

# Head 61: Ministry of Housing and Urban Development

A summary of the Ministry's Expenditure, Divisions and Projects  
Financial Scrutiny Unit, Parliament of the Republic of Trinidad and  
Tobago

2017-2018

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## About this Guide

This guide provides a summary of expenditure for the Ministry of Housing and Urban Development for the period 2012-2018. It provides the Members of Parliament and stakeholders with an overview of the Ministry's responsibilities. The primary purpose of this guide is to consolidate the information contained within the various Budget Documents pertaining to the Ministry of Housing and Urban Development and provide readers with an analysis of same. This guide is based primarily on the Draft Estimates of Recurrent Expenditure, the Estimates of Development Programme, the Public Sector Investment Programme and the Auditor General's Report on the Public Accounts of the Republic of Trinidad and Tobago for the fiscal year 2016.

# Head 61: Ministry of Housing and Urban Development

## Ministry Overview

The Ministry of Housing and Urban Development (MHUD) is responsible for the formulation and execution of Government's policy in the Housing and Urban Development sector. The Ministry operates as facilitator in the implementation of those policies through its various units and affiliated agencies.<sup>1</sup>

The Ministry's core areas of responsibility include:

- Government Subsidised Housing
- Monitoring and Evaluation of housing trends and markets in the country
- Home Improvement Grants and Subsidies
- Regularisation of Tenure/Housing for Squatters
- Land Settlement
- Urban development

**Minister:** The Honourable Mr. Randall Mitchell, MP

**Permanent Secretary:** Mrs. Simone Thorne-Mora Quinones

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<sup>1</sup> Ministry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/our-mandate/>

The following core Units play an integral role in helping the MHUD in carrying out its mandate.

### **The Programme Monitoring and Coordinating Unit (PMCU)**

The PMCU of the MHUD implements the 'Neighbourhood Upgrade Programme' (NUP), a US\$50M Loan Programme Agreement between the Inter-American Development Bank (IADB) and the Government of the Republic of Trinidad and Tobago (GORTT). The NUP's objective has been to improve the living and housing conditions of low and middle income persons through infrastructural upgrades of squatter settlements, providing home improvement subsidies and facilitating incremental construction or purchase of affordable quality housing.<sup>2</sup>

### **The Housing Policy Facilitation and Implementation Unit (HPFIU)**

The HPFIU administers the Home Improvement Grant Programme (HIG) to eligible persons, ensuring all approved policies and procedures are adhered to. The HIG programme provides a non-refundable fifteen thousand dollars (\$15,000.00) grant to successful applicants for approved repair works.<sup>3</sup>

### **The Economic Research and Planning Unit (ERP)**

The ERP is responsible for the formulation of policies, programmes and projects relevant to the housing and urban development sectors. This unit also ensures that the Ministry of Housing's policies, programmes and projects are executed in accordance with Government's mandate.<sup>4</sup>

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<sup>2</sup> Ministry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/programme-monitoring-coordinating-unit-pmcu/>

<sup>3</sup> Ministry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/housing-policy-facilitation-and-implementation-unit-hpfiu/>

<sup>4</sup> Ministry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/economic-and-research-planning-unit-erp/>

# Entities Falling Under Their Purview

Entities Falling Under Their Purview
Trinidad and Tobago Housing Development Corporation (HDC) <sup>5</sup>
Urban Development Corporation of Trinidad and Tobago (UDeCOTT) <sup>6</sup>
Trinidad and Tobago Mortgage Finance Company Limited (TTMF) <sup>7</sup>
Sugar Industry Labour Welfare Committee (SILWC) <sup>8</sup>
Land Settlement Agency (LSA) <sup>9</sup>
East Port of Spain Development Company Limited (EPOS) <sup>10</sup>
East Side Plaza <sup>11</sup>
New City Mall <sup>12</sup>

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<sup>5</sup> Ministry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/housing-development-corporation-hdc/>

<sup>6</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/urban-development-corporation-of-tt-udecott/>

<sup>7</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/trinidad-and-tobago-mortgage-finance-company-limited-ttmf/>

<sup>8</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/sugar-industry-labour-welfare-committee-silwc/>

<sup>9</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/land-settlement-agency-lsa/>

<sup>10</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/east-port-of-spain-development-company-limited/>

<sup>11</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/east-side-plaza/>

<sup>12</sup> Mistry of Housing and Urban Development website, accessed on September 26, 2017: <http://www.housing.gov.tt/new-city-mall/>

## Key Statements from 2016 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2016, the following statement was made by the Minister of Housing and Urban Development, the Honourable Mr. Randall Mitchell, MP, in relation to the emphasis of the Ministry of Housing and Urban Development for fiscal year 2016/2017<sup>13</sup>:

*“... with specific regard to the housing sector, the Ministry and its agency’s focus on increasing home ownership through the accelerated housing programme and the home construction subsidy. The Ministry also focuses on maintaining the country’s housing stock through the provision of home improvement grants, subsidies and the HDC’s Rehabilitation and Refurbishment Programme.*

*One of the Ministry’s other main responsibilities is to improve the living conditions through infrastructural development, and this is done through the LSA and SILWC.”*

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<sup>13</sup> Standing Finance Committee Hansard of Ministry of Housing and Urban Development 17 Oct16, Accessed September 26, 2017



# Where the Ministry Spends Its Money

## *2017-2018 Estimates of Expenditure*

The budget allocation of **\$1,691,600,504.00** for the Ministry of Housing and Urban Development is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of **\$1,409,013,504.00**;
- The Draft Estimates of Development Programme in the sum of **\$282,587,000.00**
  - Consolidated Fund in the sum of **\$87,587,000.00**; and
  - Infrastructure Development Fund<sup>14</sup> in the sum of **\$195,000,000.00**.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - **\$9,344,000.00**
- 02 Goods and Services -**\$16,529,600.00**
- 03 Minor Equipment Purchases -**\$61,000.00**
- 04 Current Transfers and Subsidies -**\$1,350,957,700.00**
- 06 Current Transfers to State Boards & Similar Bodies -**\$32,121,200.00**

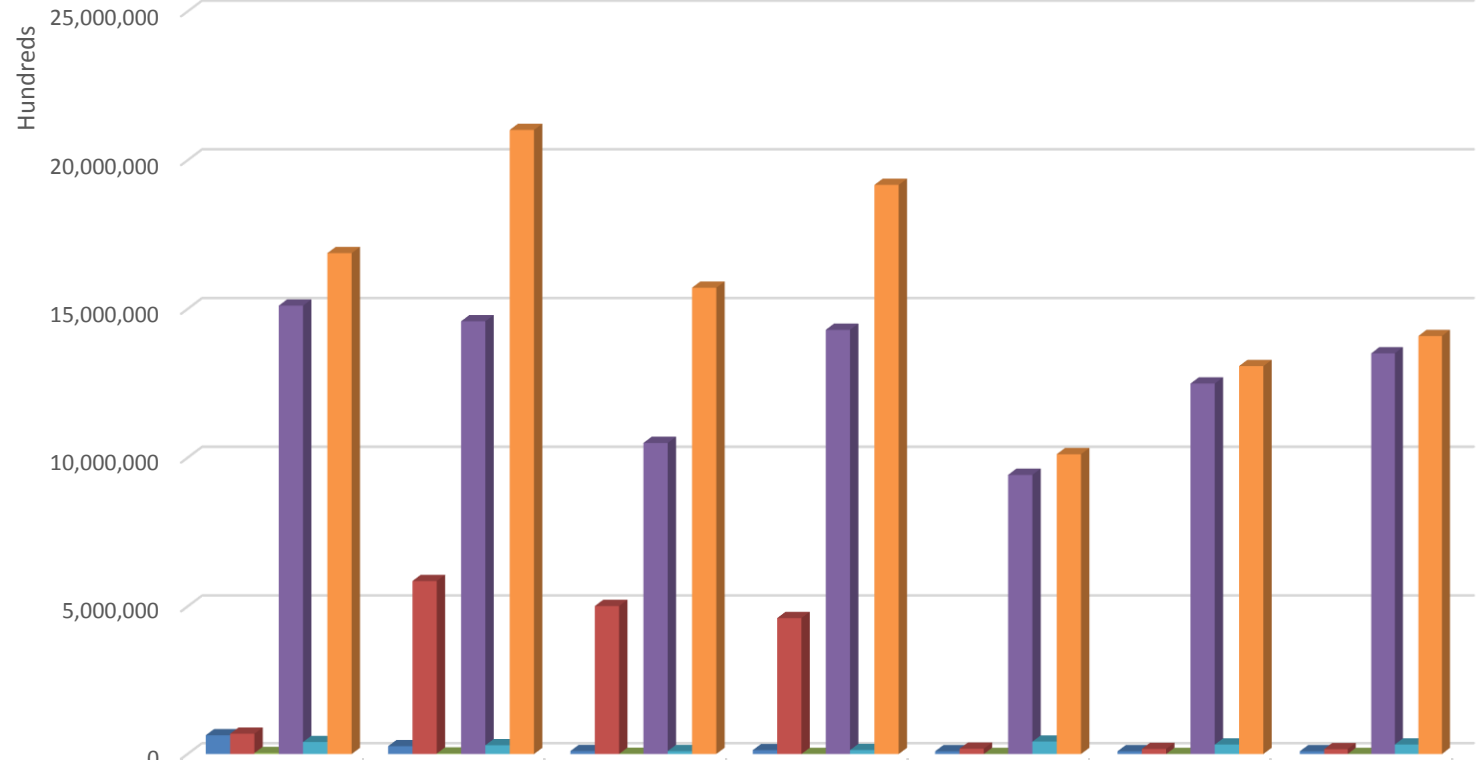
The Ministry of Housing and Urban Development's:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 2.68%;
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 3.58%; and
- Infrastructure Development Fund allocation as a percentage of the total Infrastructure Development Fund is 7.29%.

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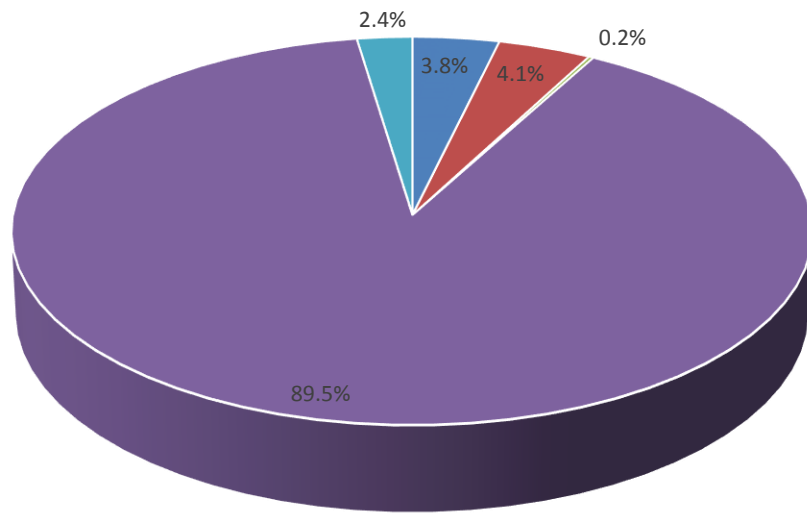
<sup>14</sup> Head 18 -Ministry of Finance, Sub-Head 04 - Current Transfers and Subsidies, Sub-Item 11- Infrastructure Development Fund (IDF) (Infrastructure Development Fund allocation is part of the Ministry of Finance allocation for the financial year. *Therefore, the total recurrent expenditure for the Ministry of Housing and Urban Development does not include the IDF funding.*

# Summary of Recurrent Expenditure for the period 2012-2018



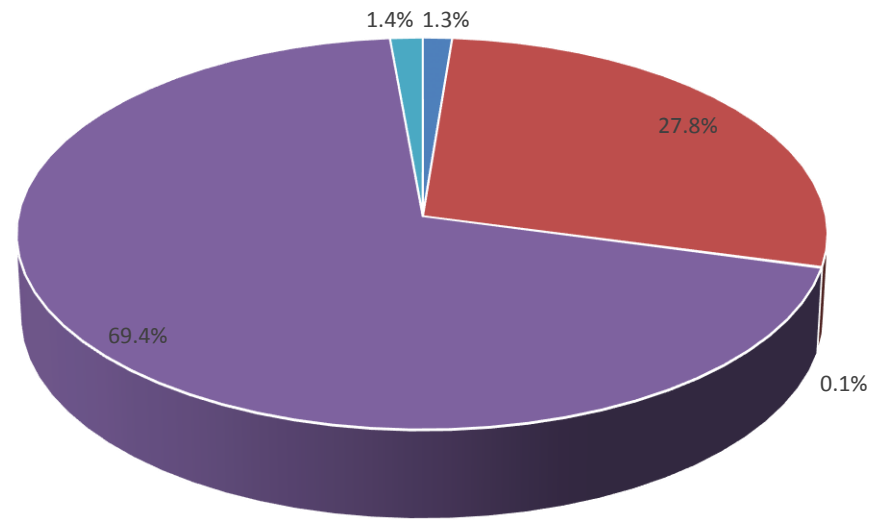
	Actual	Actual	Actual	Actual	Actual	Revised Estimate	Estimate
	2012	2013	2014	2015	2016	2017	2018
01 Personnel Expenditure	63,711,757	26,534,423	10,043,184	13,146,693	9,297,267	9,344,000	9,344,000
02 Goods and Services	68,730,086	585,345,055	501,475,504	460,833,009	17,938,636	17,078,600	16,529,600
03 Minor Equipment Purchases	3,503,418	1,750,097	315,731	46,522	18,422	0	61,000
04 Current Transfer and Subsidies	1,511,171,798	1,458,554,506	1,049,643,941	1,429,857,152	942,237,797	1,249,363,700	1,350,957,704
06 Current Transfers to Stat. Brds. and Similar Bodies	40,609,684	29,660,800	9,926,132	13,398,020	42,231,613	32,121,200	32,121,200
Total	1,687,726,743.00	2,101,844,881	1571404492.00	1,917,281,396	1,011,723,735.00	1,307,907,500.00	1,409,013,504.00

2012 Actual



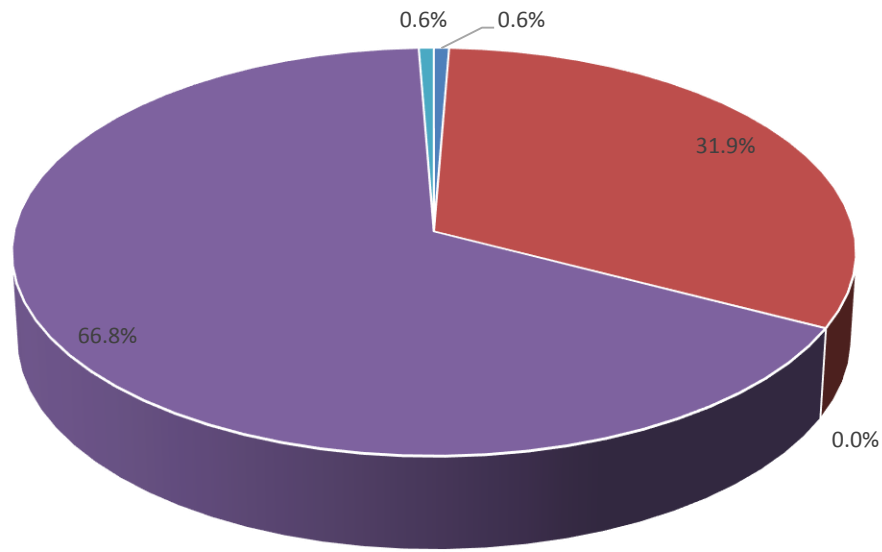
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat.Brds.&Similar Bodies

2013 Actual



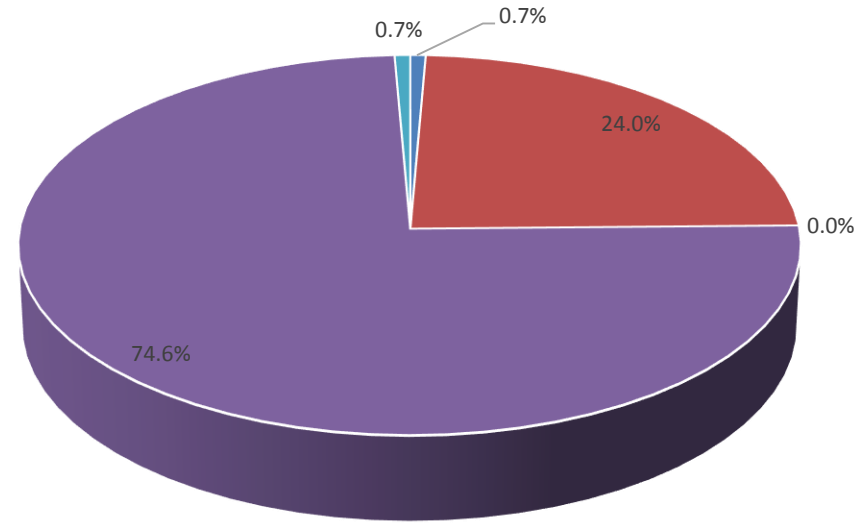
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment
- 04 Current Transfers and Subsidies
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2014 Actual



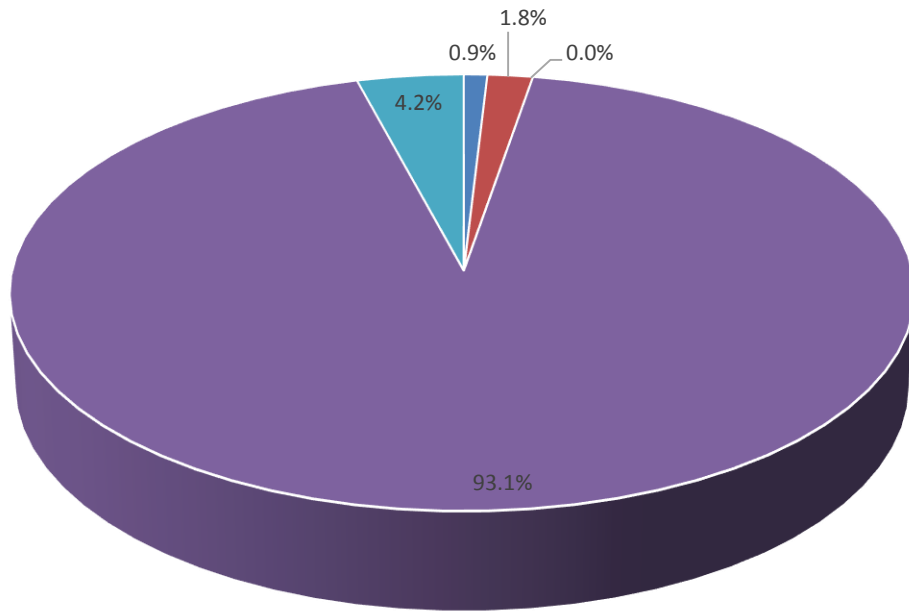
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment
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2015 Actual



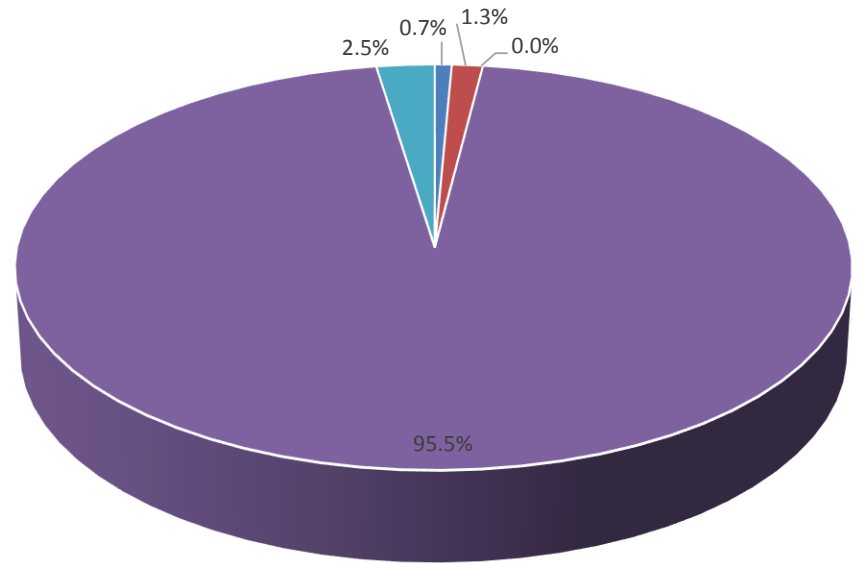
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat.Brds.&Similar Bodies

2016 Actual



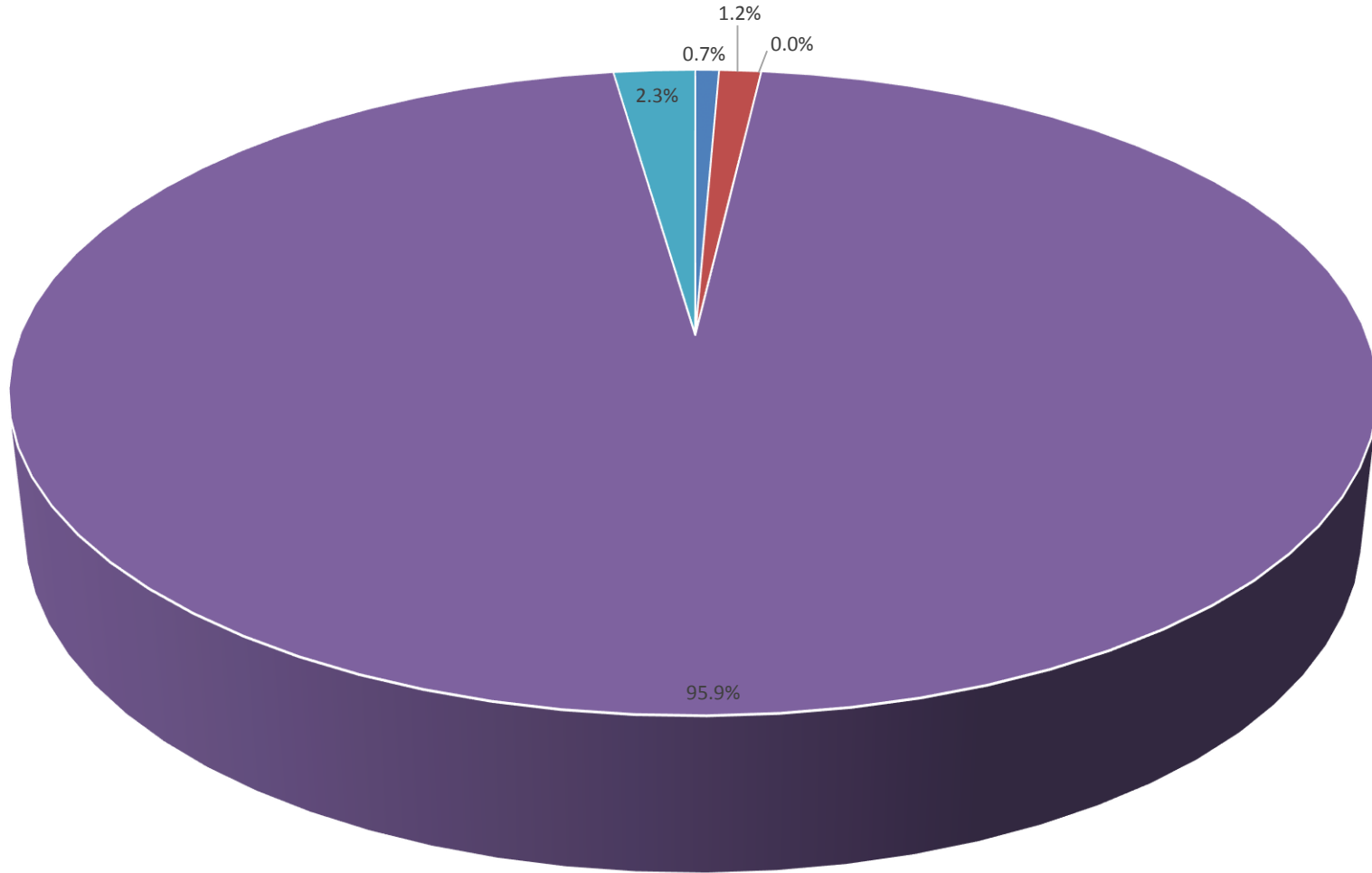
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat.Brds.&Similar Bodies

2017 Revised Estimate



- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat.Brds.&Similar Bodies

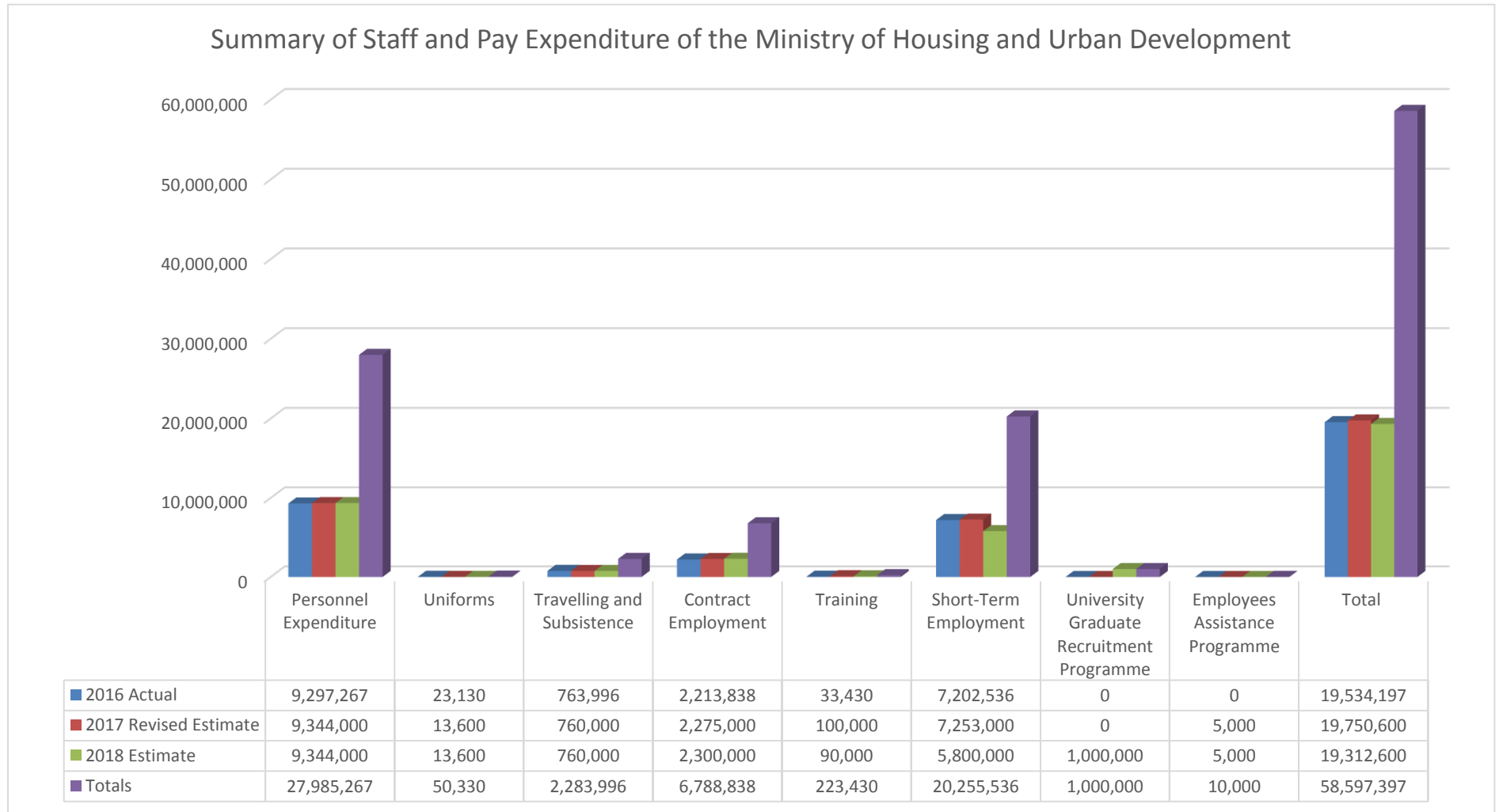
### 2018 Estimate



■ 01 Personnel Expenditure ■ 02 Goods and Services ■ 03 Minor Equipment ■ 04 Current Transfers and Subsidies ■ 06 Current Transfers to Stat.Brds.&Similar Bodies

# Staff and Pay

The allocation of staff expenditure for the fiscal year 2018 was **\$19,312,600.00** which represents a decrease of approximately **2%** from the last fiscal year 2017. The following table provides a breakdown of all expenditure related to staff from 2016-2018.



# Analysis of Summary of Expenditure

Recurrent Expenditure refers to the payments for expenses which are incurred for the day-to-day operations of the Ministry including Personnel Expenditure, Goods and Services, Minor Equipment Purchases, Current Transfers and Subsidies and Current Transfers to Statutory Boards and Similar Bodies.

- Recurrent Expenditure for Fiscal year 2017/2018 was estimated at **\$1,409,013,504.00**. This represents 3% of the total Estimated Recurrent Expenditure for the financial year 2017/2018.
- Recurrent Expenditure for Fiscal Year 2016/2017 was estimated at **\$1,307,907,500.00** (Revised). Comparing this with the allocation in Fiscal Year 2017/2018, there is a decrease of 7.73%.
- The larger portion of the allocation has consistently gone to Current Transfer and Subsidies for the years 2012-2018. This figure has been fluctuating at an average of **84%** of the total allocation.
- In 2018, Personnel Expenditure will account for 0.7% of the Ministry's total recurrent expenditure.
- Minor Equipment Purchases received the lowest portion of the Ministry's allocation for the period 2012 to 2018.
- The actual/estimated expenditure for the five (5) sub heads has fluctuated over the seven (7) year period. On average, the Ministry received approximately \$1.9 million over the same period.



# Summary of Development Programme Expenditure for the period 2012-2018

Development Programme is capital expenditure aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes; human resources, economic and social development.

The Public Sector Investment Programme (PSIP), which represents the capital expenditure component of the National Budget, is the instrument used by Government to effect its vision and policies. It is a budgeting and strategic planning tool made up of projects and programmes, designed to realise the goals set out in the Government's overarching policy.

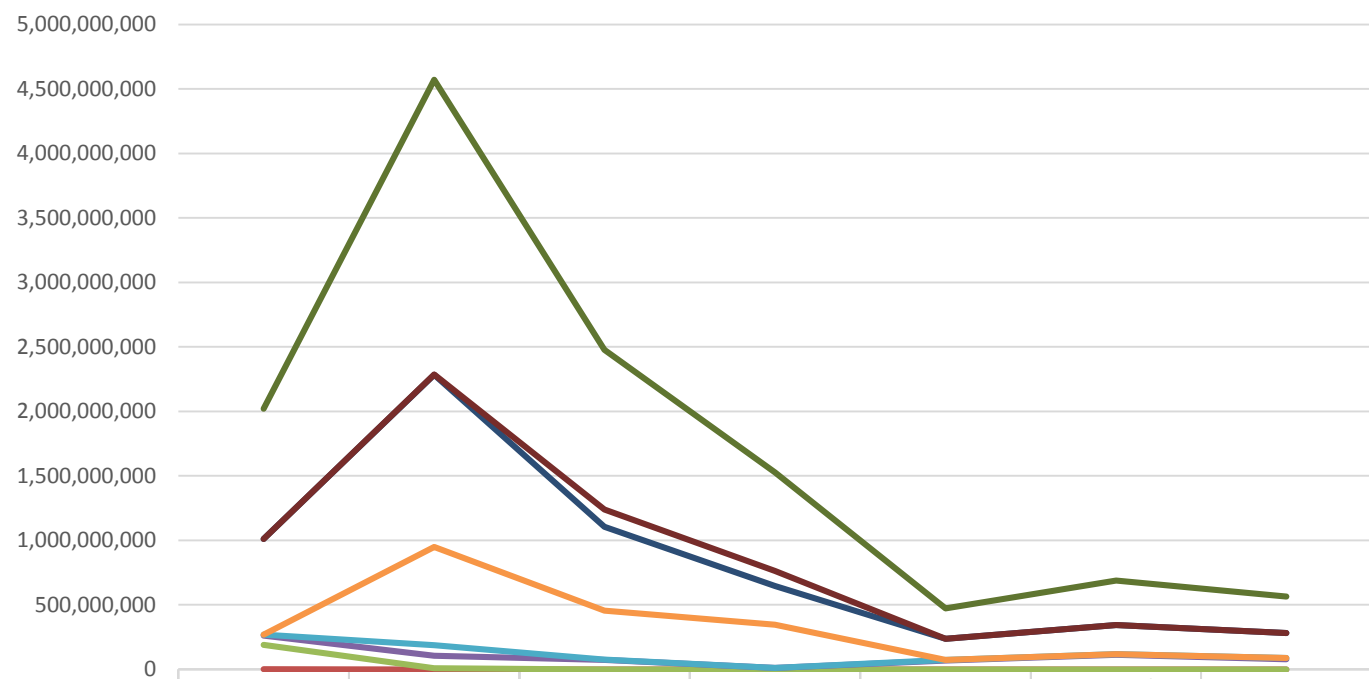
The PSIP budget document provides a detailed description of the programmes and projects and includes a review of the implementation of projects and programmes in the previous financial year and highlights the major projects and programmes to be implemented in the upcoming financial year.

- The Public Sector Investment Programme is intended to achieve:
  - the country's social and economic development goals; and
  - enhance the quality of life of all citizens.

The estimates for the development programme are presented in two parts as follows:

- Funds appropriated by Parliament and disbursed directly from the Consolidated Fund; and
- Funds disbursed from the Infrastructure Development Fund.

## Summary of Development Programme Expenditure for the Period 2012-2018



	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Revised Estimates 2017	Estimates 2018
<span style="color: green;">—</span> Total	1,010,247,540	2,285,288,982	1,238,985,843	763,220,947	236,751,451	343,876,900	282,587,000
<span style="color: darkred;">—</span> 005 Multi-Sectoral and Other Services - Infrastructure Development Fund	0	923,714	133,577,022	118,079,214	0	0	0
<span style="color: darkblue;">—</span> 004 Social Infrastructure - Infrastructure Development Fund	741,999,933	1,334,777,451	649,761,776	299,985,252	163,091,924	226,049,900	195,000,000
<span style="color: orange;">—</span> 003 Economic Infrastructure - Infrastructure Development Fund	0	763,090,983	379,130,162	332,914,000	0	0	0
<span style="color: lightblue;">—</span> 005 Multi-Sectoral and Other Services - Consolidated Fund	6,903,178	80,744,565	2,055,628	992,623	4,710,602	5,590,000	8,300,000
<span style="color: purple;">—</span> 004 Social Infrastructure - Consolidated Fund	70,615,864	96,217,477	74,461,255	11,249,858	68,948,925	112,237,000	79,287,000
<span style="color: lightgreen;">—</span> 003 Economic Infrastructure - Consolidated Fund	190,647,738	9,534,792	0	0	0	0	0
<span style="color: red;">—</span> 001 Pre - Investment - Consolidated Fund	80,827	0	0	0	0	0	0

## The Ministry's total allocation as a percentage of the National Budget for the period 2012 to 2018.

Year <sup>15</sup>	Total Allocation <sup>16</sup>	National Budget <sup>17</sup>	Percentage of National Budget
2012	\$1,955,974,350.00	\$ 55,718,271,573.00	3.51%
2013	\$2,288,341,715.00	\$ 59,174,226,196.00	3.87%
2014	\$1,647,921,375.00	\$ 65,020,886,424.00	2.53%
2015	\$265,283,934.00	\$ 61,966,922,675.00	0.43%
2016	\$1,085,383,262.00	\$56,573,913,053.00	1.92%
2017	\$1,425,734,500.00	\$55,598,436,912.00	2.56%
2018	\$1,496,600,504.00	\$54,955,041,591.00	2.72%

- Total allocation to the Ministry as a percentage of the national budget increased by 0.16% between the period 2016/2017 and 2017/2018.

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<sup>15</sup> For the Fiscal Years 2012-2016, actual figures were used to calculate the total allocation. However, estimates were used to calculate the total allocation for the Fiscal Years 2017 and 2018.

<sup>16</sup> Total Allocation for the Ministry of Housing and Urban Development = Recurrent Expenditure + Consolidated Fund Expenditure

<sup>17</sup> The National Budget = Total Recurrent Expenditure + Development Programme Expenditure Consolidated Fund

# Auditor General Report Findings for the Fiscal year 2016

Ref: Auditor General's Report<sup>18</sup>

## 61 - MINISTRY OF HOUSING AND URBAN DEVELOPMENT

### *Document not Produced*

A Service Agreement between the Ministry and an employee of the New City Mall was not produced. Total amount paid was \$45,900.00. As a result, the terms and conditions could not be determined.

### *Revenue Control*

3.22 Critical records such as the Cash Book, Remittance Register and Revenue Abstract were not produced for audit scrutiny. Further, Credit Advices were not recorded in the Revenue Register. As a result, the completeness of the revenue collected could not be determined.

### *Construction of Couva Children's Hospital*

Cabinet, on 16th February, 2012, approved the construction of a Children's Hospital at Preysal, Couva. On 27th September, 2012, Cabinet further conveyed approval for the project and the relevant budget and financing. The Ministry of Housing and Urban Development was given responsibility for the project and UDeCOTT was appointed as the executing agency.

The total estimated cost of this project was \$1,520,924,891.98 and was funded from three sources:

- Government to Government Concession Loan from the People's Republic of China for \$1,003,000,000.00. This agreement was made on 15th March, 2013 and is to be repaid in 31 instalments beginning on 21st March, 2018 and ending on 15th March, 2033 at an interest rate of 2 % per annum.

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<sup>18</sup> Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year ended September 30, 2016, pgs 40,54,65-66  
[http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202016\\_0.pdf](http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202016_0.pdf)

- Pre-construction costs estimated at \$53,191,981.93 financed locally by ANSA Merchant Bank (funds redeployed from Maracas Redesign and Restoration Project).
- Project development costs estimated at \$464,732,910.05 provided for in the expenditure estimates.

The project scope included:

- A 230-bed Hospital (80 paediatric and 150 adult)
- A 330-student Multi-Training Facility
- A Central Energy Plant
- A Waste Water Treatment Plant
- A Helipad
- External Works – 598 car parks, roads, drainage, landscaping
- Major Medical Equipment, furniture, security and data systems.

A Status Report as at 19th April, 2017 on the following items was requested from both the Ministry of Health and the Ministry of Housing and Urban Development:

- Expected date of completion or date of completion.
- Moneys paid from the Infrastructure Development Fund and the Development Programme.
- Intended use of the facilities.

As at the date of the signing of this report no update was received. Both Ministries have denied responsibility for the project.

#### *UDeCOTT- Interest payment on \$3.4 Bn Long Term Bond*

##### *Document not Produced*

From a sample of three vouchers totalling \$160,083,534.53, one voucher valued at \$2,371,063.53 was not produced. This is in contravention of Financial Instruction 43.

##### *Missing Invoices*

Two invoice orders totalling \$41,890.00 were discovered missing from the invoice order book. These invoices were used without the necessary approvals to attempt to purchase electronic items from two established businesses. This matter was not reported to the Auditor General's Department in accordance with financial directives.

## Noteworthy Development Programme Estimates in 2016-2018

The table below lists the projects that have experienced irregular variances in estimates for funding received under the Ministry of Finance: <sup>19</sup>

Development Programme 2018	PROJECTS	2016 Actual	2017 Estimate	2017 Revised Estimate	2018 Estimate
004-08-B-070	Tarouba Central Housing Development - SILWC	-	2,000,000	1,912,000	500,000
004-08-B-086	Road Rehabilitation Works in Fenceline	-	-	1,270,000	-
004-08-H-002	Squatter Settlements Regularization	23,743,997	22,000,000	50,000,000	-
004-14-A-002	Social and Economic Programme for East Port of Spain	901,995	5,000,000	5,000,000	3,000,000

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<sup>19</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# Status of New Projects for the Financial Year 2016-2017

The following new projects that received funding in the 2016/2017 financial year<sup>20</sup>:

<b>Development Programme 2017</b>	<b>PROJECTS</b>	<b>2017 Estimate</b>	<b>2017 Revised Estimate</b>	<b>2018 Estimate</b>
004-08-B-068	Orangefield Housing Development	1,000,000	800,000	500,000

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<sup>20</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# New Projects for the Financial Year 2017-2018

The following new projects that received funding in the 2017/2018 financial year<sup>21</sup>:

<b>Development Programme 2018</b>	<b>PROJECTS</b>	<b>2018 Estimate</b>
004-08-E-235	Rural Housing and Village Improvement Programme	5,000,000
004-08-E-236	Regularization and Regeneration of Communities - Greater POS Region	5,000,000
004-08-E-237	Regularization of Squatter Communities	10,000,000
004-08-G-293	Home Ownership 101	1,000,000
005-06-F-002	Development and Management of Property	4,000,000
IDF-004-14-A-002	Urban Renewal	5,000,000

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<sup>21</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>



# Major Programmes and Development for the Period 2016 to 2018

The following table shows a list of the significant expenditure items, based on the proportion of the budgetary allocation assigned.<sup>22</sup>

Development Programme 2018	PROJECTS	2016 Actual	2017 Revised Estimate	2018 Estimate
004-08-D-075	Rehabilitation and Maintenance of HDC Rental Apartments and Housing Units	4,986,016	15,000,000	20,000,000
004-08-E-232	Housing Grants	11,331,301	11,200,000	12,000,000
004-08-H-005	Home Improvements and New Housing Subsidies Programmes	19,201,980	15,000,000	15,000,000
IDF-004-08-E-230	Accelerated Housing Programme	159,969,698	216,049,900	180,000,000
IDF-004-14-A-001	Urban Redevelopment	3,122,226	10,000,000	10,000,000

<sup>22</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# Committee Reports Related to the Ministry of Housing and Urban Development

## FIRST REPORT OF THE JOINT SELECT COMMITTEE ON LOCAL AUTHORITIES, STATUTORY AUTHORITIES AND SERVICE COMMISSIONS (INCLUDING THA)

### An Inquiry into the Land Settlement Agency in Relation to Squatter Regularisation.

<i>Report Recommendations</i>	<i>Ministerial Responses</i>	<b>Area requiring funding or follow-up</b>
<p><i>A reliable and safe records management system is an imperative for a body like the LSA that is required to store, monitor and retrieve records for over 30,000 clients or potential clients. As such, the Committee considers that an investment in this area of the agency's operations to be justified and one that should be prioritize.</i></p>	<p><i>The Minister concurs with the proposal for the implementation of a reliable and safe records management system.</i></p> <p><i>As such, it must be highlighted that the LSA is currently engaged in an exercise to scan and digitize all Certificates of Comfort files. The objective of the exercise is to ensure that high quality images and accurate indices are captured, with minimal disruption to the day to day activities of the Agency which would involve utilization of the documents being digitized.</i></p> <p><i>The digitized data will be released from the capture process and stored within a secure project specific storage space on a local server where it will then be uploaded to the Document Management Solution to store and index the digitized data.</i></p> <p><i>This investment would prove a critical advantage to the LSA to collate and have accurate records of applicants, squatters, etc. The completion date for this exercise is June 2017.</i></p>	<p>Status of the digitisation exercise and the Document Management Solution System.</p>

**FIFTH REPORT OF THE PUBLIC ADMINISTRATION AND APPROPRIATIONS COMMITTEE**

**Examination into the Ministry of Housing and Urban Development with specific reference to Accountability and Transparency, Inventory Control, Internal Audit, Sub - Head 02 - Goods and Services, Sub - Head 03 - Minor Equipment Purchases, Sub - Head 09 Development Programme - Consolidated Fund and Infrastructure Development Fund.**

<i>Report Recommendations</i>	<i>Ministerial Responses</i>	<b>Area requiring funding or follow-up</b>
<i>The Ministry should develop a Monitoring and Evaluation Unit must be developed by November 30, 2017. A Report on the steps taken and the status of the development of this Unit should be submitted to the Parliament by November 30,2017</i>	<i>Pending</i>	N/A

## General Useful Information

- Ministry of Housing and Urban Poverty Alleviation, INDIA: <http://yas.nic.in/>
- Ministry of Housing and Land, Republic of Mauritius: <http://housing.govmu.org/English/Pages/default.aspx>
- Department for Communities and Local Government, UK: <https://www.gov.uk/government/organisations/department-for-communities-and-local-government>
- Department of Housing , AUS: <http://www.housing.wa.gov.au/Pages/default.aspx>
- Ministry of Municipal Affairs, CAN: <http://www.mah.gov.on.ca/Page11.aspx>
- Ministry of Housing, CAN: <http://www.mah.gov.on.ca/Page11.aspx>