



**Government of the Republic of Trinidad and Tobago  
UPDATED PUBLIC STATEMENT 2023**

**OF THE NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED  
in Compliance with Sections 7, 8 and 9 of the Freedom of Information Act Chapter 22:02**

In accordance with Sections 7, 8 and 9 of the Freedom of Information Act, Chapter 22:02 (“FOIA”), the National Infrastructure Development Company Limited (“NIDCO”) is required by law to publish the statements contained herein, which list the documents and information generally available to the public.

The FOIA gives members of the public:

1. A legal right for each person to access information held by NIDCO;
2. A legal right for each person to have official information relating to him/herself amended, where it is incomplete, incorrect or misleading;
3. A legal right to obtain reasons for adverse decisions made regarding an applicant's request for information under the FOIA; and
4. A legal right to complain to the Ombudsman and to apply to the High Court for Judicial Review to challenge adverse decisions made under the FOIA.

**STATEMENTS UNDER SECTION 7 OF THE ACT**

**Section 7 (1) a (i)**

**Functions and Structure of NIDCO**

NIDCO is a wholly-owned Special Purpose State Enterprise, incorporated under the Companies Act Chapter 81:01 (1995) on 11<sup>th</sup> January 2005 as a limited liability company. Its principal place of business is ‘The Atrium’, 6B Don Miguel Road Extension, El Socorro Extension, El Socorro 280603, Trinidad.

**Vision Statement**

To become the premier project management organization by successfully delivering infrastructure projects and maritime services, always mindful of our stakeholders' best interest and the impact of our work on the environment.

**Mission Statement**

To fulfill our role as the leading project executing agency, through a philosophy of managing our business with the highest ethical standards, providing optimal quality and value, while acting in a responsible manner with our employees, our stakeholders and environmental policies.

**Scope of Business of NIDCO**

NIDCO has been mandated to provide procurement, project and construction management services to implement the following types of infrastructure projects and services:

- Roads and Bridges Design and Construction
- Traffic and Transportation Management
- Air and Sea Port Development
- Drainage and Flood Control Programmes
- Coastal Protection
- Landslips Remediation
- Building and Social infrastructure Construction/Upgrade
- Management of Coastal and Inter-island Ferry Services.

**Corporate information**

NIDCO is governed by a Board of Directors appointed by the Company’s shareholder, the Corporation Sole. The members of the Board of Directors are as follows:

- Mr. Herbert George (Chairman)
- Mr. Stephen Gardiner (Deputy Chairman)
- Mr. Richard Barry Tom Yew
- Mr. Steve Chadee
- Mr. Charles Mitchell
- Ms. Vernie Shield
- Ms. Dawne Wynter.

Five (5) Board Sub-committees assist in formulating and guiding the policies and strategies of the Company:

- Audit Committee
- Finance & Investment Committee
- Tenders Committee
- Human Resources Committee
- Project Execution Committee.

The Company’s Leadership Team comprises:

- Ms. Esther Farmer - President
- Mr. Dennis Harricharan – Programme Manager
- Ms. Laura Ganpath-Ali - Procurement Manager
- Mr. Ravi Seereeram - Finance & Corp. Planning Manager
- Ms. Vanda Thomas-Lynch – Corporate Secretary/ Compliance Manager
- Ms. Leah Narinesingh – Internal Audit Manager
- Mr. Christopher Pilgrim – Maritime Services Manager
- Ms. Marsha Thomas-Frederick – Human Resource Manager
- Ms. Rachael Phillips – Corporate Services Manager.

**Company Structure**

NIDCO currently employs a workforce of 145 core employees and 108 temporary employees (primarily assigned to the Water Taxis and Inter-Island Ferries). The Company is divided into 11 responsibility centres:

**Executive**

- Office of the President
- Corporate Secretariat

**Core Departments**

- Engineering and Programme Management
- Maritime Services
- Procurement and Contracts Management

**Support Departments/Units**

- Corporate Services
- Finance and Corporate Planning
- Human Resources
- Internal Audit
- Legal Services
- Programme Management Unit.

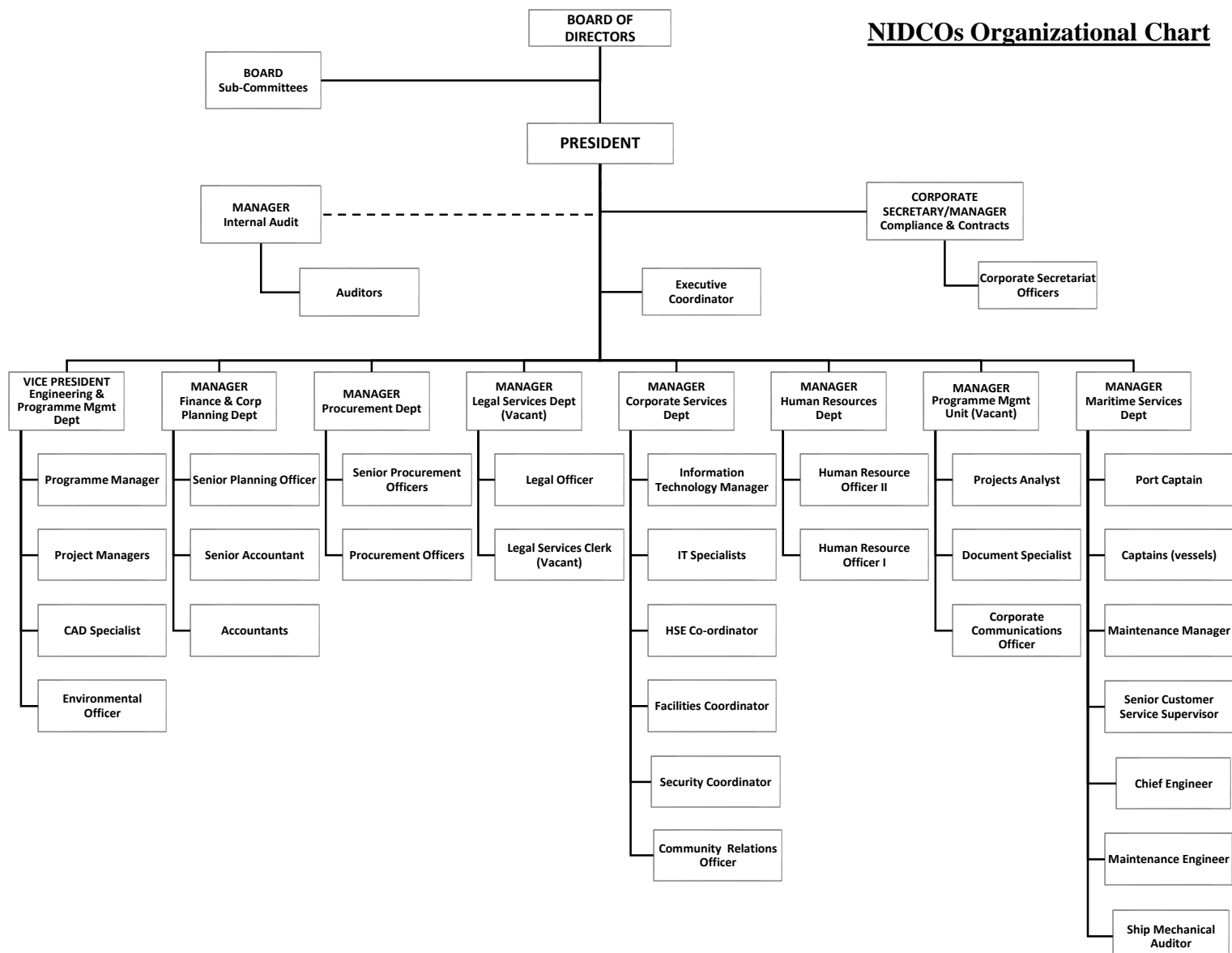
**Functions of NIDCO’s Responsibility Centres**

**Office of the President** has overall responsibility for management, administration and leadership of the Company. The Department ensures implementation of Government’s directives; establishes policies, procedures, standards and systems to guide day-to-day activities towards achieving the NIDCOs mission and strategic goals.

**Corporate Secretariat** is responsible for ensuring that the integrity of NIDCOs corporate governance framework is preserved, including ensuring that the Company remains in full compliance with its statutory requirements.

**Engineering & Programme Management** develops and leads the implementation of the Company’s infrastructure work programme. The Department is equipped with multi--disciplined engineering expertise and provides a full range of project and contract management services.

**NIDCOs Organizational Chart**





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**Maritime Services** is responsible for the overall management of the Water Taxi Services – both passenger and vessel operations, operating between San Fernando and Port-of-Spain. The Department is also responsible for the management of the vessels operating on the inter-island sea bridge.

**Procurement & Contracts Management** is responsible for handling the purchasing of all goods, services and works undertaken by NIDCO, ensuring that the Company remains in full compliance with all public procurement legislation and regulations.

**Corporate Services** comprises NIDCO's Information Technology; Health, Safety and Environment; Facilities Management and Security Management functions.

**Finance & Corporate Planning** is responsible for NIDCO's financial management practices and procedures, ensuring alignment with requisite Government standards and best practices. The Department is also responsible for the development, monitoring and evaluating NIDCO's strategic plans/initiatives; development of internal policies; and reporting on the Company's corporate performance.

**Human Resources** enhances NIDCO's effectiveness and capability by attracting, developing, retaining and rewarding employees. The Department also manages all industrial relations matters.

**Internal Audit** ensures that there is accountability, efficiency and transparency in NIDCO's operations. The Department conducts audit reviews of financial and operational procedures to ensure adequacy of internal controls and compliance with laws, regulations, policies and procedures.

**Legal Services** provides advice to the Board of Directors and Management on legal and regulatory matters. The Department administers all litigation matters and prepares/vets all contracts and agreements entered into by NIDCO.

**Programme Management Unit** is a unit of the Office of the President responsible for preparing project information.

#### **Effect of Functions on Members of the Public**

NIDCO's infrastructure projects and transportation services directly impact the lives of all citizens by, among other things -

- i. providing safe, affordable and reliable Water Taxi Services between San Fernando and Port-of-Spain;
- ii. supporting access and economic activity through the provision of modern transportation infrastructure;
- iii. mitigating the effects flooding and climate change on land and along the nation's coastline.

In the course of business, members of the general public are routinely given the opportunity to contribute to the planning and designing of major infrastructure projects, primarily through public consultations.

#### **Section 7 (1) a (ii)**

##### **Categories of Documents in NIDCO's Possession**

###### **Corporate & Regulatory (Non-Financial) Records**

- Annual Returns
- Articles of Incorporation
- Company By-laws
- Board Reports
- Minute Books.

###### **Corporate – Policy, Strategy and Public Affairs**

- Annual Plans, Annual Plans Reviews
- Annual Budgets
- Conflicts of Interest
- Gifts Register
- Risk Registers
- FOIA requests
- Memoranda of Understanding with other public bodies
- Parliamentary Questions, Reports and Responses
- Corporate Policies and Procedures
- Protected Disclosures

###### **Administrative**

- General correspondence (MOWT and other agencies)
- Minutes of management meetings
- Policies and procedure manuals
- Files relating to staff recruitment, transfer, promotion, resignations
- Files relating to employee welfare and development
- Payroll records
- Organizational charts
- Insurance policies
- HSE inspection reports
- Security/surveillance reports and logs
- Records related to the management of corporate events.

###### **Legal**

- Contracts and Letters of Awards
- Leases and Framework Agreements
- Deeds (land acquisition)
- Performance and Tender Bonds/Securities
- Legal opinions and legal advice received from external solicitors /counsel
- Litigation papers (court documents, instructions to counsel)
- Legal team internal working papers/ research briefing notes.

###### **Financial**

- Financial policy statements
- Accounts payable & accounts receivable records
- Annual audit reports and financial statements
- Annual audit records, including work papers and other documents that relate to the audit
- Fixed Asset registers
- Bank statements and cancelled cheques
- Cash books, ledgers and journals
- Invoices and copies of source documents
- Petty cash records/books/sheets
- Tax Records
- Tickets stubs/receipts (Water Taxi Service).

###### **Project and Procurement Management**

- Feasibility studies
- Approved lists of contractors
- Project reports, plans and charts
- Forms of variation
- Tendering Rules and Procedures
- Invitations to Tender and Requests for Proposal
- Tender opening records
- Pre-Tender meeting minutes
- Tender Evaluation & Tenders Committee Minutes
- Plans, Drawings and other Structural Design and Specifications documents
- Purchase Orders
- Proposals, Responses to ITT, RFQ, RFI
- Consultant and contractors correspondence
- Register of complaints (stakeholders).

###### **Publications**

- Annual and Annual Administrative Reports
- Press Releases, Public Notices, Advertisements
- Newsletters.

###### **Audio Visual**

- Digital images/photographs, maps and charts
- Audio recordings of meetings, public consultations, etc.
- Presentations.

#### **Section 7 (1) a (iii)**

##### **Material Prepared for Publication or Insertion**

The public may inspect and/or obtain copies of the following materials between the hours of 9:00am to 3:00pm on normal working days, at -

Corporate Communications Unit  
National Infrastructure Development Co. Ltd.  
'The Atrium', 6B Don Miguel Road Extension,  
El Socorro, San Juan 280603, Trinidad  
Phone: 674-8042  
Fax No: 624-5512  
E-mail: [communications@nidco.co.tt](mailto:communications@nidco.co.tt)

- Invitations to Bid/Requests for Proposals
- News Releases on NIDCO and its projects
- Annual Financial Statements
- Annual Administrative Reports.

These publications and other general information are also available on NIDCO's website at [www.nidco.co.tt](http://www.nidco.co.tt).

#### **Section 7 (a) (iv)**

##### **Literature Available by Subscription**

NIDCO does not currently publish any documents that are available by way of subscription.

#### **Section 7 (a) (v)**

##### **Procedure to be followed when accessing documents from NIDCO under the FOIA**

###### **How to Request Information:**

###### **General Procedure**

1. NIDCO's policy is to answer all requests for information, both oral and written. However, in order to derive the rights given to the applicant under the Act (for example the right to challenge a decision if the request for information is refused), the applicant must make such requests for information in writing.
2. Requests for access to documents and information under the FOIA should be submitted to NIDCO between the hours of 8:00a.m. and 3:00p.m. Monday to Thursday, with the exception of public holidays.
3. All requests for access to documents that are not readily available in the public domain are to be made on the *Request for Access to Official Documents(s) (Pursuant to Section 13)* Form that is available from the FOIA Unit or can be downloaded at <http://www.foia.gov.tt/node/59>.
4. Queries for amendments to documents containing personal information about the applicant are to be directed to the Designation Officer in the form of a letter.
5. Requests will be acknowledged as official when made on the prescribed FOIA form.

###### **Addressing Requests**

6. To ensure prompt handling of requests, please address requests to the Designated Officer of The National Infrastructure Development Company Limited.

###### **Details in the Request**

7. Applicants must provide sufficient information to enable the Designated Officer to identify the document(s) being requested.
8. If insufficient information is provided, clarification will be sought from the applicant.
9. If the applicant is not sure how to write his/her request or what details to include therein, communication with the Designated Officer is recommended.

###### **Requests not handled under the FOIA**

10. Requests under the FOIA will not be processed if such information is readily available in the public domain, either from NIDCO or from another public authority.

###### **Retrieving Documents**

11. Requests under the FOIA will not be processed if such information is readily available in the public domain, either from NIDCO or from another public authority. NIDCO will furnish copies of documents upon request where it is in possession of such documents and there is no restriction in law to such disclosure.

###### **Furnishing Documents**

12. An applicant is entitled to copies of information NIDCO has in its possession, custody or power. NIDCO is required to furnish only one copy of a document. If NIDCO cannot make a legible copy of a document to be released, NIDCO will not attempt to reconstruct it. Instead, NIDCO will furnish the best copy and note its quality in the reply.

Please note that NIDCO is not required to do the following:

- a) Create new documents, write a new programme so that a computer will print information in the applicant's preferred format;
- b) Perform research for the applicant.



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**Time Limits**

1. In accordance with Section 15 of the FOIA, applicants will be notified within thirty (30) calendar days of the approval or refusal of their request.
2. If a decision is taken to grant access to information requested, applicants will be permitted to inspect the documents and/or be provided with copies.
3. Applicants whose requests are incomplete or unclear will be informed of the same by the Designated Officer who will make arrangements to consult with the applicant, with a view to clarifying the request.
4. The time limit of thirty (30) days will be suspended while consultation with the applicant is being undertaken, and will resume on the day the applicant confirms or alters the request.
5. An applicant whose request for documents is refused will be notified by the Designated Officer in writing of the reasons for refusal. The Designated Officer will inform the applicant of alternative recourses that are open to him/her.
6. Should NIDCO fail to meet the thirty-day deadline, the Act gives the applicant the right to proceed as though his/her request has been denied.
7. If it appears that processing the applicant's request may take longer than the statutory limit, NIDCO will acknowledge the receipt and advise the applicant of its status.
8. Since there is a possibility that requests may be incorrectly addressed or misdirected, the applicant may wish to call or write to confirm that the Designated Officer has received the request and to ascertain its status.

**Section 7 (1) (a) (vi)**

**Officers in NIDCO responsible for implementation of the FOIA**

The Designated Officer in NIDCO with responsibility for:

1. The initial receipt of and action upon notices under Section 10;
2. Requests for access to documents under Section 13; and
3. Applications for corrections of personal information under Section 36 of the FOIA is -

Ms. Avitaal Rampersad  
Legal Officer  
National Infrastructure Development Company Limited  
'The Atrium', 6B Don Miguel Road Extension  
El Socorro Extension, El Socorro 280603  
San Juan, Trinidad.  
Phone: 674-8042  
Fax: 624-5512  
email: [communications@nidco.co.tt](mailto:communications@nidco.co.tt)

**Section 7 (1) (a) (vii)**

**Advisory Board, Council, Committees and other bodies (where meetings/ minutes are open to the public)**

At this time there are no bodies that fall within the meaning of this section of the FOIA.

**Section 7 (1) (a) (viii)**

**Library/ Reading Room Facilities**

Certain information may be readily accessed through our website at [www.nidco.co.tt](http://www.nidco.co.tt). Members of the public may make general enquiries by calling the Designated Officer listed under Section 7 (1) (a) (vi) .

For purposes of the FOIA reference, documents may be viewed between the hours of 9:00 am and 3:00 pm., Monday to Thursday in the area designated as the Reading Room at NIDCO's Head Office located at 'The Atrium', 6B Don Miguel Road Extension, El Socorro Extension, El Socorro 280603, San Juan, Trinidad.

**Policy for the provision of copies of documents**

In compliance with Section 17(1) of the Act, no fee shall be charged for the request to access an official document in NIDCO. However, where access to an official document is to be given in the form of printed copies, the applicant may be required to pay a prescribed fee incurred for duplication of the said material.

**STATEMENTS UNDER SECTION 8 OF THE ACT**

**Section 8(1)(a)(i) - Documents containing interpretations or particulars of written laws or schemes administered by NIDCO, not being particular contained in another written law.**

- NIDCO's By-Laws (in relation to the Companies Act, 1995)

**Section 8(1)(a)(ii) - Manuals, rules of procedure, statements of policy, records of decision, letters of advice to persons outside NIDCO, or similar documents containing rules, policies, guidelines, practices or precedents.**

- Accounting and Financial Management Policies
- Anti-Fraud Policy
- Business Continuity & Disaster Recovery Policy
- Computer, Email and Internet Usage Policy
- Conflict of Interest
- Contractor Code of Conduct
- Document Retention and Disposal Policy
- Enterprise Risk Management Policy
- Finance & Accounting Policy and Procedures Manual
- Health, Safety, Security & Environment Policy Manual
- Human Resources Policies and Procedures Manual
- Mobile Devices Usage & Services Policy
- Vehicle Fleet Management Policy
- Whistleblower Protection Policy
- Procurement and Disposal Policy
- Project Management Manual
- Records and Information Management Policy
- Board of Directors Meeting Minutes and Decisions.

**Section 8 (1) (b) - In enforcing written laws or schemes administered by NIDCO where a member of the public might be directly affected by that enforcement, being documents containing information on the procedures to be employed or the objectives to be pursued in the enforcement of, the written laws or schemes.**

- Procurement Policy and Tendering Rules
- Delegation of Authority.

**STATEMENTS UNDER SECTION 9 OF THE ACT**

**Section 9 (1) (a) - A report or statement containing the advice or recommendations, of a body or entity established within NIDCO**

- At present, there is no such report or statement.

**Section 9 (1) (b) - A report, or a statement containing the advice or recommendations, of a body or entity established outside the public authority by or under a written law, or by a Minister of Government or other public authority for the purpose of submitting a report or reports, providing advice or making recommendations to NIDCO or to the Minister of Works & Transport**

- Second Report of the Joint Select Committee on State Enterprises on "An Inquiry into the Operations of the National Infrastructure Development Company Limited (NIDCO) including its compulsory land acquisition in relation to major projects" (July 2021).
- Report on the Public Accounts (Enterprises) Committee: First Session of the 11<sup>th</sup> Parliament – Examination of the Audited Financial Statements of State enterprises – NIDCO.

**Section 9 (1) (c)- A report or a statement containing the advice or recommendations of an inter-departmental Committee whose membership includes an officer of NIDCO**

- Tenders Evaluation Committee Reports.

**Section 9(1)(d)- A report or a statement, containing the advice or recommendations of a committee established within NIDCO to submit a report, provide advice or make recommendations to the Minister of Works and Transport or to another officer of NIDCO who is not a committee member.**

- At present, there is no such report or statement.

**Section 9(1)(e)- A report (including a report concerning the results of studies, surveys or tests) prepared for NIDCO by a scientific or technical expert, whether employed within NIDCO or not, including a report expressing the opinion of such an expert on scientific or technical matters**

- At present, there is no such report or statement.

**Section 9(1)(f)- A report prepared for the public authority by a consultant who was paid for preparing the report**

- Feasibility Studies
- Preliminary and Detailed Designs
- Environmental and Social Impact Assessments

**Section 9(1)(g)- a report prepared within NIDCO and containing the results of studies, surveys or tests carried out for the purpose of assessing, or making recommendations on, the feasibility of establishing a new or proposed Government policy, programme or project**

- At present, there is no such report or statement.

**Section 9(1)(h)- A report on the performance or efficiency of NIDCO, whether the report is of a general nature or concerns a particular policy, programme or project administered by NIDCO.**

- Programme/Project Status Reports
- Annual Reports and Audited Financial Statements
- Annual Administrative Reports.

**Section 9(1)(i)- A report containing final plans or proposals for the re-organization of NIDCO's functions, the establishment of a new policy, programme or project to be administered by NIDCO, or the alteration of an existing policy, programme or project administered by the public authority, whether or not the plans or proposals are subject to approval by an officer of NIDCO, another public authority, the Minister of Works and Transport or Cabinet.**

- Annual Business Plans and Operating Budgets
- Corporate Strategic Plans
- Approved Organizational Restructuring and Organizational Charts.

**Section 9(1)(j)- A statement prepared within NIDCO and containing policy directions for the drafting of legislation**

- At present, there is no such statement.

**Section 9 (1) (k)**

**A report of a test carried out within NIDCO on a product for the purpose of purchasing equipment**

- At present, there is no such report.

**Section 9(1)(l)- An environmental impact statement prepared within NIDCO**

- At present, there is no such statement.

**Section 9(1)(m)- A valuation report prepared for NIDCO by a valuator, whether or not the valuator is an officer of the Company.**

- Property/Land Acquisition Valuation Reports