



National Infrastructure Development Company Limited

"Partnering to Build Modern Infrastructure"

CORPORATE STRATEGIC PLAN

October 2015 – September 2020



Port-of-Spain, Trinidad and Tobago

DECEMBER 2017

"Creating Value through Quality Performance · Integrity · Resilience"

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Message from the Chairman

As Chairman of the Board of Directors, I commend the efforts of the Management and Staff of NIDCO in

creating the 2015-2020 Corporate Strategic Plan. Preparation of this Plan has undoubtedly required some retrospection, along with an appreciation of NIDCO's Mission. Producers of the Plan have also demonstrated a keen understanding of the major role that NIDCO must play in the continued delivery of Government's infrastructural development programme.

The central philosophy of the Plan has been informed by sustainability of the Enterprise and delivery of value for money. The Board welcomes this policy initiative and encourage stakeholders to commit to the full implementation of the Plan.

It is also heartening to note that the Plan is outcome-driven, and places much emphasis on measurable performance. This augurs well for determining the attainment of specified goals and for applying, where necessary, mid-course corrections leading to such achievements.

During its tenure (10 years) NIDCO has executed most of Government's main infrastructural development projects. Much expertise and skills have been garnered, which give NIDCO a strategic advantage as it continues in its role to implement those Government projects. In recognition of that role, the Management and Staff have clearly articulated a strong commitment to project delivery that would yield completed projects that meet the specifications, are on time and are on budget. These features are critical for our stringent economic times, if only to prevent waste associated with public projects.

The challenge now is to follow this comprehensive roadmap. The Board will provide the necessary oversight, and ensure that governance procedures are defined to address the Company's risk profile and that those procedures are recorded and made known to all stakeholders. The Board will also ensure that the Enterprise is adequately resourced for the task. Emphasis will be placed on providing an environment for personnel that is conducive to skill development and high performance.

In return, we issue a clarion call to Management and Staff to fully embrace and implement the Plan that they have so ably prepared.

Herbert George
Chairman of the Board of Directors

VISION

To create a premier project management organisation with competencies responsive to the delivery of strategic infrastructure projects, always mindful of our stakeholders' best interest and the impact of our work on the environment

MISSION

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.

CORE VALUES

Accountability and Transparency

We hold ourselves accountable for the diverse roles, obligations and actions to the public we serve, and are committed to manage our operations with openness absolute integrity.

Safety and the Environment

We are committed to ensuring the safety of our employees, our clients and the public, and the protection of the environment in which we work.

Teamwork

We are committed to a team work environment where success requires the collective efforts of a diverse coordinated team. Every associate is a valued member and is encouraged to be creative and innovative.

Service Excellence

We strive be the best in quality and in everything we do. We are dedicated to satisfying Clients' needs and honouring commitments that we have made to them.

Professionalism

We will ensure the most efficient and effective delivery of services by our trained and competent human resources. We continuously seek improvements to our methods and systems through adoption of models of "best practices."



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Foreword

Management is pleased to present the National Infrastructure Development Company Limited's (NIDCO) second Corporate Strategic Plan, which covers the fiscal years 2015/16 to 2019/20.

This Corporate Strategic Plan (the Plan) is the result of several months of intense collaboration between the Office of the President and Management and Staff from all departments; as well as input from transportation industry professionals and partnering government ministries. We are confident that the strategies contained herein will be implemented to result in NIDCO fortifying its position as an enduring partner in national development.

In the ten years that NIDCO has been in existence, we have made significant contributions to improving the social and economic landscape in the country. As we move forward into a new five-year period, we plan to deepen our partnership with the government to find lasting solutions to the country's growing demand for modern reliable infrastructure and transport, within the context of economic uncertainties and evolving social conditions. However, NIDCO will first need to address the major challenge of ensuring its long-term viability, amidst the growing unavailability of government funding for major infrastructure projects.

The Plan therefore sets out how NIDCO will go about modifying its business model towards achieving greater self-sufficiency so as to lessen the pressure on the Treasury to fund the projects under our responsibility.

It outlines the environment in which we work, our view on the right outcome in all areas for which we have responsibility, and how we will position ourselves to respond more effectively to government's *"Let's Do This Together"* Manifesto, which will inform national development policy over the next five years.

We acknowledge also that our lofty goal of becoming government's developer of choice can only be fulfilled by consistently delivering projects and services of unrivalled quality and value. The highest priority has therefore been placed on achieving greater operational efficiency and strengthening our governance and control systems towards engendering government's confidence and public trust in NIDCO.

The Management of NIDCO



P A R T

I

I N T R O D U C T I O N

EXECUTIVE SUMMARY



This 2015-2020 Corporate Strategic Plan of the National Infrastructure Development Company (NIDCO) coincided with the tenth year of NIDCO's existence. This was therefore an appropriate time for the organisation to reflect on its journey to becoming the foremost infrastructure development company in Trinidad and Tobago.

The development of the plan was timely, as it occurred during the period of change in political administration, the resulting appointment of a new Board of Directors and changes in NIDCO's top leadership. The timing provided the new Board the opportunity to assess the company and to develop the new strategic directions for the company.

Due to the changing operating environment, the uncertainties brought on by the prevailing economic conditions of the country, and the criticality of the company's own financial position, NIDCO recognised that in order to ensure its long-term viability and thereby fulfill its fiduciary responsibility to the Government, it was necessary to -

- i. aggressively pursue a course of action to completely overhaul the company's operating practices and develop a plan for financial recovery;
- ii. reorient its efforts around its core business areas of procurement, construction management and project management
- iii. build its capacity and ingenuity to deliver more with less.

Designed under the theme of *"Creating Value through Quality Performance, Integrity, Resilience"* the Plan seeks to clearly and coherently reflect the new strategic direction and ensure alignment with our Vision and Mission. In this regard, the following four (4) Key Priority Areas were identified to be achieved over the 2015-2020 planning term:

- (1) **Long-term Financial Viability.** Achieve financial stability and ensure NIDCO's financial resilience beyond 2020, to withstand external financial and economic shocks.
- (2) **Effective Project Management, Construction Supervision and Fleet Management Services.** Improve the level of operational efficiency in the delivery of our core business services, consistent with Government's directives on cost containment and value creation for State Enterprises.
- (3) **Good Corporate Governance.** Fulfill our fiduciary responsibility to the Government by ensuring our internal processes, culture and management practices conform to internationally-accepted standards of good corporate governance.
- (4) **Adequate, Engaged and Productive Human Resources.** Achieve optimum organisational performance through adequate human resources, enhanced employee engagement and by the strategic leadership of NIDCO's workforce.

The Plan outlines the structure, approach and strategic framework to be employed to ensure its successful implementation:

- All departments, whether core business unit or general and administrative support unit, were required to develop their individual medium-term plans to contribute to the realisation of the four (4) Key Priority Areas. These Strategies, plans and actions were then consolidated into the Corporate Strategic Plan.
- Operationalising the Strategic Plan will be achieved through the development of Annual Business Plans, articulating the specific actions and measures to be undertaken within that budget year, the attendant performance measures and targets and department/officer accountable for the their achievement.
- The Plan provides for the quarterly reviews, evaluation of progress and adjustment to measures. This monitoring and reporting mechanism will contribute to the development of the Annual and Administrative Reports that are statutorily required to be prepared and submitted to our Line Ministry and the Ministry of Finance.

The Corporate Strategic Plan is intended to be a living document, developed to provide a coordinated roadmap towards the attainment of our Vision of becoming the premier project management organisation in Trinidad and Tobago. However, it will be responsive changing environmental contexts and Government priorities and therefore subject to ongoing adjustments as required to ensure NIDCO remains an agile functioning state enterprise, providing the greatest public value to the Government and people of Trinidad and Tobago.

INTRODUCTION:

NIDCO's Role in National Development

Infrastructure development has long been a top priority for the Government of the Republic of Trinidad and Tobago (GORTT), which recognises that modern and efficient physical infrastructure (roads and bridges, drainage, water, electricity, etc.), provides the platform for achieving economic growth, trade competitiveness and social inclusion. Since 2006, the government has been allocating approximately 2% of the GDP to revitalising aging infrastructure and implementing new constructions, through its Public Sector Investment Programme (PSIP). Such projects are usually funded through the Infrastructure Development Fund and supplemented by the Consolidated Fund.

Noting, however, that the rate of infrastructure development was not keeping pace with the level of implementation required to support the national development agenda, the GORTT created the National Infrastructure Development Company (NIDCO) in January 2005, as the State Enterprise responsible for implementing major infrastructure, transportation and institutional projects that comprised the country's capital stock.¹ NIDCO was specifically charged with procurement, construction, management and "possibly financing of projects" of national significance. In its ten years of operation, NIDCO has assisted the government in fulfilling its policy objectives with the implementation of the country's largest economic and social infrastructure, which have led to -

- Reduction of productivity lost in commuting between the cities of San Fernando and Port-of Spain with the efficient operation of the nation's Water Taxi Service
- Reduction in traffic congestion and faster, safer commuting through major highway construction and upgrades
- The creation of access roads for previously inaccessible communities
- The mitigation of perennial flooding experienced in low-lying areas of the country with the construction of proper drainage and other water management solutions
- The retention of arable and residential lands, reducing the risk of property loss and damage, while facilitating the continuation of productive /farming activities
- The repair of shorelines along Trinidad's south and north coasts, which are at risk of being eroded due to changing weather patterns.
- Improvement in the quality of lives of residents in communities that border the major highway construction projects. With the commencement of the Solomon Hochoy Highway Extension to Point Fortin Project in 2011, NIDCO established a Community Outreach Programme aimed at dealing with the human aspects of this project on the surrounding communities.

¹ Reference: Cabinet Minute No. 3381-2004/12/02 which noted Cabinet's agreement in principle, *inter alia*, for the formation of a State Enterprise to assist Ministries that did not possess the institutional capacity to manage capital projects.



PART
II

ORGANIZATIONAL
OVERVIEW

Governance & Organisational Structure

GOVERNANCE STRUCTURE

As a Special Purpose State Enterprise, established under the Companies Act Chapter 81:01 (1995), NIDCO's corporate governance structure is set out by legislation. This Act effectively places responsibility for the overall direction of the organisation with its Board of Directors, which is appointed by Cabinet on two (2) year cycles. The Board is responsible for ensuring that the Company keeps the promises described in its Mission statement, and for assuring that it is accountable for acting within the laws governing its operations as a State Enterprise. NIDCO reports directly to the Ministry of Finance (Investment Division) on corporate governance and compliance matters.

NIDCO has an active and involved Board of Directors which maintains monthly meetings and calls special meetings from time to time to discuss and decide on extraordinary matters.

The Board is supported in carrying out its responsibilities by special Board-appointed Committees and the Executive Management Team.

Special Committees of the Board of Directors

The performance monitoring regulations for State Agencies requires the appointment of a number of governance committees to support the Board in the carrying out of its duties. These committees are appointed by the Board of Directors and are comprised of members of the Board and Officers of NIDCO and in the case of the Audit Committee, includes representatives of the Ministry of Finance. The Special Committees active in NIDCO in October 2015 are –

- (1) Audit Committee
- (2) Finance & Investment Committee
- (3) Tenders Committee.

ORGANISATIONAL STRUCTURE

With the support of the management consultancy firm, Personnel Management Services Limited (PMSL), a new organisational structure (see Fig. 1 below) was developed and subsequently approved by the Board of Directors. The new structure, designed to bring roles and functions in alignment with the new strategic directions of the Company, will be rolled out in fiscal 2018, upon completion of the organisational restructuring exercise.

The functional areas comprising the new organisational structure are classified as Strategic/Operational Management and Oversight; Core Business Services and General Administrative/Support Services. They are described below:

STRATEGIC/OPERATIONAL MANAGEMENT OVERSIGHT

I. OFFICE OF THE PRESIDENT

The role of this Department is to provide effective leadership and management of NIDCO's personnel and resources in the engineering, construction and operation of the country's physical infrastructure projects. The head of this Unit is the President of NIDCO and under this office are -

1. **Programme Support Unit** – driver of effective strategic and operational management processes throughout the organisation
2. **Legal and Procurement Services** – providers of effective legal and procurement management services
3. **Corporate Secretariat and Internal Audit** – support system for the Board of Directors to ensure the effective governance of the Company.

II. CORE BUSINESS UNITS

1. Engineering and Programme Management Department

The Engineering and Programme Management Department is the business unit responsible for the effective delivery of NIDCO's project management and construction supervision services. The Department is led by a vice president who is supported by a team of project managers, engineers and other technical & administrative personnel.

2. Water Taxi Services Business Unit

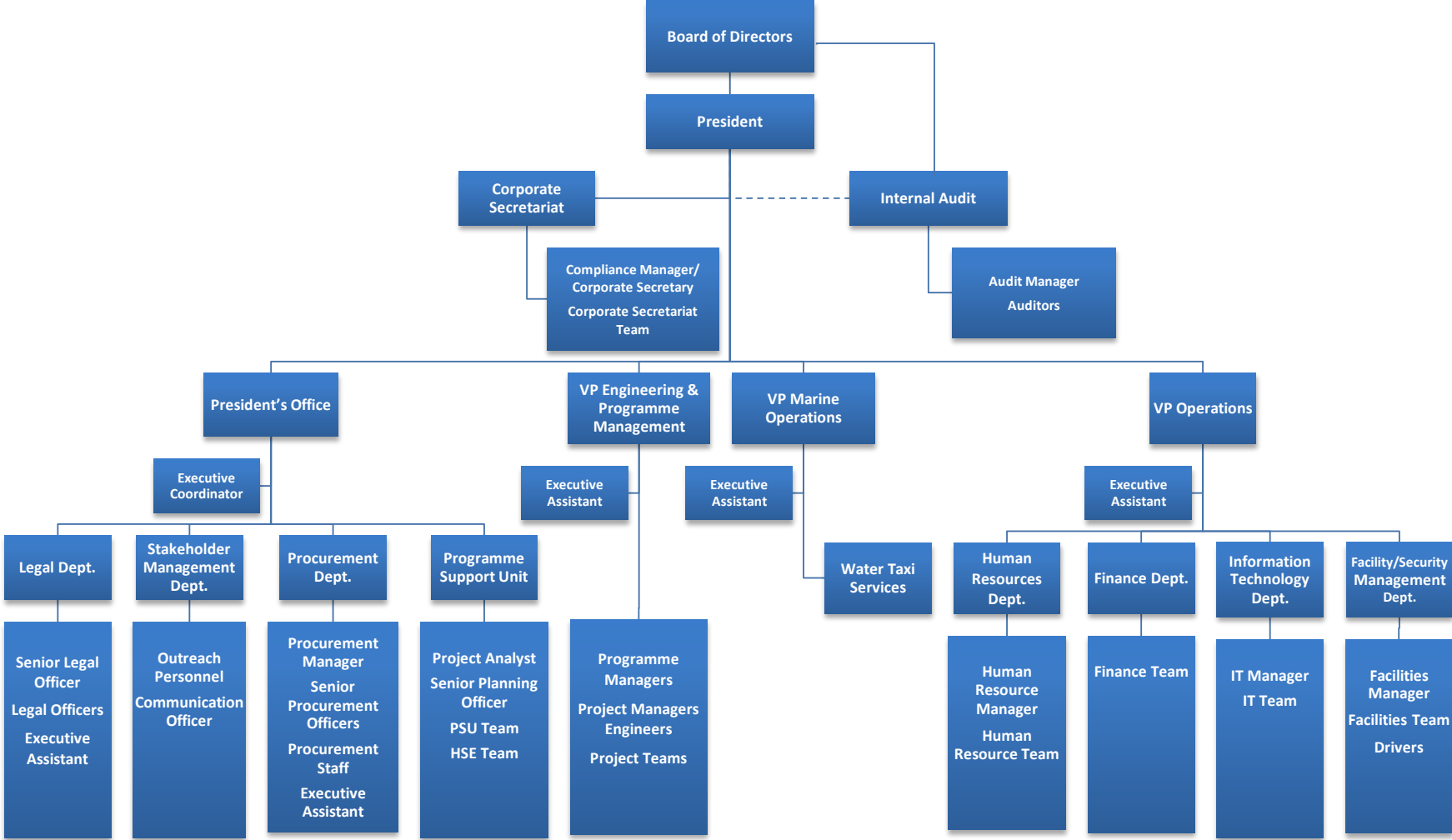
The Water Taxi Service operates daily between the southern city of San Fernando and the capital, Port-of Spain, with the use of 4 high-speed catamarans, each with a seating capacity of 405. The Water Taxi Business Unit is currently headed by a project director who is supported by technical and administrative staff charged with the effective operation and maintenance of the fleet. From 2018, however, the Government will be entrusting NIDCO with the provision of expanded marine services. By the end of the financial year, the Unit will transition into a larger Marine Operations Department under the management of a VP Marine Operations.

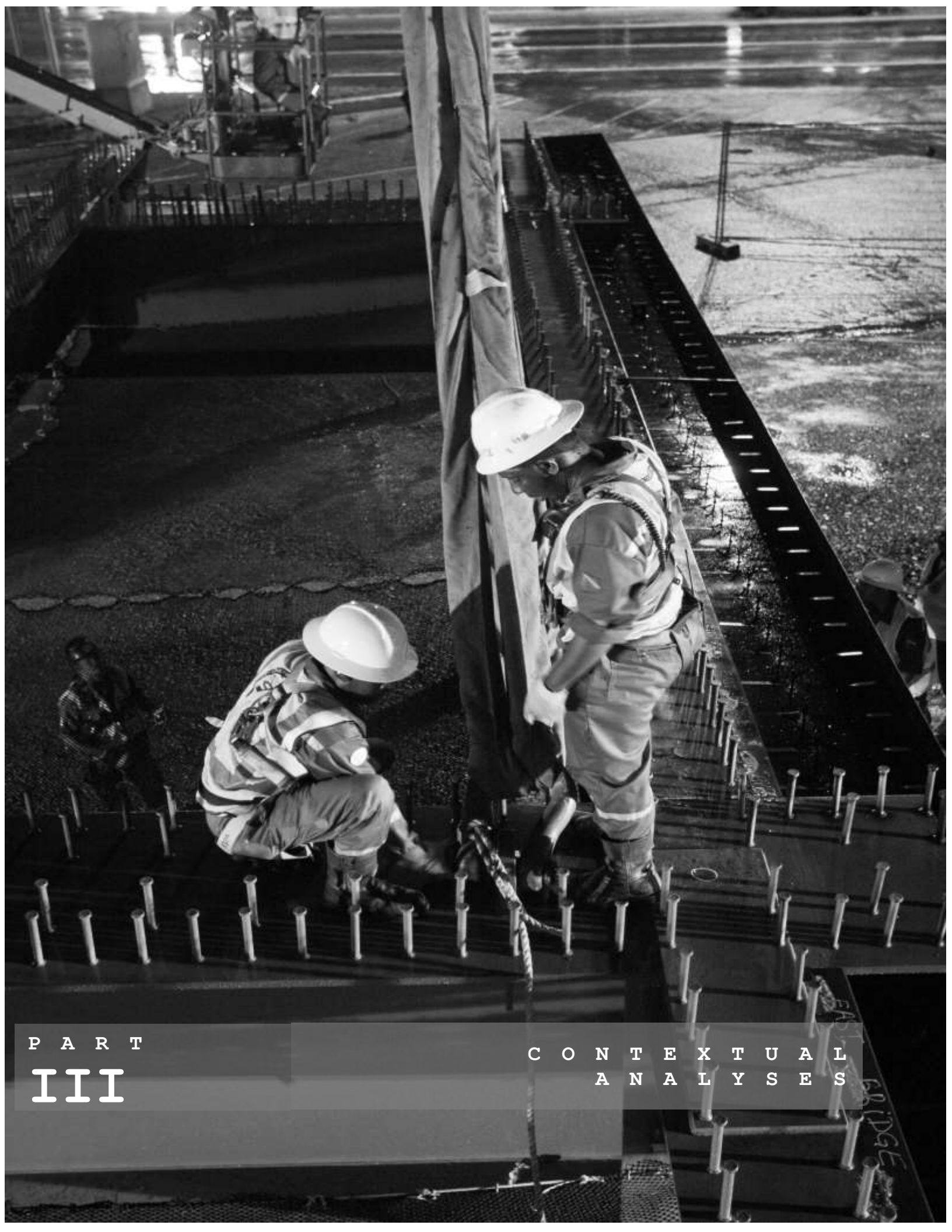
III. GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS

These services will be coordinated under the leadership of the VP Operations and include the provision of -

- Financial management and control of the Company's financial resources
- Corporate services management of the Company's facilities, assets and information technology
- Human resource management

NEW ORGANISATIONAL CHART





PART

III

CONTEXTUAL
ANALYSES

Contextual Analysis



I. EXTERNAL ANALYSIS

With the support of a short-term consultant, an external environmental scan was done which identified the major governmental and sectoral issues that would be impacting the operations of the Company through to 2020. The major issue being the impact of the low oil prices on government's spending and changes in political environment, which directly impact continuity.

The detailed results of the external environmental scan are included at Appendix 2.

II. INTERNAL ANALYSIS

The major internal issues impacting the performance and sustainability of the Company are summarised in the following S-W-O-T analysis. The detailed analysis is included at Appendix 2, along with the 2016 review undertaken by the Board of Directors:

STRENGTHS <ol style="list-style-type: none">1. Expert leadership and strong diverse technical staff2. Good track record of delivering quality infrastructural projects3. Project management and procurement standards modelled by other agencies4. Clearly defined Cabinet-approved mandate and flat organisational structure that allows for flexibility to response to Government directives.	WEAKNESSES <ol style="list-style-type: none">1. Centralised approval processes2. Weak information sharing and management systems3. Weak internal controls4. Lack of integration of key business processes5. Recruitment of persons not aligned with work programme6. Unsustainable imbalance between income and expenditure.
OPPORTUNITIES <ol style="list-style-type: none">1. Clear mandate to provide procurement and project management services across government.2. Increasing demand for land-based and marine transportation services.	THREATS <ol style="list-style-type: none">1. Government's inability to finance projects2. Periodic changes in top level personnel due to changes in political administration3. Competitive climate in the State Sector

Current Financial Position



Statement of Financial Position

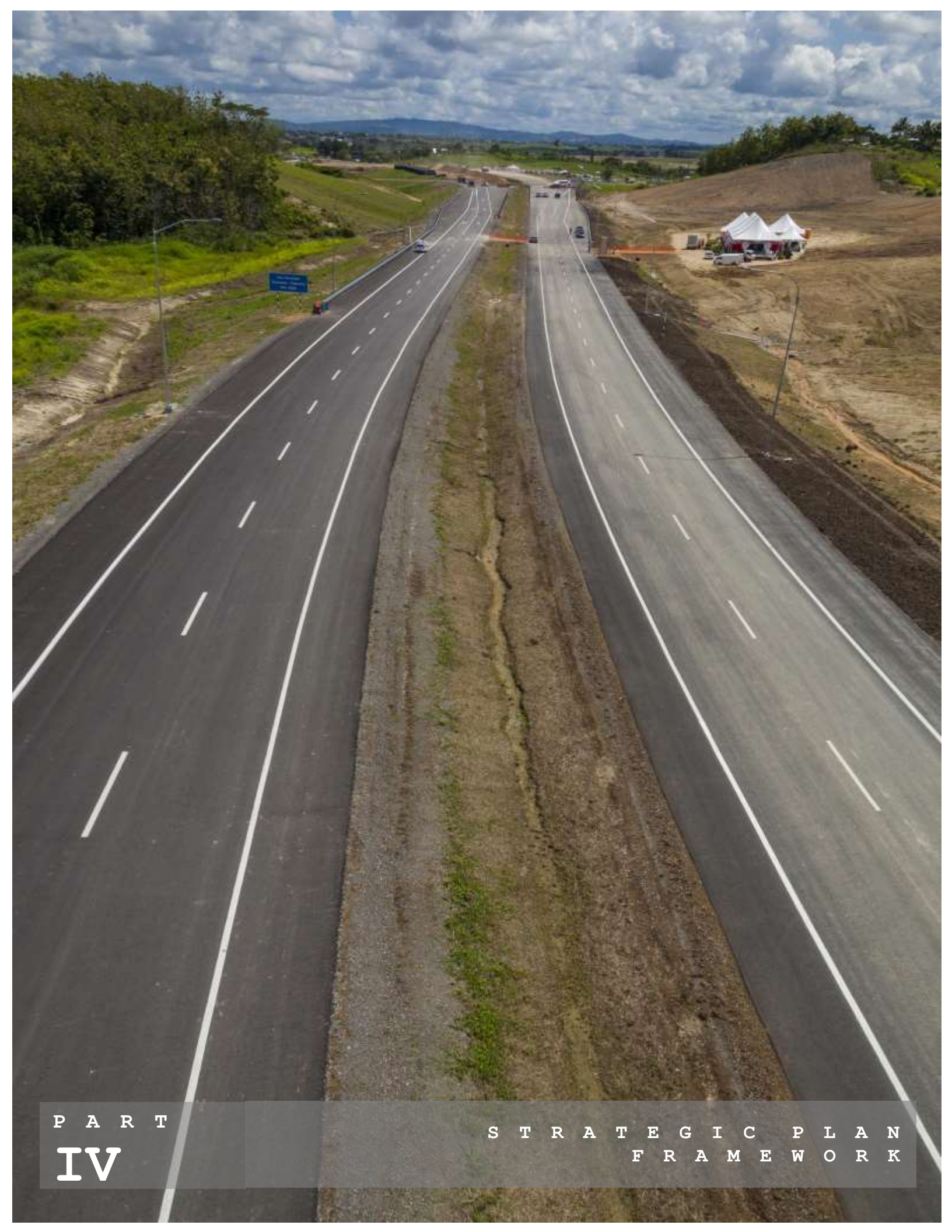
(Expressed in Trinidad and Tobago Dollars)

	As at 30 th September	
	2016	2015
	\$	\$
ASSETS		
Non-current assets		
Property and equipment	195,807,094	213,989,123
Intangible assets	614,986	571,390
Security deposits	1,030,748	1,030,748
Deferred tax asset	999,458	934,848
Deferred capital grant shortfall	27,916,656	32,727,799
Total non-current assets	226,368,942	249,253,908
Current assets		
Trade and other receivables	11,509,374	10,532,545
Due from Government of Trinidad and Tobago	2,046,776,834	2,082,457,535
Tax refundable	1,752,502	1,605,009
Cash and cash equivalents	311,451,034	102,861,591
Restricted cash	38,264,955	36,323,250
Total current assets	2,409,754,699	2,233,779,930
Total assets	2,636,123,641	2,483,033,838
EQUITY AND LIABILITIES		
Shareholder's Equity		
Share capital	10	10
Accumulated deficit	(77,888,079)	(31,509,542)
Net shareholder's equity	(77,888,069)	(31,509,532)
Non-current liabilities		
Borrowings	1,644,849,327	362,088,431
Demand on Contract Securities	292,702,694	-
Deferred government capital grant - Water Taxi	201,072,678	222,401,074
Government capital grant deferred	401,458	-
Security deposit – Lessee	10,000	10,000
Total non-current liabilities	2,139,036,157	584,499,505
Current Liabilities		
Trade payables	298,593,500	312,801,773
Accrued expenses and other liabilities	26,856,905	14,264,805
Borrowings	249,525,148	1,602,977,287
Total current liabilities	574,975,553	1,930,043,865
Total liabilities	2,714,011,710	2,514,543,370
Total equity and liabilities	2,636,123,641	2,483,033,838

Statement of Profit or Loss and Other Comprehensive Income

(Expressed in Trinidad and Tobago Dollars)

	Year ended 30 th September	
	2016	2015
	\$	\$
NIDCO		
Revenue		
Management fees	6,287,869	37,231,847
Tender fees	670,759	280,500
Interest income	257,758	502,571
Other income	660,189	47,107
	7,876,575	38,062,025
Operating expenses		
General and administrative expenses	43,861,941	48,378,375
Depreciation and amortization	2,609,390	3,462,676
Other expenses	7,644,215	14,259,094
	54,115,546	66,100,145
(Loss)/profit for the year before taxation	(46,238,971)	(28,038,120)
Taxation credit	(139,566)	126,351
(Loss)/profit for the year after tax	(46,378,537)	(27,911,769)
WATER TAXI		
Revenue		
Ticketing income	9,238,093	9,686,368
Charter income	200,853	733,988
Other income	508,691	211,617
	9,947,637	10,631,973
Operating expenses		
Administrative and other expenses	64,515,210	54,533,510
Loss from operations (Net)	(54,567,573)	(43,901,537)
Government grants - operations	54,567,573	43,901,537
Surplus for the year from operations	-	-
Government capital grants	31,288,402	133,811,177
Depreciation	(16,594,125)	(45,785,210)
Impairment	-	(78,466,425)
Loan interest	(7,506,177)	(9,559,542)
Forex on ANZ loan	(7,188,100)	-
Surplus on capital grants	-	-
Other comprehensive income	-	-
Total comprehensive loss for the year	(46,378,537)	(27,911,769)



P A R T
IV

S T R A T E G I C P L A N
F R A M E W O R K

Strategic Plan Development Process



The process used to develop the 2015-2020 Corporate Strategic Plan was highly consultative and participatory.

In preparation for the strategic planning sessions, an *Organizational Self-Assessment Survey* (see sample template at Appendix 1) was developed and administered to Heads of Department and staff throughout the company. The self-assessment was a means of stimulating discussions on strategic issues impacting the organisation's performance in a comprehensive, systematic and inclusive manner. The instrument sought to capture NIDCO's and departmental SWOTs as well as perspectives on strategic drivers, challenges, and resource needs. Inputs were subsequently consolidated and issues synthesised into organisation-wide strategic issues.

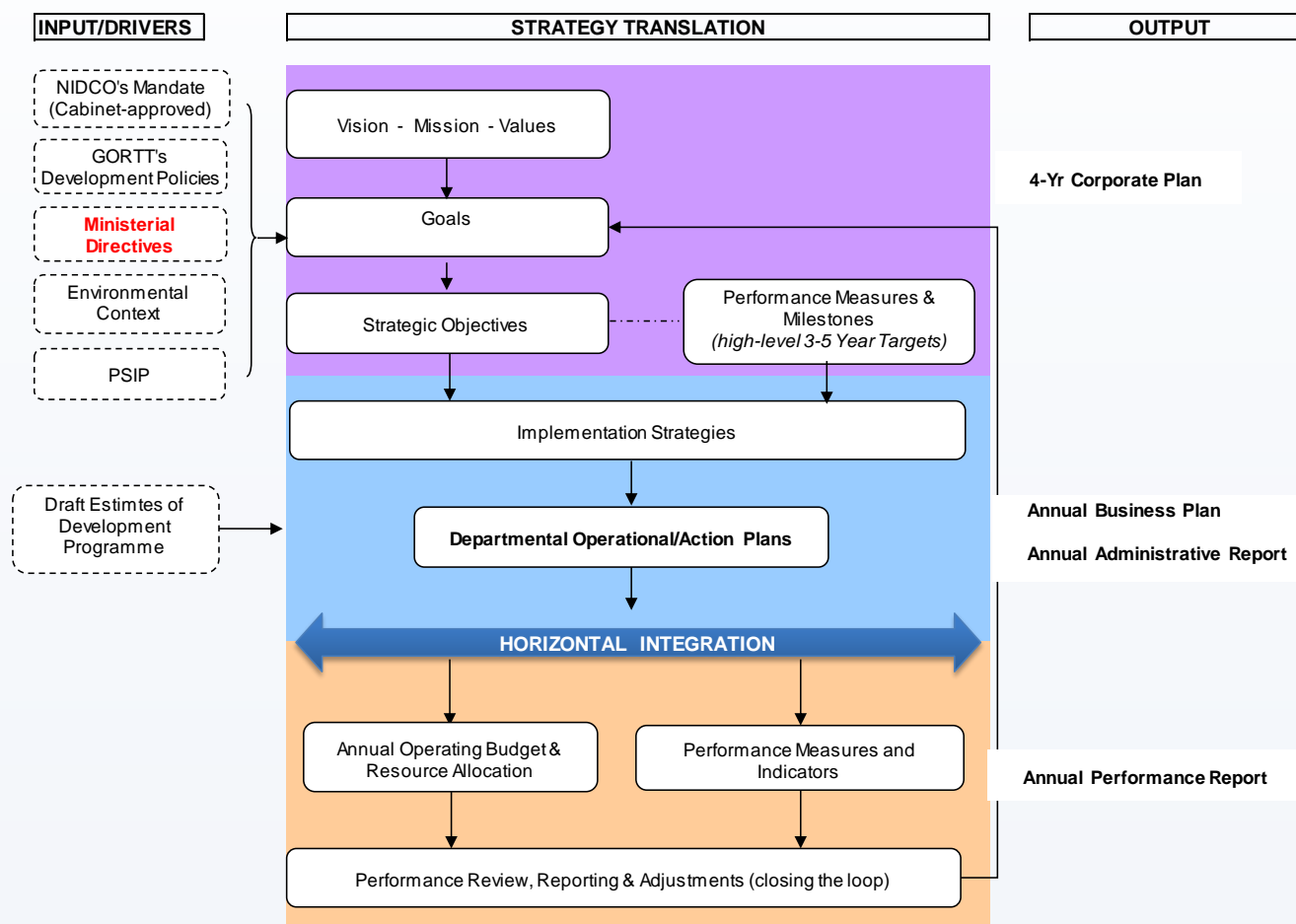
The strategic planning sessions took the form of individual department meetings with the Heads of Department, in which the organisation assessment surveys were used to guide the discussions. This exercise provided the information for the internal analysis detailed in Appendix 2.

The Strategic Planning Model

NIDCO's strategic planning and reporting framework is modelled from GORTT's *Output Management (OM) Framework*, which has been adopted across the public sector as part of the wider Financial Management Reform agenda. This OM Framework seeks to improve delivery of government's programmes and initiatives while achieving greater management of State resources. The OM Framework is an integrated planning and reporting tool which stipulates the creation of three to five-year Corporate Plans, annual Business Plans, and output-based Budgets. It clearly defines the methodology and instruments to be used by Ministries and State Agencies in the implementation of these management tools.

The integrated planning and reporting model is depicted below.

INTEGRATED PLANNING & REPORTING MODEL for the National Infrastructure Development Company Limited



Translating Strategy in Action

The *Inputs/Drivers* create the context within which our strategies are formulated and deployed. At the highest level our *Vision-Mission-Values* interpret our mandate by defining our purpose and kind of organisation we must become in order to successfully achieve our mandate. Through a process of analysing our internal and external operating context, our high-level aspirations are translated into long-term *Goals and Objectives*, the success of which are measured through *Milestones and Targets*. These objectives are made actionable through *Implementation Strategies*, defining the "how" by which we will achieve our goals and *Action Plans* which define the specific activities we will engage in. Our core business is programme/project management, thereby establishing our projected work programme as central to all other organisational plans. This central focus creates the necessary harmonisation – *Horizontal Integration* – of our operating strategies delivered through the Action Plans of our various support processes. Action Plans drive the development of *Annual Budgets* to ensure that cost is assigned to all major activities and resources are appropriately deployed. The successful achievement of strategies is measured through *Performance Measures* and proven through *Targets*. Monitoring of strategy implementation is an ongoing process, with periodic reviews and adjustments as necessary.



Designed under the theme of “*Creating Value through Quality Performance, Integrity, Resilience*” the Plan seeks to clearly and coherently reflect the new strategic direction and ensure alignment with our Vision and Mission. In this regard, the following four (4) Key Priority Areas were identified to be achieved over the 2015-2020 planning term:

- (1) ***Long-term Financial Viability.*** Achieve financial stability and ensure NIDCO's financial resilience beyond 2020, to withstand external financial and economic shocks.
- (2) ***Effective Project Management, Construction Supervision and Fleet Management Services.*** Improve the level of operational efficiency in the delivery of our core business services, consistent with Government's directives on cost containment and value creation for State Enterprises.
- (3) ***Good Corporate Governance.*** Fulfill our fiduciary responsibility to the Government by ensuring our internal processes, culture and management practices conform to internationally-accepted standards of good corporate governance.
- (4) ***Adequate, Engaged and Productive Human Resources.*** Achieve optimum organisational performance through adequate human resources, enhanced employee engagement and by the strategic leadership of NIDCO's workforce



PART
V

ACTION PLANS

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #1: Long-term Financial Viability

Strategic Objective 1.1: To ensure growth in management fee income through value creation and robust cost management practices.

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Optimise income from projects. Adopt a project pricing strategy that ensures the adequacy of management fees, while maintaining price competitiveness	Change NIDCO's billing method from percentage to resource-based billing (to account for key project resources, procurement and other indirect project execution activities).	Existing MOU with MOWT specifies a scale of fees, based on project budgets rather than actual project mgmt. costs.	% of projects generating management fees above break-even level	60%	80%	90%	90%	VP EPM / President
	Implement a project accounting system to accurately track and better manage projects costs, forecast cash flow, etc.	Projects costs not being managed on a project-by project basis.	Monthly Project Expenditure Reports	n/a				VP Operations
	Introduce a department-wide cost reduction initiative (incl. promoting the increased use of electronic documents to reduce printing costs)		Reduction in stationery and printing costs, over the previous year.		5%	7.5%	10%	VP EPM

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #1: Long-term Financial Viability

Strategic Objective 1.1: To ensure growth in management fee income through value creation and robust cost management practices.

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Build the capacity for Construction Supervision in order to both earn additional income and to accelerate cost effective delivery of NIDCO's work programme.	Identify the necessary human and physical resources required for the project organization	Construction supervision is performed by external FIDIC consultants.	% of Income earned from construction supervision	N/A	5%	5%	5%	VP EPM / President
	Develop a procedural manual/handbook for in-house construction supervision service	New	% of construction supervision policy and procedure manual	n/a	100%			Project Manager (P. Marshall)
	Train all Project Engineers and Project Managers in FIDIC Conditions of Contract and Construction Supervision		% of technical staff receiving no less than 16 contact hours of FIDIC training	n/a	40%	60%	100%	VP EPM / HR Manager

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #1: Long-term Financial Viability

Strategic Objective 1.1: To ensure growth in management fee income through value creation and robust cost management practices.

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Build capacity within the department for Engineering Designs , initially on small projects.	Develop a business case to expand NIDCO's services into providing engineering designs.	New	Business case received and approved by the Board of Directors		30-Sept			VP EPM
	Develop an effective procedural manual for design engineering		Amount of annual income earned from Engineering Design services	N/A	\$2M	\$3.5M	\$5M	VP EPM

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.1: By September 2020, 90% of PSIP projects are being completed within 90% of project budget.

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Introduce a protocols and measures aimed at reducing overall project costs	Manage construction contracts to minimise the use of Contingency Sums (incl. eliminating the sums associated with Day Works from BOQs; ensure designs are fit for purpose prior to issuing of tender, etc.)	Contingency sums are influenced by time delays, poor designs and project unknowns.	% of contingency sums used as at project end date.	Xx	50%	30%	20%	Project Managers
	Systematically conduct value engineering (VE) on all projects.	In 2015 (% of projects) were completed within budget	Amount of savings obtained through VE, annually	TBD	TBD	TBD	TBD	VP EPM
	Establish/build the Quantity Surveying-QS capability within the EPM Dept.	New	Recruitment of QS within fiscal year 2018		30-Sept			VP EPM / HR Manager
	Standardise the practice of developing project charters and comprehensive Project Management Plans, prior to commencement of projects.		% of projects with signed Project Charters % of projects with project mgmt. plans	N/A	80%	90%	100%	VP EPM / Project Managers
Institute a rigorous consultant/contractor performance evaluation system that also feeds into the tendering process	Formalise the contractor performance evaluation system (purpose & uses of results; standards; guidelines; procedures; evaluation tools;	Evaluation of contractors' performance not standardised. Evaluation	% completion of contractor performance evaluation toolkit	50%	100% (30-Apr)			Programme Manager

	consequences for non-compliance with standards, etc.)	results are filed.						
	Consistently and systematically carry out contractor evaluations: **Final Evaluation for contracts with duration under 18 months **Year End for multi-year contracts		% of contractors included in the Contractor Database	N/A	60%	80%	100%	Project Managers

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.2: To enhance the performance of the Department through process improvements and better management of information

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Improve the quality, accuracy and timeliness of information generated by the EPM.	Introduce a zero-tolerance policy for errors on project status reports.	N/A	Error rate on monthly reports					VP EPM
	Implement a PMIS, with linkages to procurement and finance processes	Project mgmt. information systems are largely manual and neither integrated nor standardised.	% completion of PMIS installation	N/A	100%	100%	100%	VP EPM
	Develop a system of performance metrics to manage departmental and project performance	Currently, there are no performance metrics for processes, departments, contractors, etc.	Department monthly reports include status of performance targets					VP EPM
	Review and update all flow process charts to identify and eliminate time and motion inefficiencies.	Current process flow charts were developed in 2014/2015 and have not been updated since.	% completion of review of process mapping exercise		75% by September 2018	100% by November 2018		Director, PMO Unit

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.2: To enhance the performance of the Department through process improvements and better management of information

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Restructure and resource the EPM Dept. to support improved delivery of existing and new services and to support NIDCO's broader strategic directions	Revisit existing organisational structure and revise in alignment with new strategic directions of the company.	NIDCO's current organisational structure was last updated in 2011. EPM staff complement is 38 (excluding south staff).	Board-approval of new Department's new organ. structure.		30-Sep			VP EPM / President / HR Manager
			% of new job descriptions completed		100%			HR Manager/ Consultant
	Establish a Project Management Office to drive the successful implementation of the programme management plans		PMO fully resourced with required skills	n/a	40%	100%	100%	VP EPM / President
	Formalise and institutionalise the practice of matrix project implementation teams		No. of projects successfully implemented using matrix teams, over the previous year					VP EPM

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.1: To reduce NIDCO's exposure to losses and reputational damages due to poor project and construction management practices

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Develop and deploy a robust stakeholder management strategy to satisfy compliance requirements for community engagement and build public trust and support in for NIDCO's projects.	Develop a stakeholder engagement policy to establish NIDCO's position on this issue and establish standards for community communication and engagement.	Community Communication Plan and Public Education campaign successfully implemented for the SHHE Project, in response to CEC requirements.	% of projects with a stakeholder management plan # of days of work stoppages due to adverse community action	TBD	50% TBD	80% TBD	100% TBD	Project Director, Community Outreach
Deploy risk management system within the Dept.	Conduct an assessment of the department's practices and process to identify risk exposures	Formal risk assessment on 3 key dept. (incl. EPM) undertaken by consultant	Department risk register developed.		30-Jun			

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.1: To reduce NIDCO's exposure to losses and reputational damages due to poor project and construction management practices

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
	Develop and deploy a template to standardise the development and use of project risk registers.	Each project management develops his/her own project documents, including risk management plans. Risks are subjectively identified, assessed and ranked based on the individual's experience.	New template being used to report on project risks, monthly					

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.1: To reduce NIDCO's exposure to losses and reputational damages due to poor project and construction management practices

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Establish a framework for financial analysis and resource management of projects within the PMO, in order to optimise our work programme and resource use.	<ul style="list-style-type: none"> Align structure of finance function with the core business goals of the organisation Collecting cost data on all resources Develop standards/formulae for allocating resources to projects based on resource cost Develop standards for scope definition based on proposed management fee 	<p>Resources assigned/allocated to projects based on availability and specialisation, not on the basis of the relative cost of the resource to the project/organisation</p> <p>*Projects/management fees agreed to without consideration of resource costs</p>	<p>Improved cost-benefit ratio on projects.</p> <p>Reductions in financial losses over the life of a project.</p> <p>Increases in profits over the life of a project.</p>	N/A	Establishment of baseline financial efficiency data for 100% of projects and 100% of resources	<p>Improve cost-benefit ratio of projects operating beyond acceptable loss limit</p> <p>Determine target management fees on 100% of new projects</p>	Financial audit of randomly chosen projects	VP EPM
Establish levels of authority and approval standards on projects, to improve efficiency of project/contract administration	<p>Establish financial approval levels</p> <p>Establishing project authority levels</p>	Time-consuming approval process	Delegation of Authority developed and approved.					VP EPM

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.1: To reduce NIDCO's exposure to losses and reputational damages due to poor project and construction management practices

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Review systems and processes and practices to strengthen internal controls to eliminate inefficiencies and reduce opportunities for fraud and other impropriety.	Collaborate with other heads of department to develop a business continuity plan	The department, and by extension the company has no business continuity plan, to ensure the continuation of operations in the event of major disruptions or losses (such as total loss of building due to fire)	Business continuity management policy developed Business Impact Analysis conducted on EPM Dept.		30-Sept	30-Oct		

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority Area #4: Adequate, Engaged and Productive Human Resources

Strategic Objective 4.1: To engender an informed cadre of staff equipped with current relevant and accurate information.

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Strengthen the communication practices within the Department, to promote staff engagement, information sharing and good relations.	Establish formal departmental meetings that are minuted and attended by all staff	There are no structured staff meetings in Dept. to discuss projects or lessons learnt. Meetings are generally on an ad hoc basis or are held with individual project managers relative to his or her project.	Minimum # of department staff meetings held per month		1	1	1	VP EPM
	Provide access to relevant and appropriate online services for staff development purposes	Access to online content (webinars, etc.) is restricted for several users	% of staff reporting ease of access to accurate and timely information		50%	75%	95%	VP EPM

Key Priority No. 4: Adequate, Engaged and Productive Human Resources

Strategic Objective 4.2: To build individual and departmental capacity to optimise productivity

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Implement an effective performance appraisal management and development system.	Ensure that all outstanding performance appraisals are brought up to date.	A total of *31 appraisals are outstanding. <i>*(Data updated as at 15/12/17)</i>	# of staff appraisals outstanding at fiscal year-end.		15	0	0	VP EPM
	Collaborate with the HR Department to re-design the performance appraisal form (to incl. performance targets linked to departmental objectives).	Existing performance appraisal system and forms not updated for over five years	Completion of redesigned performance appraisal template by Jan-2018	N/A	N/A	100% (31-Jan)	N/A	VP EPM
	Administer performance reviews on a timely basis.		No. of performance appraisals outstanding for over 30 days beyond the due date.	31	15	0	0	VP EPM

CORE BUSINESS UNIT: ENGINEERING AND PROGRAMME MANAGEMENT

Key Priority No. 4: Adequate, Engaged and Productive Human Resources

Strategic Objective 4.3: To improve staff morale and foster a sense of belonging to drive productivity

2014/15 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Roll out an incentive and award programme, linked to individual and project performance excellence.	Set up a cross-functional team (Managers, HR representative, technical and support staff) to design an appropriate staff incentive programme and reward system.	None existent	Reduction in avg. number of sick days taken per person, on a quarterly basis.	TBD				VP EPM

CORE BUSINESS UNIT: WATER TAXI SERVICE BUSINESS UNIT

Key Priority Area #1: Long-term Financial Viability

Strategic Objective 1.1: Reduce the current levels of Government subvention, by 5% annually, for the operation of the Water Taxi Service.

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Diversify the Revenue Base of the Service.	Expand relationship with current partner - The National Trust of Trinidad and Tobago	Number of charters operated in 2015	% increase om total charter revenue		5%	10%	15%	Project Director
	Develop relationship with the new tourism development agencies		Signed MOU with agency		30-Sep			Project Director
	Develop marketing strategies to increase charter business							WTS Customer Service Coordinator
Enhance asset utilization	Assets of the service include the vessels, terminal facility and car park. Vessel leasing (long term), car park rental for events, car wash							Project Director
Improve Cost Structure (income)	Review and establish new pricing philosophy and policy to maximise income at prevailing cost structure							Project Director

CORE BUSINESS UNIT: WATER TAXI SERVICE BUSINESS UNIT

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.1: To operate a best-in-class Water Taxi Service – safe, reliable, efficient and convenient

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Revise and implement a Service Improvement Plan aimed at enhancing customer experience of users of the Water Taxi Service	Carry out an audit of the Service Improvement Plan and make the necessary adjustments.	The Service was Diamond Standard certified in January-2015	Established Service Charter Diamond Standard re-certification.					Project Director
Collaborate with the providers of land-based public transit services to increase service convenience	Shuttle service provided by PTSC, Maxi Taxi operators and route taxis for disembarking passengers during peak hours.	Signed MOUs with - • PTSC • Maxi Taxi Association						Project Director
Ensure vessels and facilities are properly serviced and maintained			% actual sailings against schedule No. of sailing cancellations annually due to mechanical issues	95% x	95% x	95% x	98% 0	Project Director

CORE BUSINESS UNIT: WATER TAXI SERVICE BUSINESS UNIT

Key Priority Area #2: **Effective Project Management, Construction Supervision and Fleet Management Services**

Strategic Objective 2.1: To operate a best-in-class Water Taxi Service – safe, reliable, efficient and convenient

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Upgrade the procurement and inventory management system	Deploy an online maintenance management system							Procurement Manager
Enhance customer interactions and reduce waiting times								Customer Service Coordinator

CORE BUSINESS UNIT: WATER TAXI SERVICE BUSINESS UNIT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.1: Re-engineer the procurement and inventory management systems and processes

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer
				2016/17	2017/18	2018/19	2019/20	
Strengthen the procurement and supply chain processes to remove exposures to legal, financial and reputational risks	<p>Map current procurement and inventory management process</p> <p>Conduct root cause analysis of the processes.</p> <p>Determine Business rules that need revising.</p> <p>Assess the benefits of applying new technology to the process</p> <p>Determine if skill sets of employees need to be upgraded</p>	<p>The current performance of the procurement process exposes the business unit to risks in the areas of non-availability of ferries and by extension, loss of income and a damaged brand. Lack of critical spares and the lengthy time taken to acquire them put the service in jeopardy. The supply chain processes must be aligned to meet the primary needs of the business so that financial and operating performance can be optimised.</p>						

Improve procedures/compliance with regard to regulatory bodies - DNV, FLAG								
Reduce the WTS exposure to Health, Environment and Security Risks								

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #1: Long-term Financial Viability

Strategic Objective 1.1: Formulate and Implement a Financial Recovery Plan to Achieve Positive Net Profit After Tax, by September 2018.

Objective Statement: The company has been recording declining profitability since 2011, due to a range of internal and external challenges. Due to the criticality of the financial position at the end of the financial year 2015, a financial recovery strategy and plan will be developed to address the causes of the company's financial challenges. The multi-pronged plan will see the implementation of cost reduction initiatives, revenue generation strategies and initiatives aimed at improving operational efficiency.

2015/16 Baseline: The audited Financial Statements as at 30 September 2015, revealed a Net Loss after Tax of -TT\$27,911,769.

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Reduce Operating Expenditure. Implement an aggressive cost reduction programme to eliminate/ reduce major costs impacting the P&L	Identify a cross-functional team to analyse key business activities contributing to loss of profits and devise practical turnaround solutions	NIDCO's annual operating expenditure increased from \$25.35M (2010) to \$66.1M (2015) despite declining revenues due to economic conditions and GoRTT's reduced spending on capital projects.	Team established Costs Reduction initiatives identified					VP Finance
	Implement a Cost Analysis programme to identify and eliminate all non-value added costs and continuous monitoring/reporting of value-added activities.		% Reduction in total operating expenditure, annually	n/a	10%	10%	10%	VP Finance

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #1: Long-term Financial Viability

Strategic Objective 1.1: Formulate and Implement a Financial Recovery Plan to Achieve Positive Net Profit After Tax, by September 2018.

Objective Statement: The company has been recording declining profitability since 2011, due to a range of internal and external challenges. Due to the criticality of the financial position at the end of the financial year 2015, a financial recovery strategy and plan will be developed to address the causes of the company's financial challenges. The multi-pronged plan will see the implementation of cost reduction initiatives, revenue generation strategies and initiatives aimed at improving operational efficiency.

2015/16 Baseline: The audited Financial Statements as at 30 September 2015, revealed a Net Loss after Tax of -TT\$27,911,769.

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Manage Liquidity. Establish cash flow management and control practices to ensure availability cash to adequately meet short-term financial commitments.	Re-negotiate payment terms and timelines with suppliers and contractors also to avoid interest/claims	Accounts Payables: \$xxxM (exclude reimbursables) (as at Sept-2015)	# of service interruptions per month (due to non-payment) Interest on late payment kept below 3% of the individual cost category					VP Finance
	Establish and maintain cash reserves to finance no less than 3 months of critical monthly expenditures		% of Management Fees earned deposited into Cash Reserve account		5%	9%	2%	VP Finance

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
	Formalise a cash management system for establishing 6-month's cash requirements, in advance.		Monthly 6-mth cash flow forecasts prepared (with quarterly submissions to President)	31-Dec	31-Mar 30-June 30-Sept 31-Dec	1-Mar 30-June 30-Sept 31-Dec		VP Finance
Improve Financial Management and Budgeting practices (including adopting a profit-making policy in all financial activities).	Create a zero-based budget to maintain a healthy income to expenses ratio.	Operating Expense Ratio (i.e. Expenditure-to-Income) was 3.09:1 as at Oct-2015.	Reduction in Operating Expenses Ratio (i.e. Exps: Income)		1 : 1	1:1	1 : 1	VP Finance
	Identify and pursue measures to facilitate the timely processing of claims and receipt of project funds.	Aged A/R as at Oct-16: \$137M >60 days	% of Aged Accounts Receivable >60 days		50%	40%	30%	VP Finance
Build and maintain a financial information system to produce accurate real-time information for decision-making.	Collaborate with other departments to develop KPIs to aid in making decisions relating to the performance of employees, vendors, contractors or processes.	The department has no perform. metrics. There is no empirical data that demonstrates how well or bad processes, the department, or vendors are performing	An active, real-time Executive Dashboard with financial indicators					VP Finance

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.1: To support NIDCO's thrust in awarding contracts to bidders providing the highest economical value for every project.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Enhance NIDCO's due diligence practices in the evaluation of tender documents	Review and revise the financial ratios used to determine the financial health of firms submitting bids.		Revised financial criteria					
	Review and update the financial evaluation process to include verifying the practicing status of tenderers' auditors.		Revised Tender Evaluation Score Sheets					

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.2: To improve project outcomes and management decisions by providing sound financial planning, advice, analyses and coordination.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Institute robust Management Accounting practices to improve management of operational and project costs.	Set up project cost centres and profit centres to better manage project costs (i.e. track projects costs - budgeted/ actual, for decision-making)	New						VP Finance
	Formalise mechanisms to integrate annual budgeting and strategic planning exercise	New						VP Finance
	Develop and monitor 3-year P&L, Balance Sheet and Cash Flows, adjusted periodically for changes in internal and external developments	New						VP Finance
Enhance the cash flow management of projects.	Establish a system for the ongoing monitoring of budget vs actual expenditure on each project.	New	Monthly variance analysis report (for each project)					VP Finance

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #2: Effective Project Management, Construction Supervision and Fleet Management Services

Strategic Objective 2.2: To improve project outcomes and management decisions by providing sound financial planning, advice, analyses and coordination.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
	Implement new initiatives to reduce the contractor payment cycle time (incl. strategies to fast-track processing of claims by the MOWT)		Reduction in the average time to process a contractor claim					VP Finance
Establish an <i>integrated financial management system</i> , linking accounting and the key business areas (incl. Procurement, Legal, Project Mgmt., etc.)	Install and operationalised the Finance module of the eMIS (electronic Management Information System).		Availability of real-time financial performance metrics Reduced cycle time for in processing payment certificates					VP Finance
	Purchase and install the Sage 50 (frmrly Peachtree) accounting software, along with the requisite to maintenance agreement.							VP Finance

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.1: To ensure that all external financial reporting and regulatory requirements are adequately and timely met.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Enhance the documentation and document management processes to support the timely preparation of financial reports.			No. of compliance reports o/s, 30 days and over beyond their deadline.					VP Finance

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #3: **Enhanced Corporate Governance Practices**

Strategic Objective 3.2: To safeguard the financial resources of the Company to ensure early detection and prevention of misappropriation of funds, misallocations and fraudulent activities.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Strengthen financial management practices, policies and controls	Develop a suite of financial policies and procedures (to define roles and responsibilities, levels of authority, standards and practices)	With the exception of the procurement policy, company policies and procedures are not documented.	% completion of Finance and Accounting Policies and Procedures Manual No. of non-compliance with approval requirements, quarterly.	5%	20%	50%	100%	VP Finance
	Formalise the delegation of authority within the department to set approval limits and responsibilities.	NIDCO's Delegation of Authority has not been updated since 2006.	Revised Delegation of Authority disseminated to Finance Staff					President
	Revise and document the standards, procedures, and practices for every position in the department.		% of positions with desk reference manuals					HR Manager/ Consultant

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: FINANCE DEPARTMENT

Key Priority Area #3: Enhanced Corporate Governance Practices

Strategic Objective 3.2: To safeguard the financial resources of the Company to ensure early detection and prevention of misappropriation of funds, misallocations and fraudulent activities.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Mitigate <i>financial risks</i> by developing, implementing and overseeing rigorous and consistent internal controls on budgetary and financial processes and transactions	Establish financial performance measurement system, including meaningful financial metrics	New	Financial metrics included in the Executive Dashboard					VP Finance
	Develop and maintain a department <i>risk register</i>	New	Mitigation strategies for all financial risks identified					VP Finance

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: ALL DEPARTMENTS

Key Priority Area #4: Adequate, Engaged and Productive Human Resources

Strategic Objective 4.1: Over the next three years, NIDCO will establish and maintain the optimal staffing level required to deliver improved corporate and programme/project results.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Roll out a recruitment and retention strategy to attract the most competent professionals to fill all key vacancies in the Company	Develop a Department Manpower Plan, aligned with new organisational structure.	Several key positions remain vacant, due to attrition of staff and a freeze on new hires.	Vacancy rate			<10%	<15%	HR Manager/Consultant
Review and update new staff orientation procedures	Mandate the use of desk reference manuals in staff orientation.							HR Manager/Consultant

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: ALL DEPARTMENTS

Key Priority Area #4: Adequate, Engaged and Productive Human Resources

Strategic Objective 4.2: By September 2020, all staff will be classified as 'high performing' by virtue of meeting and surpassing 90% of their established performance targets.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Establish performance measures and standards for every position and staff members (to ensure each staff is accountable for Department's results)	Collaborate with HR Manager to redesign performance appraisal document (align departmental objectives with individual performance targets)	Annual appraisals conducted on employee's anniversary. Further, PA tool not linked to departmental or organisational performance.	% of staff attaining overall average of at least '4' on quarterly performance appraisal'			85%	100%	Vice Presidents
	Bring all performance appraisals up to date and institute a system of quarterly reviews to monitor performance throughout year.	currently, there are several [actual number] staff members who have not had an appraisal since 2015.	% of annual Perf. Appraisals outstanding at 30-Sept.					Vice Presidents
Promote the practice of ongoing training and professional development to increase productivity and to prepare staff for future roles the organisation.	Identify & circulate local/online training opportunities (webinars, short courses, conferences): --facilitate time off to attend training events --Encourage ongoing development as part of performance appraisal process		"Professional development" specific to individual job functions) included as a performance criteria on Performance Appraisal tool			30-Oct		HR Manager/ Consultant Heads of Department

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Re-engineer key processes to remove redundancies, shorten process cycles and ensure transparent and equitable distribution of work.	Conduct a workflow analysis exercise in all functional areas (using results to reassign duties and reallocate resources)		Revised Job Descriptions Desk reference manuals for all positions					HR Manager/ Consultant PSU

GENERAL MANAGEMENT AND ADMINISTRATIVE UNITS: ALL DEPARTMENTS

Key Priority Area #4: Adequate, Engaged and Productive Human Resources

Strategic Objective 4.3: In alignment with NIDCO's corporate values, create a positive work environment that builds staff morale.

2015/16 Baseline:

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Communicate quality, timely, and accurate information in the department	Set up and maintain staff meetings and other forums to promote free and open dialogue among staff and between management and staff	Staff and individual meetings occur on an adhoc and as-needed basis.	# of staff meetings held per month Reduction in the average number of sick days taken each qtr .					Heads of Dept.
	Rationalise the communication systems in the company to ensure all staff have the requisite access to information needed to carry out their daily activities.	New initiative	Overall rating on the statement "I am well-informed about decisions taken my Dept."					PSU
	Formalise a coaching and mentoring initiative at all levels in the Company, linked to Individual Development Plans.	New initiative	% of performance targets achieved by mentored employee					HR Consultant

Principal Strategies	Actions	Baseline Data (2015)	Performance Indicator(s)	Target				Responsible Officer(s)
				2016/17	2017/18	2018/19	2019/20	
Ensure workplace safety and health	Complete HSSE audit of the department with air quality testing	The Finance Department is located on the ground floor of a converted warehouse with inadequate airflows. As a result, staff has been reporting respiratory problems.	Meet the minimum standard for mechanically ventilated space i.e. ASHRAE Standard 62.1–2010					HSE Manager



P A R T

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I M P L E M E N T A T I O N ,
M O N I T O R I N G &
E V A L U A T I O N

Critical Success Factors



The successful achievement of the strategic goals and objectives outlined in this Plan is premised on the satisfaction of the following conditions:

1. Government's continued confidence in NIDCO
2. National policies and plans that place infrastructure development at the centre of economic growth and social inclusion.
3. Harmonious relationship with and full support from the Ministry of Works and Transport, the Ministry of Finance, other government ministries and agencies.
4. Strong demonstration of Board and Executive's commitment; buy-in from management and staff.
5. Innovative Project Development and Management Systems, Policies and Procedures.
6. Deployment of a structured change management programme that focuses on capacity development and engagement of workforce.
7. Creation of a performance-driven, business-oriented and transparent corporate culture.
8. Use of best available technology to access information, to assist in data collection, analysis and reporting.
9. The deployment of enterprise-wide productivity tools.
10. Institutionalising policies and standards for effective communication and information-sharing.
11. Integration and translation of strategic objectives into departmental and individual performance requirements.



Implementation of the Plan



GENERAL IMPLEMENTATION METHODOLOGY

Building on the recommendations of the 2015 institutional capacity assessment exercise, NIDCO will seek to infuse the following approaches in its planning and implementation processes:

- **Output-based Management** – as the basis for effective leadership, performance management, good governance, transparency, accountability and actual achievement
- **Standardisation and Simplification** – for the development of standards and norms to simplify business processes and achieve greater consistency throughout the system
- **Institutionalised Best Practices** – employing tried, tested and proven methods in all management process.

IMPLEMENTATION OF TRANSFORMATIONAL STRATEGIES

Implementation of strategies will be performed through:

- The structure, operations, and resources of NIDCO
- The establishment of special internal teams to perform defined projects and initiatives
- Technical support through external consultancies, as required.

GOVERNANCE AND OVERSIGHT OF THE PLAN

In accordance with established compliance requirements, the Board of Directors shall have oversight responsibility for this Plan to ensure the achievement of the goals and objectives.

The Senior Executive Team shall assume overall responsibility for the satisfactory implementation of the strategies, plans and initiatives identified. In accordance with the Implementation frameworks established, every programmatic activity will be 'owned' by a responsible Department/Unit/Officer.

Essentially, the Strategic Plan will provide the basis for the development of annual business plans as a means of operationalizing the strategies aimed at achieving our long-term goals.

COORDINATION, MONITORING & REPORTING

The Programme Support Unit will provide the coordinating activities required for (i) the dissemination and integration of the Corporate Plan; (ii) development of the annual business plans; and (iii) working with Heads of Department to develop the required performance monitoring system for the ongoing monitoring of progress towards achieving our goals.

COMMUNICATION STRATEGY

Upon approval of this Strategic Plan, the Programme Support Unit, with the support of the Human Resources Departments, will lead the implementation of a comprehensive internal and external awareness strategy to ensure that every employee understands their role and function in achieving the goals and objectives of the Plan. Actions will include the physical dissemination of copies of the Plan to all Departments. Other staff awareness-building activities will include the presentation and discussions on the Plan at departmental meetings and in lunch-hour information sessions, in which staff will be made aware of the Company's strategic directions and the linkages between corporate and individual performance objectives.

The communication strategy will provide mechanisms for the sharing of the achievements and progress of the Strategic Plan and the related Annual Business Plans.

Monitoring and Evaluation of the Plan

Monitoring and evaluating the successful implementation of NIDCO's strategic plan will involve four (4) types of activities:

- 1. The Annual Business Plan.** NIDCO's Annual Business Plans will be developed in accordance with the GORTT established framework. The Annual Business Plan will be the blueprint for the implementation of the Strategic Plan in the each year of the planning period. Each year in the preparation of the Business Plans, NIDCO will engage in a review of the progress of implementation of the strategic plan and make any adjustments needed in light of new/emerging factors in the environment. This will ensure that the Strategic Plan remains relevant over the five year planning period. Over the course of the year, the Annual Business Plan will act as a management tool for monitoring and evaluating the extent to which the organisation is moving towards achieving its targets. It will have sufficient detail to be used to track implementation of each Strategy. At semi-annual intervals, the Business Plan will be reviewed by the Executive Team, to assess the progress of implementation and also to identify specific enablers and challenges and to take action to overcome these challenges.
- 2. Periodic Strategy Evaluation and Adjustments.** Periodic impact evaluations of the implementation progress of the Strategic Plan will be undertaken biennial. These reviews will assess: (i) the improvement in administrative, managerial and operational systems and (ii) the improvement in services as outcomes of the implementation of the Strategic Plan.
- 3. End of Period Review.** The end of period review will be a formal evaluation of the implementation of the Strategic Plan and the outcomes and impacts in relation to expected outcomes, the Vision and Mission. In this regard, full audits are conducted of all services as well as administrative, managerial and operational systems to assess the level of success.

The results of this evaluation will provide empirical data and information for the new planning period.

4. The Reporting Scheme

The Reporting Scheme is designed to ensure that, not only is the implementation process tracked and documented but that all stakeholders in the delivery system are kept informed of the progress and performance. These Reports will include a combination of internal reports and statutory reports to track NIDCO's progress at both the project level and the organizational level:

- Quarterly Status Reports
- Status Reports to the line Ministry and Cabinet
- The Annual Administrative Reports to the Board.

Appendices



APPENDIX 1:

Organisational Capacity Self-Assessment Instrument

Organizational Self-Assessment Tool

Introduction

NIDCO has initiated a strategic planning process towards the development of the company's 2016-2020 Corporate Strategic Plan. The focus of this plan will be the establishment of a new strategic direction that will ensure NIDCO's long-term viability.

In this regard, an internal organizational self-assessment exercise is being conducted to -

1. Ascertain the **current state** of NIDCO's operations and thereby our capacity to deliver the new sustainability imperatives;
2. Obtain a consensus on what NIDCO's **Strengths** and **Weaknesses** are;
3. Obtain Departments' perspective on the **Opportunities** that exist that NIDCO should leverage in order to improve our financial viability and the potential **Threats** posed to our operations (for which appropriate strategies need to be developed to mitigate their effects).

The objective of this exercise is to identify areas of excellence in the organisation that will be replicated, organizational strengths and assets that should be leveraged and operational challenges/issues that need to be addressed and areas in which additional support is required.

NIDCO will be assessed in the areas of Organizational Performance, External Environment, Organization Capacity and Organizational Motivation (see *Self-Assessment Framework at Appendix 1*).

Using the Tool

All Departments are being asked to participate in this exercise. The tool should preferably be completed collaboratively in each department and reviewed by the Departmental Head, prior to submission for analysis.

Please note that any reference to 'NIDCO' should be taken to mean NIDCO and the Water Taxi Service.

Please complete and return self-assessment tool by June 30, 2015 to –

Senior Planning Officer
dbrodber@nidco.co.tt



National Infrastructure
Development Co. Ltd.

"Partnering to Build Modern Infrastructure"

I. Organizational Performance

An organisation's performance is made visible through the activities in which it engages to achieve its mandates and mission. Organisations perform well when they successfully fulfill their purpose. Outputs and their effects are the most measurable aspects of organizational performance. Regardless of how the organisation defines good performance, the key indicators are generally effectiveness, efficiency, relevance and financial viability.

RELEVANCE

To survive NIDCO must adapt to changing contexts and capacities and keep its mission, goals, programmes and activities agreeable to its key stakeholders (incl. our line Ministry and other government ministries engaged in the development of physical infrastructure)

1. What do you believe are the three (3) most important functions of NIDCO?

i.

ii.

iii.

2. Has NIDCO maintained its relevance overtime? (Please indicate the extent to which you believe the following statements to be accurate.)

ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
NIDCO's services are in increasing demand.					
The organisation periodically reviews the environment to adapt its strategy					
Key stakeholders are satisfied with the way the organisation is performing					
NIDCO has an established system (formal or informal) for the ongoing assessment of stakeholder needs to determine the relevance of its services.					
NIDCO identifies and adapts new technologies to meet stakeholder requirements					
We know who our competitors are and identified a unique selling proposition (our niche)					

Explanation and Evidence: (Please use this section to provide additional information on any of the above issues)

EFFECTIVENESS					
The effectiveness of an organisation is the degree to which it moves towards achieving its mission and goals.					
3. In your opinion, what are the top three (3) factors that should be used to measure NIDCO's overall effectiveness?					
i.					
ii.					
4. How effective is NIDCO in moving towards fulfilling its mission/mandate/goals? (Please indicate the extent to which you believe the following statements to be accurate.)					
ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
In general, NIDCO has been successfully meeting its mandates over the past 5 years					
NIDCO is known for the good quality of its projects and its professional services					
NIDCO's mission is known and agreed by management and staff					
NIDCO regularly and systematically monitors is organizational effectiveness					
The organisation uses feedback to make adjustments to priorities, strategies and plans to improve delivery of outputs.					
Stakeholders have sought to replicate NIDCO's mode of operations					
Explanation and Evidence: (Please use this section to provide additional information on any of the above issues)					
EFFICIENCY					
Organisations must be able not only to provide exceptional services but also to provide good value for money. Efficiency refers to the optimal use of resources to obtain a desired result.					
5. How efficient is NIDCO in the use of its human, financial and physical resources? (Please indicate the extent to which you believe the following statements to be accurate.)					
ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
NIDCO has established measures to define and monitor its organizational and project management efficiency.					
High-quality administrative systems are in place (financial, human resources, programme management, strategy, etc.,) to support the efficiency of the organisation.					

Optimal use is made of our financial resources					
Optimal use is made of physical facilities (building, equipment, etc.)					
Staff members are used by the organisation to the best of their abilities.					
Explanation and Evidence: <i>(Please use this section to provide additional information on any of the above issues)</i>					
<p align="center">FINANCIAL VIABILITY</p> <p>Financial viability is an organisation's capacity to generate sufficient revenue to meet its functional requirements in the short, medium and long-term. Research has shown that the conditions needed to make an organisation financially viable include (i) multiple sources of revenue; (ii) own-income generation; and (iii) sound financial and administrative planning and management.</p>					
6. Is NIDCO financially sustainable (over the long-term)? <i>Please indicate the extent to which you believe the following statements to be accurate.)</i>					
ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
NIDCO has robust financial policies, systems, procedures and delegations that are regularly reviewed to ensure safe, efficient and accountable financial management.					
NIDCO has established its financial priorities for the medium term (FY 2020)					
Income projections for the next 3 years are more than projected Expenditure.					
NIDCO expects that its current funding sources will continue to be viable over the long-term.					
No one revenue source contributes more than 40% of the total annual revenues.					
The organisation is actively seeking to expand its revenue sources.					
NIDCO has maintained a positive Profit-after-Tax position over the last 3 years.					
NIDCO has maintained a healthy total-assets-to-total debts ratio over the past 5 years.					
We have identified and measured our organisation's areas of financial risk and have contingency plans in place should there be changes to our income and funding streams					
NIDCO has established means (including indicators) of assessing and monitoring its					

financial viability (incl. benchmarks, indicators,					
Explanation and Evidence: <i>(Please use this section to provide additional information on any of the above issues)</i>					
7. What are the three (3) most critical issues that NIDCO must address in order to improve our financial viability?					
i.					
ii.					

8. Assessment of the Organisation's S-W-O-T	
STRENGTHS <i>What does NIDCO do exceptionally well?</i> <i>What resources do we have available to leverage?</i> <i>What do others consider our strengths?</i>	WEAKNESSES <i>What issues, if left unattended, could adversely affect our image, financial viability, overall performance?</i> <i>Where are more resources needed?</i> <i>What are others likely to see as weaknesses?</i>
1. 2. 3.	1. 2. 3.
OPPORTUNITIES <i>What international, regional or national developments can we take advantage of?</i> <i>What strengths can we turn into opportunities?</i>	THREATS <i>What trends or emerging issues could potentially harm NIDCO's operations?</i> <i>What is/are our competitors doing better than us?</i> <i>What threats do our Weaknesses pose to us?</i>
1. 2. 3. 4.	1. 2. 3. 4.

Some considerations...

1. In reviewing 'Opportunities' and 'Threats' please consider factors such as (a) new legislations (b) the political landscape and changes in government priorities (c) the macro economy (d) social and cultural factors (e) technological developments and (f) the natural environment.

2. In identifying '*Threats*', please also indicate possible mitigating strategies or interventions that could be deployed to reduce NIDCO's vulnerability.

II. Organizational Capacity

In this section, NIDCO's organisational capacity is considered in terms of seven (7) primary and interrelated areas that are deemed to be foundational to the organisation's performance: strategic leadership, human resources, financial management, infrastructure, programme management; process management and inter-agency linkages. Generally, capacity issues are easier to identify and easier to address than other assessment areas.

The aim of this section is to identify critical capacity issues that need to be addressed in order to put NIDCO on the path to achieving long-term sustainability, as well as improving our short-term results.

The following ratings are to be applied to each of the capacity area being assessed:

III. Organizational Motivation

An organisation's performance is made visible through the activities in which it engages to achieve its mandates and mission. Organisations perform well when they successfully fulfill their purpose. Outputs and their effects are the most measurable aspects of organizational performance. Regardless of how the organisation defines good performance, the key indicators are generally effectiveness, efficiency, relevance and financial viability.

Component	Capacity Area	Level of Achievement	Level of Priority	REMARKS
STRATEGIC LEADERSHIP				
Leadership				
Governance				
Structure				
HUMAN RESOURCES				
FINANCIAL MANAGEMENT				
INFRASTRUCTURE				
PROGRAMME MANAGEMENT				
PROCESS MANAGEMENT				
INTER-AGENCY LINKAGES/PARTNERSHIPS/INSITUTIONAL ARRANGEMENTS				

RELEVANCE

To survive NIDCO must adapt to changing contexts and capacities and keep its mission, goals, programmes and activities agreeable to its key stakeholders (incl. our line ministry and other government ministries engaged in the development of physical infrastructure)

9. What do you believe are the three (3) most important functions of NIDCO?

i.

ii.

iii.

10. Has NIDCO maintained its relevance overtime? *(Please indicate the extent to which you believe the following statements to be accurate.)*

ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
NIDCO's services are in increasing demand.					
The organisation periodically reviews the environment to adapt its strategy					
Key stakeholders are satisfied with the way the organisation is performing					
NIDCO has an established system (formal or informal) for the ongoing assessment of stakeholder needs to determine the relevance of its services.					
NIDCO identifies and adapts new technologies to meet stakeholder requirements					
We know who our competitors are and identified a unique selling proposition (our niche)					

Explanation and Evidence: *(Please use this section to provide additional information on any of the above issues)*

EFFECTIVENESS

The effectiveness of an organisation is the degree to which it moves towards achieving its mission and goals.

11. In your opinion, what are the top three (3) factors that should be used to measure NIDCO's overall effectiveness?

i.

ii.

iii.

12. How effective is NIDCO in moving towards fulfilling its mission/mandate/goals? (Please indicate the extent to which you believe the following statements to be accurate.)

ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
In general, NIDCO has been successfully meeting its mandates over the past 5 years					
NIDCO is known for the good quality of its projects and its professional services					
NIDCO's mission is known and agreed by management and staff					
NIDCO regularly and systematically monitors is organizational effectiveness					
The organisation uses feedback to make adjustments to priorities, strategies and plans to improve delivery of outputs.					
Stakeholders have sought to replicate NIDCO's mode of operations					

Explanation and Evidence: (Please use this section to provide additional information on any of the above issues)

FINANCIAL VIABILITY

Financial viability is an organisation's capacity to generate sufficient revenue to meet its functional requirements in the short, medium and long-term. Research has shown that the conditions needed to make an organisation financially viable include (i) multiple sources of revenue; (ii) own-income generation; and (iii) sound financial and administrative planning and management.

13. Is NIDCO financially sustainable (over the long-term)? Please indicate the extent to which you believe the following statements to be accurate.)

ISSUES	Completely Accurate	Somewhat Accurate	Somewhat Inaccurate	Completely Inaccurate	Unsure
NIDCO has robust financial policies, systems, procedures and delegations that are regularly reviewed to ensure safe, efficient and accountable financial management.					
NIDCO has established its financial priorities for the medium term (FY 2020)					
Income projections for the next 3 years are more than projected Expenditure.					
NIDCO expects that its current funding sources will continue to be viable over the					

long-term.					
No one revenue source contributes more than 40% of the total annual revenues.					
The organisation is actively seeking to expand its revenue sources.					
NIDCO has maintained a positive Profit-after-Tax position over the last 3 years.					
NIDCO has maintained a healthy total-assets-to-total debts ratio over the past 5 years.					
We have identified and measured our organisation's areas of financial risk and have contingency plans in place should there be changes to our income and funding streams					
NIDCO has established means (including indicators) of assessing and monitoring its financial viability (incl. benchmarks, indicators,					
Explanation and Evidence: <i>(Please use this section to provide additional information on any of the above issues)</i>					
14. What are the three (3) most critical issues that NIDCO must address in order to improve our financial viability?					
i.					
ii.					
iii.					

APPENDIX 2:

Review of NIDCO's Operating Context

NIDCO operates within a complex and dynamic macro environment that defines the 21st Century public sector in Trinidad and Tobago.

NIDCO recognises that its external environment is the source of opportunities and challenges, pressures and trends that have the potential to either support or hinder the stability and growth of the organisation. Its long-term sustainability strategy was therefore guided by the results of a comprehensive analysis of six (6) key factors (see Fig. 1 below) within its external environment.

These factors established the framework for considering prevailing local and global conditions such as the implications of the change of government in September 2015 and the resulting revised national development priorities; contraction of the energy sector (due to declining oil prices on the world market); government's new fiscal and economic policies; pertinent legislation and regulations; industry trends and outlook, incl. alternative methods for infrastructure financing and market access limitations. NIDCO has therefore determined that the conditions summarised in Fig. 1 below will have direct implications on the organisation over the planning period. The external analysis exercise benefitted from the support of a Management Consultant with significant knowledge of the local and regional economies.

I. PESTLE ANALYSIS OF EXTERNAL ENVIRONMENT

Figure 1: Summary of External Environmental Scan

1. Political Factors	2. Economic/Sectoral Factors	3. Social Factors
<ul style="list-style-type: none">• Changes in political administration which affects continuity• People's National Movement Manifesto 2015, which prioritises infrastructure development as an enabler of economic growth• Public-Private Partnerships in infrastructure financing and development• Outdated and absent master plans for transportation and land development• Competitive climate in the State Sector• Regional infrastructure gap (esp. in countries receiving international development aid)• Deepening trade relations between GoRTT and China and the Andean Bank.	<ul style="list-style-type: none">• Reduction in public spending on infrastructure due to economic slump• Increasing demand for land-based transportation• Increasing demand for inter-island fast ferry service• Limited availability of local aggregate for road construction• Inability of GoRTT to sustain public infrastructure investment• Emergence of a broad range of alternative funding models for mega developments• Positioning of Trinidad & Tobago as a major regional and international transshipment hub• Ability of local contractors to undertake complex/mega highway construction projects	<ul style="list-style-type: none">• Urbanisation• Increasing demand for social infrastructure• Increasing influence of civil society (community activists) on the Government• Unplanned development and human settlement• Shortage of skilled labour to undertake major/complex construction projects

4. Technological Factors	5. Legislative & Regulatory Factors	6. Environmental Factors
<ul style="list-style-type: none"> •New technologies to enhance project and procurement management •Geographic Information Systems •The construction sector remains largely labour-intensive •Cost considerations for cutting edge technology •Data, information and technology security risks •Social media shaping public perception of Government, infrastructural projects, etc. •e-Procurement being promoted by GoRTT •Political will to facilitate integration of technology in Government's construction projects. 	<ul style="list-style-type: none"> •New Public Procurement & Disposal of Public Assets bill •Environmental laws, treaties and accords •In general, supportive legislative environment to support State Enterprises in their operations •Society is fast becoming more regulated •Regionally, the Treaty of Chaguaramas (1973) and the Revised Treaty (2001) created free trade areas 	<ul style="list-style-type: none"> •Climate change •National institutions established to enable sustainable development and environmental protection •Improper land use and solid waste disposal practices •Environmental degradation from road construction and quarrying activities •Absence of economic incentives for adoption of "green" technology in manufacturing and construction activities.

The external environmental conditions that impact NIDCO's operations are expected to change over the life of the Strategic Plan. Therefore, ***this Plan supports the institutionalisation of a structured biennial assessment of NIDCO's opportunities and threats to monitor for new developments that may affect the achievement of the strategic outcomes.*** Necessary adjustments would then be made to the Plan to ensure that it retains its relevance and utility to NIDCO's management and decision-making processes.

II. SWOT ANALYSIS OF THE INTERNAL ENVIRONMENT

Over a two (2) period, NIDCO undertook an institutional capability self-assessment, to ascertain the current state of operations; in particular the capacity of the organisation to deliver the new strategic imperatives of the Plan. The exercise aimed specifically to -

1. Obtain a consensus on NIDCO's **Strengths** and **Weaknesses**;
2. Obtain the perspectives on the **Opportunities** that exist and which NIDCO should leverage in order to improve its financial viability, as well as the potential **Threats** posed to our operations (for which appropriate mitigating strategies need to be developed).

The Strengths, Weaknesses, Opportunities and Threats (S-W-O-T) were examined within the framework of an *Organisational Capability Self-Assessment Tool*, which identified eight (8) key capabilities that are characteristic of organisations working to become stronger, more adaptable, more integrated and therefore more sustainable. Table 1 presents a summary of the results of the organisational self-assessment.

Table 1: Summary of NIDCO's Strengths and Weaknesses

STRENGTHS	WEAKNESSES
Dimension #1: Quality of Leadership	
<ul style="list-style-type: none"> • Expert leadership (Board and Executive Management) with strong background in Engineering, Project Management and Public Administration (incl. GORTT's decision-making). • Senior Executives demonstrate a genuine sense of commitment to NIDCO's success. 	<ul style="list-style-type: none"> • Approval authority is heavily concentrated in the Office of the President, which places undue operational pressure on the President. • Political appointments at the most senior levels, which impacts organisational continuity with changes in government administrations. • While technically-competent, some Managers require additional training in organisational and people management.
Dimension #2: Programme and Project Management	
<ul style="list-style-type: none"> • NIDCO has an undisputable track record for successfully managing and delivering a diverse array of infrastructure projects. • Built capacity to execute large, complex infrastructural projects, simultaneously, which is supported by strong process management • Systems in place to ensure that projects operate within the parameters of transparency, accountability and efficiency. • Ability to mobilize projects quickly. 	<ul style="list-style-type: none"> • Non-binding arrangement between NIDCO and the MOWT for the management of the Water Taxi Service, which could result in the re-assignment of the service at any time. • Untimely/inadequate project funding which results in delays in implementation. • Inability to independently finance our projects adversely affects our ability to pay contractors on time and ultimately affects our performance and business relations.
Dimension # 3: Process Management	
<ul style="list-style-type: none"> • International best practices and standards used in procurement and other key processes, allowing for standardisation, transparency and efficiency. • All key business processes have been duly mapped. 	<ul style="list-style-type: none"> • NIDCO operates primarily in a functional environment, and is yet to transition into a more projectized organisation. • In the absence of an electronic management information system (eMIS), operations across the

<ul style="list-style-type: none"> Project Management plans are developed to better manage all projects. 	<p>organisation remain highly manual.</p> <ul style="list-style-type: none"> Protracted timeframe in the award of contracts. Absence of an Enterprise-wide Risk Management system. Absence of system and processes to operational costs (direct/indirect) with management fees received on various projects. Lack of documentation of critical processes and desk manuals in most areas across the organisation.
Dimension #4: Human Resources	
<ul style="list-style-type: none"> Professionally qualified and experienced staff – with local, regional and international qualifications. Highly committed, engaged and capable staff. Presence of combination of unique professional skills in-house (not available in any other State Agency), which could create significant competitive advantage for NIDCO. 	<ul style="list-style-type: none"> All staff currently employed on 2 or 3 year contracts, which creates job insecurity and prevents staff from entering into long-term financial arrangements (such as mortgages). While a training policy is in place, a structured training or development plan needs to be implemented. Absence of an explicit staff retention policy, to prevent loss of valuable institutional knowledge.
Dimension # 5: Financial Management	
<ul style="list-style-type: none"> First state enterprise to publish audited financial statements. Prepares all financial reports in accordance with International Financial Reporting Standards (IFRS). The Company has successfully obtained unqualified opinions for each of its annual external audits. Finance team holds professional qualifications and memberships in local and international accounting bodies. Consistently maintains compliance for financial reporting requirements of the Ministry of Finance. 	<ul style="list-style-type: none"> Annual operating expenses continue to increase without adequate and comparable increase in revenue. Dependency on government disbursement to finance our projects adversely affects our ability to pay contractors and ultimately affect our performance. Financial processes are not (electronically) integrated with other key business processes such as procurement and project management.
Dimension #6: Structure & Policy	
<ul style="list-style-type: none"> Clear legal mandate to implement large-scale infrastructure development projects. Clearly defined and flat organisational structure, to allow for maximum flexibility to accommodate changes in government policies and NIDCO's mandates. NIDCO is registered under the Companies Act (1995) as a limited liability company with the full provision to conduct its operations as a business. 	<ul style="list-style-type: none"> Dependence on one client for project income Up to 2015, absence of an explicit business development/ income generation strategy, which has implications for financial sustainability. CSR policy needs to be expanded and applicable to all NIDCO's projects. Absence of policies to address operational activities that could expose the organisation to legal, financial and reputational risks.
Dimension #7: History/Culture/Reputation	
<ul style="list-style-type: none"> NIDCO is a reputable professional organisation, which, despite its challenges, consistently delivers projects of the highest international standards, 	<ul style="list-style-type: none"> A pervasive "silo mentality", which curtails efforts to improve operational efficiency and staff morale.

<p>satisfying GORTT's expectations.</p> <ul style="list-style-type: none"> • Built reputation for excellent stakeholder engagement programming (e.g. established community centres, policies and procedures in place). 	<ul style="list-style-type: none"> • As a relatively young company NIDCO has well-developed capacity for "fire-fighting" – reactive rather than engaging in proactive planning.
<p>Dimension #8: Inter-organisational Linkages/Partnerships</p>	
<ul style="list-style-type: none"> • Demonstrated capacity to establish partnerships and create new business opportunities. • As an agent of the State, NIDCO is ideally positioned to enter into partnerships and alliances with government ministries, the THA and other state agencies. • NIDCO is a participating or lead agency on national task forces, inter-ministerial committees, providing access to government decision-making processes and creating the opportunity to influence those decisions. 	<ul style="list-style-type: none"> • Networking needs to be more structured and deliberate, i.e. linking activities to corporate strategies and goals.

III. SPECIAL ASSESSMENT BY THE BOARD OF DIRECTORS

In October 2015 the PNM administration appointed a new Board of Directors chaired by Herbert George, a Structural Engineer. Upon taking office, the Board undertook an operational and financial review of the Company. Key findings from this assessment are summarized below:

- i. Minimal funds available in the Company's bank account – NIDCO's bank balance moved from a high of \$266 million at the end of 2013 to \$103 million at September 2015.
- ii. Escalating operating costs – this increased from \$25.3 million in 2010 to \$66.1 million in 2015 due mainly to personnel costs. Staff levels increased from 60 persons in May 2010 to 201 persons by August 2015. The rationale put forward for this increase, by the then Management, was the increased project activity on the Sir Solomon Hochoy Highway Extension to Point Fortin, project. However, a thorough examination by the new Board revealed that the heightened increase in staff levels was unjustified and the associated costs could no longer be sustained.
- iii. NIDCO experienced a net loss of \$28 million for the financial year ended 2015 which eliminated the limited reserves accumulated in the past years.
- iv. Debts outstanding – Debts amounting to \$313 million were due to contractors, suppliers and other service providers. Due to drastic reduction in cash flows, NIDCO is unable to honour these obligations.
- v. Irregular payments on contracts – in certain cases, monies were disbursed to contractors for works that were never started and/or overpayments made.
- vi. Poor Human Resource (HR) practices – The existing HR Policies were in great need of revision and minimal administrative records were kept, which includes attendance, punctuality and performance appraisals.

- vii. Non-adherence to policies and procedures – Where existed, these were not always adhered to, and in some instances, without any consequences.
- viii. Non-adherence to the rules and regulations as outlined in State Enterprises Performance Monitoring Manual – This was very evident in matters related to use of company property by directors, costs associated with hosting board meeting and statutory reporting.

APPENDIX III:

Compendium of Programmes and Projects

NIDCO has a highly developed capacity for the management of multiple programmes and projects simultaneously. Our public infrastructure programme currently consists of works on highways, bridges and land retention, traffic, transportation and traffic management, drainage and water management and community infrastructure projects of various kinds. These projects are spread across the entire country and are being implemented in alignment with Government's plan for balanced economic development and social inclusion.

The programmes and projects comprising NIDCO's work portfolio as at December 2017 are as follows:

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
TRANSPORTATION MANAGEMENT: FAST FERRY SERVICE					
I	Water Taxi Service	Management of the day-to-day operations of this services	Ministry of Works and Transport	December 2008	<i>(Annual Budgetary Allocation)</i>
TRANSPORTATION INFRASTRUCTURE: ROADS & HIGHWAYS					
II	Valencia to Toco Roadway Construction	Feasibility Study (route selection and conceptual design) Design and construction of new roadway.	Ministry of Works and Transport	June 2016	5,300,000.00 <i>(Feasibility Study)</i> 4,500,000,000.00 <i>(Design-Build cost)</i>
III	Fast Ferry Port (Toco)	Construction of a fast ferry port to provide alternative sea route to and from Tobago	Ministry of Works and Transport	September 2016	10,000,000.00
IV	Upgrade of the Moruga Road (from Petit Café Junction to Marac Village)	Upgrade of roadway to improve level of service, remediate slope failures and accommodate river crossings.	Ministry of Works and Transport	September 2016	400,000,000.00
V	Port-of-Spain to Chaguaramas Highway/Causeway	Design and construction of new roadway to alleviate traffic congestion along the northwest peninsula.	Ministry of Works and Transport	October 2016	TBD
VI	Churchill Roosevelt Highway Expansion from Wallerfield to Manzanilla (CRHEM)	Design and build approximately 36km of 4-lane freeway and a 9.5km by-pass road south of Sangre Grande	Ministry of Works and Transport	December 2016	TBD
VII	Extension of the Sir Solomon Hochoy Highway to Point Fortin	The design and construction of a new 47km highway from Golconda to the Dunlop Roundabout in	Ministry of Works and Transport	May 2011	7,502,600,000.00

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
		Point Fortin			
VIII	Diego Martin Highway/Western Main Road Intersection	Feasibility Study	Ministry of Works and Transport	2015	9,194,700.00
TRANSPORTATION INFRASTRUCTURE: BRIDGES AND LANDSLIPS					
IX	Rehabilitation of three (3) bridges along Milford Road, Tobago (between Lowlands and Licensing Office)	The design and re-construction of three (3) bridges along Milford Road: <ul style="list-style-type: none"> • Lambeau River Bridge • Signal Hill River Bridge • Thompson River Bridge 	Tobago House of Assembly	March 2015	1,996,750.95
X	Bridges Rehabilitation Programme (Trinidad)	Design, construction and supervision services for 25 Bridges across Trinidad	Ministry of Works and Transport	March 2012	404,252,000.00
	Bridge Location	Project Description			Contract Amount
1	Calcutta Road #2	ID#: CP19 - Bridge B1/3			
2	Camden Road	ID#: CP9 - B1/1			43,380,262.00
3	Cedar Hill Road	ID#: CP12 - Bridge B1/3			
4	SMR, Cedros	ID#: CP18 – Bridge B1/73			14,585,275.00
5	Coblentz, St. Anns	ID#: CP1 – Bridge B1/1			14,911,442.00
6	Cumuto, Tumpuna Road	ID#: CP23 - Bridge B1/1 Construction of a 7.1m Box Culvert supported by spread foundations.			13,326,273.00
7	EMR, Guanapo	ID#: CP4 – Bridge B1/19 Construction of a 27m Span Bridge supported by spread footings using half and half construction.			12,731,794.00
8	EMR, St. Joseph (Bridge B1/12)	ID#: CP2 Construction of a 30m Span Bridge supported by spread footings.			15,424,292.00
9	Four Roads, Tamana	ID#: CP22 - Bridge B1/3 4.5m Box Culvert supported by spread foundations.			13,579,348.00
10	Mayaro Guayaguayare	ID#: CP17 - Bridge B1/13			
11	Naparima, Mayaro	ID#: CP16 – Bridge B1/22			27,543,388.00
12	Papourie Road, Debe	ID#: CP11 - Bridge C2/3			20,804,606.00
13	Paria Pedestrian Suspension Bridge	ID#: CP20 – Bridge B1/66			5,230,851.00
14	Pluck Road	ID#: CP15 - Bridge B3/5			
15	Sisters Road	ID#: CP13 - Bridge B1/3			
16	Talparo Main Road	ID#: CP21 – Bridge B1/10			13,785,493.00

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
	(Bridge)	Construction of a 7.1m Box Culvert supported by spread foundations.			
17	Toco Road	ID#: CP5 - Bridge B2/10 Toco Road Bridge Rehabilitation. Construction of a 10m Skew Box Culvert supported by spread foundations.			13,559,084.00
18	Toco Road	ID#: CP6 – Bridge B1/19 Toco Road Construction of a 7.5m Box Culvert supported by spread foundations.			10,639,041.00
19	Toco Road	ID#: CP7 - Bridge C1/32 Construction of a 5m Box Culvert supported by spread foundations.			14,116,486.00
20	Toco Road (Breakfast River)	ID#: CP8 – Bridge B1/22			14,767,950.00
21	Torrib, Tabaquite Road	ID#: CP14 – Bridge B1/3			28,580,877.00
22	Valencia Road	ID#: CP3 – B2/1 Construction of a 20m Span Bridge supported by pile foundation.			23,346,586.00
23	Talparo Main Road	ID#: CP3 - B1/9 Talparo Main Road			(combined with CP3 – B2/1)
24	Mamoral Road	ID# : CP24 - B1/4 Mamoral Road			10,800,000.00
25	Mamoral Road	ID#: CP24 - B3/4 Mamoral Road			
XI	Landslip Repair Programme	Design and Supervision Consultancy Services of landslips nationwide	Ministry of Works and Transport	15 June 2012	418,080,000.00
	Landslip Location	Project Description			Contract Amount
1	Saddle Road , Maraval	ID# L09 & L12 Construction of a 41 meter (L09) and 72 meter (L12) RC Cantilevered Wall. Included are the reconstruction of drainage and road restoration			4,928,606.98
2	Saddle Road , Santa Cruz	ID# L10 & L13 Construction of a 40 meter (L10) and 45 meter (L13) RC Cantilevered Wall. Included are the reconstruction of drainage and road restoration			2,551,390.01
3	North Coast Road	ID# L05 Construction of a 60 meter RC Cantilevered Wall. Included is the reconstruction of drainage structures and road restoration.			2,823,397.78
4	Arima Blanchisseuse Road 21.3- 21.325 km	ID# L07 Construction of a 20 meter RC Cantilevered Wall. Included is the reconstruction of drainage structures and road restoration. Slope stabilization construction on the uphill slopes			2,398,590.54
5	Arima Blanchisseuse Road 22.1- 22.125 km	ID# L06 Construction of a 30 meter RC Cantilevered Wall. Included is the drainage improvement and road restoration.			4,400,033.69
6	Arima Blanchisseuse Road 21.0- 21.025 km	ID# L11 Construction of a 60 meter RC Cantilevered Wall. Included is the drainage improvement and road restoration.			5,311,720.45

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
7	Paria Main Road 65.25 mm	ID# L02 Construction of a 65 meter RC Cantilevered Wall with Piles. Included is the drainage improvement and road restoration.			4,476,612.04
8	Paria Road 70.9 km	ID# L03 Construction of an 85 meter RC Cantilevered Wall with Piles. Included is the drainage improvement and road restoration.			6,365,794.67
9	Bonne Aventure Road	ID# L39 & L41 Construction of 55 meters (L39) and 110 meters (L41) RC retaining Wall with Piles. Included is the road construction and drainage improvement.			7,036,275.35
10	Mayo Road	ID# L36 & L38 Construction of 30 meters (L36) and 36 meters (L38) RC retaining Wall with Piles. Included is the road construction and drainage improvement.			6,452,771.33
11	Talparo Mundo Nuevo	ID# L23 Construction of 100 meters RC retaining Wall with Piles. Included is the road construction and drainage improvement.			6,997,298.64
12	SHH Macaulay Overpass	ID# L63 85 meters of Slope Stabilization works using Terramesh method which includes drainage improvement.			4,321,466.44
13	Moruga Road (Dougla City)	ID# L62 Construction of 65 meters RC retaining Wall with Piles. Included is the road construction and drainage improvement.			5,402,948.33
14	Reform Road	ID# L51 Construction of 95 meters RC retaining Wall with Piles. Included is the road construction and drainage improvement.			6,290,740.01
15	St. Croix Road LP#85-86	ID# L56 Construction of 45 meters RC retaining Wall with Piles. Included is the road construction and drainage improvement.			3,162,369.45
16	St. Croix Road LP#87-88	ID# L57 Construction of 50 meters RC retaining Wall with Piles. Included is the road reconstruction and drainage improvement.			4,289,109.78
17	Torrib Tabaquite Road	ID# L50 Construction of 80 meters RC retaining Wall with Piles. Included is the road reconstruction and drainage improvement.			7,134,646.05
18	Naparima Mayaro Road LP#395-397	ID# L54 Construction of 45 meters RC retaining Wall with Piles. Included is the road reconstruction and drainage improvement.			3,827,599.05
19	Naparima Mayaro Road	ID# L53 Construction of 20 meters RC retaining Wall with Piles. Included is the road reconstruction and drainage improvement.			1,533,121.30

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
20	Cunapo Southern Road 27.5-27.6 km	ID# L32 Construction of 70 meters RC Cantilevered Wall with Shear key. Included is the road reconstruction and drainage improvement.			2,852,035.86
21	Southern Main Road	ID# L59 Construction of 50 meters Steel Sheet Piles with Anchor Rods. Includes is the road reconstruction and drainage improvement.			6,413,471.57
22	San Francique Road	ID# L64 Construction of 55 meters Steel Sheet Piles with Anchor Rods. Includes is the road reconstruction and drainage improvement.			12,801,730.22
23	Morne Diablo Quarry Road	ID# L68 Construction of 190 meters RC Retaining Wall with Piles and Anchor Rods. Includes is the road reconstruction and drainage improvement.			17,471,741.61
24	Papourie Road	ID# L60 Construction of 50 meters RC Retaining Wall with Piles and Anchor Rods. Includes is the road reconstruction and drainage improvement.			5,818,273.89
FLOOD MITIGATION & DRAINAGE CONTROL					
XII	Improvement Works to La Quesa River, Freeport				5,690,850.00
XIII	Flood Mitigation and Erosion Control Programme	Minor rehabilitation works on small tributaries being undertaken by small contractors	Ministry of Environment and Water Resources		120,000,000.00
XIV	Comprehensive Drainage Development Programme	Conduct of drainage studies on several catchments throughout the country to determine flood mitigation and water management solutions	Ministry of Environment and Water Resources	October 2011	42,398,000.00
	Project Name/Location	Project Description			Contract Amount
1	Scorpion Ravine, Carenage	Construction of R.C. wall 125m long x 3.5m high			1,534,995.00
2	Manicou River Downstream of O'Meara Road, Arima	Construction of 150m long x 4m high Gabion basket Walling			1,370,930.00
3	Improvement Works to Upper La Estancia Road, Diego Martin	<ul style="list-style-type: none"> • De-Silting Works • Construction of Two Reinforced Concrete Silt Traps • Construction of Reinforced concrete Catch Pit • Construction of Reinforced Masonry box drains • Construction of Reinforced Masonry Perimeter Wall 			1,397,709.00
4	Drainage Improvement Works to Ramlal Trace, Warren Road Bejucal	Construction of 300m of reinforced concrete block drain.			780,670.00

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
5	Tributary to College Drain at Dookiesingh Street St. Augustine South.	Construction of 286m (both sides) of reinforced block-work box drain 2.0m wide x 1.5m deep			1,350,041.00
6	Improvement Works to Arima River Gillis Road, Tumpuna Road.	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,655,313.00
7	Improvement Works to #20 Ramlal Trace, Bejucal Village, Cunupia	Construction of 400m long R.C. box drain 1.9m wide x 1.2m deep			1,602,931.00
8	Improvement Works to La Puerta River, Thousand Steps	Construction of 110m x 3.65m high R.C. Wall.			1,595,352.00
9	Improvement Works to Rich Plain Ravine, Ali Street, Diego Martin	Construction of 110m x 3.65m high R.C. Wall.			1,416,239.00
10	Improvement Works to the Invert of Diego Martin River near St. Anthony's College	Construction of 350m ³ of reinforced concrete invert			1,305,348.00
11	Improvement Works to Calcutta Main Drain, Midway Park, Freeport	Construction of 160m long x 3.0m wide x 2.8m high R.C. Walling and Paving			1,620,740.00
12	Improvement Works to Pokhar Main Drain from #11 Pokhar Road to Akaloo Gardens, Longdenville	Construction of 300m long x 2.15m wide x 1.5m high Block Work Box Drain			1,409,276.00
13	Improvement Works to Cunupia River upstream of Bridge Crossing, Southern Main Road, Cunupia	Construction of 110m x 3.0m high R.C. Wall.			1,433,685.00
14	Improvement works to Malick River, Comprehensive Road.	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,469,666.00
15	Improvement Works to Cunupia River Upstream Of Bridge Crossing Southern Main Road, Cunupia.	Construction of 100m long x 3.9m high Reinforced Concrete Wall			1,642,740.00
16	Improvement Works to Grove Park Drain, Bay View Avenue, Dow Village.	Construction of Reinforced Blockwork Open Box Drain 2.0m wide x 1.2m deep and construction of Reinforced Concrete Box Culvert 2.0m x 1.2m deep			1,652,046
17	Construction of RC retaining wall on Vistabella, Marabella, #7 Sapphire Street, Vistabella.	Construction of 70m long x 4m high Reinforced Concrete Wall			1,653,300.00

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
18	Improvement Works to Trinidad River, Palmiste between Block 5&8.	Construction of Reinforced Concrete Block Drain 200m long x 6.4m wide x 1.4m deep.			1,601,039.00
19	Improvement Works to Church Street Drain, La Romain.	Construction of 665m long x 2m wide x 1.2m deep R.C. Block Box Drain with 3 R.C. Box Culverts.			1,581,310.00
20	Improvement works to Beetham Main Drain near Fernandes Compound parallel to the Priority Bus Route.	Construction of 160m long x 2.5m high Reinforced Concrete Wall.			1,650,220.00
21	Construction of RC block drain structure along the Ramgoolie East Road, Chin Chin Road, Cunupia.	Construction of 300m of Box Drain 0.45-0.6m (W) X 0.5m (D) on Ramgoolie Trace South and Construction of 400m of Box Drain 1.0 - 1.2m (W) X 0.7m (D) on Ramgoolie Trace North			1,485,990.00
22	Improvement Works to Covigne Ravine, Upper Covigne Road, Diego Martin	Construction of 110m x 3.65m high R.C. Wall.			1,731,565.00
23	Improvement Works to La Horquette River, Mid La Horquette Road, Carenage	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,591,799.00
24	Improvement Works to La Horquette River, Lower La Horquette Road, Carenage	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,590,160.00
25	Improvement Works to Rich Plain Ravine, Farm Road, Diego Martin	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,659,867.00
26	Construction of 160m RC Drain 3m wide x 2m deep on Dyette Trace Ravine, Cunupia	Construction of 160m of Reinforced Concrete Drain 3.0m (W) X 2.0m (D)			1,570,525.00
27	Improvement Works to Cunupia River Construction of 100m x 3m high wall downstream of bridge #1/7 SMR, Cunupia	Construction of 100m long x 3.9m high Reinforced Concrete Wall.			1,526,800.00
28	Construction of RC retaining wall on the La Quesa River (Maraj Lane Freeport)	Construction of 120m (L) of Reinforced Concrete Wall 0.4m (W) X 4.0m (D)			1,566,400.00
29	Improvement Works to Diego Martin River, Gene Avenue, Diego Martin	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,480,325.00
30	Improvement works to Ricon Ravine, Las Cuevas	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,514,128.00
31	Improvement works to Factory Road, Main Drain	Construction of 110m long x 3.65m high Reinforced Concrete Wall.			1,516,570.00

	PROGRAMME/ PROJECT NAME	DESCRIPTION	CLIENT	START DATE	APPROVED BUDGET (TT\$)
	Industrial Estate, Diego Martin				
32	Caparo River Basin Study / Mamoral Dam				
33	Caparo River Basin Study / Mamoral Dam (Water Treatment Plant)				
34	South Oropouche River Basin Study				
XV	National Programme for the Upgrade of Drainage Channels	Major rehabilitation and civil works on various main river channels in various parts of the country.	Ministry of Environment and Water Resources		192,190,000.00
	Project Name/ Location	Project Description			Contract Amount
1	Mausica River Improvements				5,320,700.00
2	Improvement Works to Miss Gutter Ravine				24,339,150.00
XVI	Coastal Protection Programme	Application of engineering solutions to abate emergency coastal erosion along the nation's coastlines	Ministry of Works and Transport		423,000,000.00
	Project Name/Location	Project Description			Contract Amount
1	Shore of Peace Cliff Stabilisation Works	Procurement of consultants to undertake construction supervision services			5,143,147.00
		Procurement of construction contractor			41,756,768.44
2	Manzanilla Beach Facility Seawall Stabilisation Works – Phase 1	Procurement of construction contractor			11,570,653.00
3	Matelot-Grand Riviere Shoreline Stabilisation Works – Phase 1	Procurement of consultants to undertake design consultancy services			6,435,912.00
4	North Cocos Shoreline Stabilisation Works	Procurement of construction contractor			10,580,548.00
PUBLIC FACILITIES ENHANCEMENT					
XVII	Maracas Beach Facility Improvement Project	Design and construction of vending huts, restrooms, upgraded administration building, connecting walkways, and infrastructure support for the new works; AND Design and construction of a new wastewater treatment facility and associated infrastructure works			

