the above outline approvals should be in place before the tendering process for design commences. • *Statutory Design Approvals* It is strongly advised that Statutory Design Approvals must be obtained before any construction works commences. The party that is responsible for the design is usually the same one tasked with obtaining the following Statutory Design Approvals: ✓ Full Planning Approval from Town and Country Planning Division ✓ Final Approval from WASA ✓ Environmental Management Agency (EMA): Certificate of Environmental Clearance (CEC) ✓ Drainage Design Approval from Drainage Division of Ministry of Works and Transport ✓ Structural Design Approval from Regional Corporation ✓ Fire Services Design Approval from Fire Services Division ✓ Trinidad and Tobago Electricity Commission (T&TEC) to approve Electrical Load Details ✓ iGOVTT (for Information Communication Technology (ICT) projects) OR ✓ Any other approvals necessary (E.g. Legislative changes, CDA, TTCAA)