



National Infrastructure Development Company Limited

Corporate Strategic Plan 2011 - 2015



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Foreword



Mr. Roshan Baboolal, Chairman, NIDCO

Since its inception in 2005, the National Infrastructure Development Company Limited (NIDCO) has undergone substantial growth and transformation as a result of our Corporate policies, practices and people, our track record of performance and strict adherence to Government stated policies in bringing about an enviable reputation for implementing and executing projects in the interest of the people of Trinidad and Tobago. Some six (6) years hence, our vision is clear, our goals attainable and our reach continues to expand as a mature and competent arm of the Government. Our Corporate Strategic plan seeks to highlight those core values and planned vision during the next five (5) years under a comprehensive and united front supported by all members of the company in a Manifesto with which we can benchmark our achievements, attain our goals in an efficient and effective manner and contribute to the National Infrastructure reformation, whilst at the same time empowering our asset resource and abiding respect for the environment in which we operate.

NIDCO's Corporate Strategic Plan was a searching and collaborative effort enlisting the needs and wants of all the stakeholders that affect our operations. We have ensured that our five (5) year plan will meet and exceed the anticipations of Government's policies and planned projections in a concise and verifiable manner, yet flexible to allow for changes if and when the need arises. We will seek to undertake and foster a more harmonious relationship with the Ministries and assigned partners so as to produce a seamless conduit for our result oriented objectives. Our greatest asset, the staff and employees, is especially recognized in our Corporate Plan as the instrumental vehicle in bringing about delivered projects within time and budget. We accept that this multi faceted and talented group of intellect, action and abilities will be at the forefront of our operations and must be justly rewarded and recognized.

Under the new management, NIDCO has also commenced the task of engaging the right partners to aid us in the works ahead where transparency, accountability and responsibility are critical not only to us but the public at large and it is the people that we are here to serve in the long run.

Our plan aligns itself with one of creating and sustaining a huge skills bank of multi disciplined locals capable of standing on its own and providing that compliment, substitute or alternative solution to foreign participation. That is the vision for our local infrastructural participants.

We at NIDCO are ever mindful of the environment in which we operate and we pledge in our corporate plan to abide by the rules and regulations so as to leave as little a carbon footprint as possible within the change of our infrastructural diversification and expansion. In formulating our plan, we have engrained the aspects of health and safety and qualitative checks and balances in all our operations whether internal or external in nature. This we truly believe is essential to our goal of being the premier provider of services and preferred implementer to the Government of Trinidad and Tobago and even beyond that, where and when the destined opportunity arises.

In producing this document, our corporate plan – it is the essence of all that is NIDCO – our aspiration and vision and shows how we can contribute to the betterment of Trinidad and Tobago. In discovering our goals and objectives, it is the reflection of all our staff members and shows what we can achieve with the right support mechanisms. In formulating our policies and practices, it is the consolidation of the best conventions (instituted and non-instituted) that will guide our reasoning and justify our decisions which we lay open and bare for scrutiny.

As Chairman and on behalf of my Board of Directors, I fully endorse this Corporate Strategic Plan as our planned undertaking for the next five (5) years and will endeavour to harness all our resources internal and external to ensure that this living document breathes life and fruition in all our future obligations.

President's Remarks



Dr. Carson Charles President, NIDCO

"Infrastructure" is the foundation that we build to permit us to build everything else. When the markets fell, when institutions of Finance long regarded by many nations as impregnable, fell everywhere, Governments turned to building and rebuilding national and international infrastructure both physical and institutional, as a means of stimulating new growth while investing in the future.

Here in Trinidad and Tobago we have recognized the positive effect that excellent, adequate and high quality infrastructure can have on propelling economic development and growth as well as the effect it can have on the overall quality of life of citizens. We have accepted the lessons learnt by nations everywhere in advancing from a state of underdevelopment to one of social and economic stability, self reliance and prosperity. We have therefore fashioned for ourselves here a comprehensive programme of public infrastructure to be built and put in place at this time and over the years immediately ahead.

At the National Infrastructure Development Company (NIDCO), our public infrastructure programme currently consists of works on highways, bridges and land retention, on traffic, transportation and vehicle management, on drainage and water management, and on community infrastructure and community outreach projects of various kinds.

NIDCO has already become a household name as a result of its very high profile projects. Soon we expect the company's logo to be seen in communities everywhere as we expand our programmes in collaboration with the Ministry of Works and Infrastructure, to better serve the citizens of our country.

In order to satisfy the increasing demands now made of us, we have embarked on a com-

National Infrastructure Development Company Limited

prehensive expansion and upgrade exercise with regards to our most important asset, our human resources. We have increased our staff complement, revised our human resource manual, started the process of improving terms and conditions of engagement of staff and secured improved staff accommodation at our new headquarters, located at No. 3 Melbourne Street, Port of Spain. We have also started construction of new facilities for the Water Taxi Service at Lady Hailes Avenue, Flat Rock, San Fernando.

Our focus is on building a competent, united and motivated team and bringing to our partnership with the Ministry of Works and Infrastructure the capability to deliver on Government's promise of serving the people of the nation. Above all, NIDCO brings to this partnership a confidence borne of professional competence and commitment, so that together we shall build the foundation in high quality public infrastructure for a successful, harmonious and prosperous nation.



Partnering to Build Modern Infrastructure...

www.nidco.co.tt

Board of Directors



Back row (left to right): **Ms. Vanda Thomas-Lynch** - Alternate Corporate Secretary, **Ms. Mandavi Tiwary** - Director, **Mr. Hollis J. Eversley** - Director, **Ms. Hilda Goodial** - Corporate Secretary, **Mr. Rabindra H. Outar** - Director

Front row (left to right): **Dr. Carson Charles** - President, **Mr. Roshan Baboolal** - Chairman, **Prof. Winston Suite** - Deputy Chairman

Executive Summary

NIDCO was established in 2005 by the Government of the Republic of Trinidad and Tobago (GORTT), as a Special Purpose State Enterprise. It was created to increase the rate of implementation of the Government's expanded Public Sector Investment Programme, and to undertake projects in areas critical to the overall national development. More specifically, NIDCO has been charged with responsibility for providing project management and construction management services ensuring that the execution of Government's policy initiatives is done in a manner that is timely, transparent, efficient and effective.

NIDCO therefore was mandated to create an organizational structure and an operations framework with appropriate facilities, systems and resources (human, financial and material) to be able to respond effectively and positively to the expectations of Government and to the achievement of its own corporate goals and objectives.

From its inception in 2005 to May 24th 2010, the GORTT assigned responsibility to NIDCO for the development, implementation and the provision of project management services for several major infrastructure development projects.

The change of Government in Trinidad and Tobago at the General Elections 2010 brought with it a paradigm shift in focus on national infrastructure development initiatives, a revised scope of infrastructure development projects, and a new set of priorities.

In formulating this Corporate Strategic Plan (the Plan) for the period 2011 to 2015, NIDCO has aligned its key activities with the goals set for national human development and to enhance the quality of life for all residents.

Cognisance has been taken of the objective to improve the quality, standard and equity of access to facilities and services throughout the country and to create and sustain a culture of continuous human and national development.

Accordingly, NIDCO has identified five (5) major strategic objectives to be pursued over the Plan period, viz:-

1. Provision of consistently high quality project management and construction services;
2. To become a model for corporate governance that operates in compliance with established policies and procedures;
3. To become a model of corporate governance that can withstand scrutiny in all facets of our business activities;
4. Alignment of NIDCO's human resources to identify with its Corporate Vision; and
5. Continuous alignment of the strategic direction of NIDCO with objectives set for national development.

The Vision of NIDCO is...

“To create a premier project management organization with competencies responsive to the delivery of strategic infrastructure projects, always mindful of our stakeholder’s best interest and impact of our work on the environment.”

In pursuit of this Vision, the Mission of NIDCO over the period 2011- 2015 is...

“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.”

Both Vision and Mission are encapsulated in NIDCO’s Motto **“Partnering to Build Modern Infrastructure”**. Among NIDCO’s core values are the attributes of accountability and transparency, safety and the protection of the environment, teamwork, service excellence, professionalism and community development.

The main focus of the strategic thrust resides with the commitment of NIDCO to provide project and construction management services to deliver projects and services adhering to, and in compliance with sound business principles anchored to a policy of best practices, integrity at all stages of business development and systems designed to achieve best value for money.

Therefore, NIDCO is in the process of instituting a corporate governance framework that incorporates systems of best practices, quality management, a procurement policy and a management structure that would encourage performance excellence of its staff within that framework.

In the furtherance of these objectives, NIDCO aspires to become the standard by which Special Purpose State Agencies are measured and will spare no effort in adopting the most appropriate structures, systems, operating matrices and core competencies to fulfill its obligations and achieve our corporate strategic goals.

NIDCO will organise its operations to facilitate excellent project management outcomes and will promote and fulfil our leadership role in the development, management and implementation of all project assignments by promoting creativity and innovation, while conducting its activities in accordance with its core values and to the highest standards of corporate governance.

The Plan identifies the comprehensive scope of the activities to orchestrate a process of reform to provide for institutional strengthening of the capacity, capabilities and core competencies. It also favours an approach that would ensure that the objectives and goals of NIDCO are always aligned to Government’s priority initiatives and national development agenda on both the quantitative and qualitative sides.

On the quantitative level the following priorities have been set:-

MANDATE/PRIORITIES:

A. THE CHURCHILL ROOSEVELT HIGHWAY INTERCHANGE UPGRADE PROGRAMME

Due to significant traffic congestion along the Churchill Roosevelt Highway, it was necessary to eliminate traffic signals and upgrade the intersections using a phased approach. The first of these Interchange Projects comprises three (3) packages at the intersection with the Uriah Butler Highway.

Package A, the construction of the South to West Ramp which was completed in September 2006, brought relief to the nation's commuters travelling from South and Central Trinidad to Port of Spain.

Package B, the construction of the West to South Overpass and the Bamboo Bridge with associated ramps, was completed in May 2009.

Package C, is the construction of the remaining portions of the Interchange, including the realignment of the Uriah Butler Highway to the West through the Interchange with an Overpass over the Churchill Roosevelt Highway. The expected completion date is May 2012, and the project budget is US\$80 Million.

B. ARANGUEZ BRIDGE AND ASSOCIATED RAMPS PROJECT

The main objective of this project was to reduce congestion at the El Socorro and Aranguez intersections with the Churchill Roosevelt Highway. The Aranguez Bridge and associated feeder roads on the northern and southern side of the Churchill Roosevelt Highway were completed in 2011 with only compensation matters to be finalized.

C. ADDITIONAL INTERCHANGES ALONG THE CHURCHILL ROOSEVELT HIGHWAY

Package D, an Interchange at the intersection of the Churchill Roosevelt Highway and the Southern Main Road, Curepe, will involve grade separation and the use of appropriate loops and ramps, along with associated road works. Traffic signals would also be removed at Valsayn and Curepe. This project will begin in the 2011/2012 financial year, at a project budget of US\$78 Million. Other Interchanges are also to be constructed at Morvant and east of Curepe, as the East-West Corridor Improvement works continue to be implemented.

D. THE NATIONAL TRAFFIC MANAGEMENT SYSTEM (NTMS)

This project was conceptualized as a means of improving traffic management in Trinidad and Tobago. The NTMS comprised the following major components:

1. A National Traffic Management Centre (NTMC)
2. A Centralized Traffic Signal Control System
3. A Central Corridor Traffic Management System
4. A Closed Circuit Television Subsystem (CCTV)
5. A Variable Message Sign Subsystem (VMS)
6. A Vehicle Detection Subsystem (VDS)
7. A Communications Subsystem

The first phase of this project was completed in June 2011 and the second phase which involves the implementation of additional systems for average speed enforcement, red light enforcement and radio frequency ID validation is now underway.

E. SAN FERNANDO TO POINT FORTIN HIGHWAY

This signature project involves the design and construction of a new Highway to international freeway standards comprising 47km of 4 lane dual carriageway and 2.5 km of a 2 lane roadway (excluding ramps but including connector roads) to be built over a 4 year period. The Highway will require the construction of 8 interchanges, 12 cross roads that traverse under the Highway, 6 cross roads that cross over the highway, utility corridors and 8 river bridges. This Highway will connect the City of San Fernando and the Southern towns of Debe, Penal, Siparia, Fyzabad and Point Fortin and will create new economic space in the South-West Trinidad Peninsular, one of the new growth poles identified by Government. This project has a budget of US\$1.2 Billion, of which US\$820 Million represents the design/build contract price with Construtora Oas Ltda of Brazil. Acquisition costs are US\$130 Million and Consultancy fees, Management fees and contingencies are a total of US\$230 Million.

F. LICENSING TRANSFORMATION PROJECT

The establishment of a modernized Motor Vehicle Authority (MVA) in Trinidad and Tobago is intended to improve the way the Government delivers services to its citizens by utilizing state of the art technology and by providing significant improvements

to accessibility and service delivery standards to its citizens. To enable effective delivery of MVA services to customers, MVA Centres are to be established at several locations throughout the country. Construction of the MVA Centres will be undertaken using the Design-Build model, with works to begin in 2011/2012 financial year.

G. A MAJOR BRIDGES RECONSTRUCTION PROGRAMME

This programme involves the reconstruction of dilapidated or dysfunctional bridges on the existing highway network. It comprises sixty two (62) bridges to be rebuilt in three phases over a period of six (6) years. The first phase will comprise eighteen (18) bridges, for which design consultants are currently being obtained. The complete programme has been budgeted at US\$64 Million.

H. A MAJOR LANDSLIP REPAIR PROGRAMME

This programme will be executed throughout the country over the next five years, beginning in the 2011/2012 financial year. The budget has been set at US\$65 Million.

I. DRAINAGE AND EROSION CONTROL

The National Programme for Upgrade of Drainage Channels and the flood Mitigation and Erosion Control Programme are currently on-going. However, a significant number of new projects have been identified for execution in late 2011 and into 2012, for which prequalification of small, medium and large contractors is expected to begin in November 2011.

In addition, several comprehensive Drainage Studies are now being conducted by Consultants seeking to identify the solutions to several drainage and erosion problems in the country. Following this, projects will be identified to implement the solutions found.

J. MAMORAL DAM & RESERVOIR PROJECT

The Mamoral and Caparo Rivers drain into a basin originating in the Central Range of Trinidad. On an annual basis, there is severe flooding in this basin, which results in damage to homes and agriculture and the cutting off of access for several communities, including Mamoral and Caparo Villages.

The construction of the Mamoral Dam will not only address the concerns of flood relief, but the design of the dam will also allow for winning of water by the Water and Sewerage Authority for injection into the potable water supply system. This project is considered to be of high priority for the country at this time. It will be the first comprehensive water management project, comprising the related elements

of drainage, domestic water supply, agriculture water supply and recreation and overall infrastructure improvement in the Central area. The estimated budget is US\$150 Million. Pre-feasibility studies have already been conducted on this project. Data is therefore available to proceed immediately to feasibility studies and design/build.

K. NORTH-COAST DEVELOPMENT PROJECT

The North Coast region has been identified as one of the major growth poles in the country for tourism and agricultural development. This project will involve development of the North-Coast via the construction of a highway to connect the East-West corridor to the Maracas Bay area. Subject to feasibility studies, part of this highway may involve creating a tunnel to gain access through the eco-sensitive Northern Range. The project will also include other infrastructure to facilitate connections to towns further East along the North Coast of Trinidad as well as to Tobago. The Highway development will be integrated with other developments that have been identified to improve the tourism product as well as to generally upgrade infrastructure in the area.

L. A HIGHWAY FROM SAN FERNANDO TO PRINCES TOWN AND ON TO MAYARO (56km long)

The San Fernando to Mayaro Highway is a new Highway to be constructed from San Fernando to Princes Town in the first phase, followed by extension to the town of Mayaro. The Highway will comprise a 4 lane divided carriageway to international freeway standards commencing in the West at the Tarouba Intersection with the Solomon Hochoy Highway and continuing to a point East of Princes Town. Traffic Studies will determine the requirements and timing for the extension of the Highway to Mayaro.

M. THE CLAUDE NOEL HIGHWAY AND STORE BAY LOCAL ROAD

The National Infrastructure Development Company proposes to pursue to implementation stage a Memorandum of Understanding it has executed with the Tobago House of Assembly. The extension of the Claude Noel Highway and the Store Bay Local Road are the two keys projects identified under this MOU, both of which will provide important socio-economic benefits to Tobago. NIDCO will begin the critical traffic and demographic studies for these projects in 2011.

N. COMMUNITY OUTREACH PROJECTS Community Outreach Programme

The Community Outreach Programme is a new initiative comprising several strategic infrastructure projects aimed at improving infrastructure support to citizens at the community levels. This comprehensive programme will significantly

enhance the social quality of life of the people in locations where NIDCO's major projects and programs are being implemented. There are three (3) major components of the Community Outreach Programme as follows:

- (i) **Highway Connectivity Improvement Programme.** Which will ensure effective connections to the major new highways being undertaken by NIDCO. This aspect of the programme will involve the rehabilitation of access roads of the existing network.
- (ii) **Community Business Support Programme.** This specific programme is geared towards stimulating business activity in the communities. NIDCO will provide the necessary infrastructure to support community based business activity in the manufacturing and services sections.
- (iii) **Community Infrastructure Enhancement Programme.** As a good corporate citizen, NIDCO's social responsibility is to positively impact the lives of all citizens through our work. In this regard, our aim is to implement specific projects in communities in order to foster the spirit of community development and social cohesion.

In addition to the above projects, NIDCO will also establish Community Outreach Centres that will support the land acquisition process for several of our major projects and also bridge the gap between NIDCO and the communities.

O. WATER TAXI SERVICE

NIDCO was given the responsibility in 2007 for the establishment and operation of a Water Taxi Service between Point Fortin and Deigo Martin. The first phase of the project was launched in December 2008 with the introduction of a San Fernando/ Port of Spain service utilizing a fleet of three second-hand 27m high speed ferries each with a capacity of 149 passengers. the operation was upgraded in 2010 with the introduction of a new fleet of four newly-constructed 41m vessel each with a passenger capacity of 405. Expansion of the service to new ports at Point Fortin, Chaguanas and Diego Martin will be undertaken under the next phase of development.

It must be stated, however, that meeting the needs and satisfying the many demands for service and facilities by an expectant population is dynamic, such that, the portfolio of project responsibilities and priorities can change at any time.

On the qualitative level, the key priorities identified in the Plan are to:-

KEY PRIORITIES

- Improve the operational capability and capacity to execute project responsibilities to the highest levels of professional excellence.

- Provide a project-supportive organisational structure.
- Establish project management systems to effectively monitor and control progress on project implementation.
- Ensure that all project services and organisational needs are acquired through a system of best practices to obtain best value for money.
- Incorporate risk management, quality management and quality assurance systems in all areas of the business operations.
- Perform all work and services to the highest standards of accountability and transparency.
- Develop and implement international benchmark procedures for procurement of goods and services.
- Perform all work in compliance with established policies and procedures.
- Conduct all projects with due regard for the protection, preservation and impact on the environment.
- Create a system to reward the achievement of high standards of performance.
- Introduce communication systems to strengthen inter-departmental relationships and strengthen communication with external stakeholders.
- Deliver projects and services that satisfy stakeholder expectations.

The Plan points to the fact that these quantitative and qualitative goals are to be supported by vigorous institutional strengthening within the Company. System-wide efficiency and effectiveness would be achieved over the Plan period by a commitment by all stakeholders to implement the defined activities by 2015.

All activities of NIDCO, over the Plan period 2011 - 2015 will be squarely aligned with the goals and objectives of the Plan and the priorities identified therein.

A comprehensive communications strategy will support the Plan's implementation so that

Strategic Corporate Plan

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.

Our purpose of being is clearly articulated in this Mission Statement. Strategic infrastructure projects, facilities and services are those initiatives identified by Government which when implemented would make a positive impact on the lives of all citizens and the national development infrastructure.

In order to meet the expectations of our Stakeholders, it is paramount that infrastructure and services are delivered through leadership, accountability and integrity. The Mission Statement is our promise to our Stakeholders. The strategic direction and business focus detailed in this Plan will elaborate on how we will transform our promises to reality.

Motto

Partnering to Build Modern Infrastructure.

Core Values

Our values provide a frame of reference for making decisions. They contribute to the general atmosphere of the Company and then guide us in our work, our pursuit of excellence and our public service.

In pursuing its vision, NIDCO embraces the following 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 and 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 to be the best in quality and in everything we do. We are dedicated to satisfying clients' needs and honouring the 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".

Community Development

We are committed to positively impacting our communities through our Community Outreach Programmes throughout Trinidad and Tobago.

ASSUMPTIONS AND OBJECTIVES

NIDCO, is one of the Special Purpose State Enterprises established by the GORTT to undertake as its core business, the development of delegated infrastructure projects and other project undertakings in keeping with the Government's agenda for national development.

The focus of the present Government is one that places the needs of the population at the core of its decision making. There is also recognition that infrastructure development projects, facilities and services that have been implemented previously, have not always reached certain geographic regions of the country and those affected communities and have had to endure the effects of infrastructural deficiencies without just cause or reason.

The view this administration is one that openly suggests that Government must be an Agent of Service to all citizens of Trinidad and Tobago who have placed in it their hopes, aspirations and dreams for a better quality of life, such that national development must be undertaken giving due regard to constantly changing expectations of a population with growing sophistication.

Moreover, the GORTT places significant importance on the delivery of such projects and services adhering to and in compliance with sound business principles anchored to a policy of best practices, integrity at all stages of business development and systems designed to achieve best value for money.

Therefore, the scope of the remit of NIDCO would, of necessity, include a Corporate Governance Framework that incorporate systems of best practices, quality management, a procurement policy and a management structure that would encourage performance excellence of its staff within that framework and to develop and manage strategically targeted programmes that support the delivery of infrastructure development projects and services requested of it by the GORTT.

These are broad challenges and ambitious ideals to which the company subscribes and it will require NIDCO to work collaboratively with other Government agencies and industry organisations, communities and other stakeholders to ensure an acceptable approach that delivers results.

This Plan sets out the Company's Vision, Mission, and strategic goals for the next five (5) years. The Plan also identifies the initiatives that will be undertaken to achieve NIDCO's goals, the potential performance outcomes the company is seeking, and possible measures that may be used to monitor performance toward achieving those goals.

The Plan sets a path for the future that has at its centre integrity, initiatives that would deliver 'value for money', transparency and cohesiveness. It defines and sets for us a vision and core strategic aims that reflect our distinctive mission, recognises our core competencies and strengths while supporting a unitary approach that reflects common cause and purpose.

The Plan provides clarity, in particular, regarding the role that NIDCO will play in contributing to the development of the national infrastructure and other developments being progressed in the national interest. It provides the overarching framework within which NIDCO will take forward key activities and gives guidance on where we will focus the efforts of our staff and the targeting of resources.

In the furtherance of these ambitious objectives, NIDCO hopes to become the standard by which Special Purpose State Agencies are measured and will spare no effort in adopting the most appropriate structures, systems, operating matrices and core competencies to fulfill our obligations and achieve our corporate strategic goals.

NIDCO will organise its operations to facilitate excellent project management outcomes and in promoting and fulfilling our leadership role in the development, management and implementation of all project assignments by promoting creativity and innovation whilst conducting our activities in accordance with our core values and to the highest standards of corporate governance.

While we do not underestimate the significant work that has been undertaken already by the Company, we still have substantial gains to make in order to achieve our Vision and to compete in an ever more demanding operating environment.

This cannot be done in isolation and therefore at the heart of this plan is an on-going commitment to partnering to build modern infrastructure, partnership both within the Company through participation by all staff and externally at national and international levels.

We will face many challenges over the period of this Corporate Strategic Plan, in a fast moving and ever-changing industry and we will be faced with difficult decisions. However, we believe that this Plan provides a blue print for each of us and our partners, to engage with, to support and nurture and to be actively participative in its delivery.

Working together, we will build on NIDCO's strengths, exploit opportunities for the Company's benefit and strive to minimise risks and threats. Our core values and competencies will guide our day-to-day work, personal standards and professionalism as we strive to achieve our Vision. Through an on-going commitment to improve our communications, at all levels and to ensure inclusiveness and transparency in our decision-making, NIDCO will facilitate discussion and debate with the aim of securing collective ownership of decisions.

Service excellence is an ongoing occupation, and success lies not in the hands of a chosen few but by the direct contributions and participation from all our staff and stakeholders in delivering this Plan. We recognise the individual contributions that employees make to NIDCO on a daily basis and for this we commend all, but we also seek the continued commitment, dedication and effort to work to improve and enhance the working

environment, the experience for all staff, the Company's reputation and to thereby secure NIDCO's future success.

PURPOSE OF THE PLAN

This Corporate Strategic Plan provides a roadmap for success and the framework for what the Company intends to accomplish in a particular timeframe. It represents a set of prioritized corporate objectives that can be monitored and measured that will elicit feedback on how the Company is meeting its operational and project objectives and expectations.

More specifically the Plan will:

- Focus resources and provide clear direction to employees
- Ensure accountability to the public
- Represent a management model to evaluate operations
- Ensure corporate objectives align with Government's national agenda/ vision
- Connect priorities with budget
- Serve as a living document to evolve with the company's focus and mandate

THE PLANNING MODEL

This Plan sets out high level strategic directions for NIDCO for the period beginning Fiscal Year 2011 - 2012 until Fiscal Year 2014 - 2015.

The model used to develop this Plan conforms to the specification provided in the Output Management Framework as articulated by the GORTT through the Ministry of Finance.

In this framework, each Ministry and Government Agency is required to identify:

- Governmental Outcomes or Strategic Priorities, that is, medium term policy statements identifying intended impacts or effects the Central Government hopes to have on society;
- Strategic Objectives or statements, which show how each Ministry or Government Agency will assist the Central Government in achieving its strategic priorities; and
- Outputs, which are the specific goods and services produced and delivered by Ministries and Government Agencies for external customers.

In accordance with this model, the Plan focuses on general strategic directions/objectives, strategies, the operating environment, and will outline resource requirements as well as performance measures, action plans and targets for the development projects for which responsibility has been assigned to NIDCO.

ASSUMPTIONS

NIDCO is confident that the following scenarios will continue for the Company to utilise its resources and apply best practices in the delivery of its tasks and services:

- GORTT policies and strategies will generally remain the same over the remaining duration of the plan;
- GORTT programmes will continue to cater to the concerns of its stakeholders;
- The GORTT will continue to utilize the services of NIDCO and will provide the necessary resources for executing projects;
- NIDCO will enjoy good partnerships with other Government Agencies, private sector and non-governmental organisations on areas of common interest;
- NIDCO will recognise the need to accommodate any possible shifts in priority on the part of the GORTT and will continually monitor its progress with the implementation of the Corporate Plan;
- NIDCO will create a structure to reward standards of performance;
- NIDCO will develop an organisational structure that symbolises systemic order;
- NIDCO will introduce communication systems to strengthen inter-departmental relationships and strengthen communication with external stakeholders;
- NIDCO will deliver projects and services that satisfy stakeholder expectations;

The Plan points to the fact that these quantitative and qualitative goals are to be supported by vigorous institutional strengthening within the Company. System-wide efficiency and effectiveness would be achieved over the Plan period by a commitment by all stakeholders to implement the defined activities by 2015.

All activities of NIDCO, over the Plan period 2011-2015 will be squarely aligned with the goals and objectives of the Plan and the priorities identified therein.

A comprehensive strategy will support the Plan's implementation so that all stakeholders would be fully apprised of the way forward for NIDCO and be encouraged to support the process with the fullest of commitment and a sharing of the Vision and Mission of NIDCO.

Situational Analysis

THE EXTERNAL ENVIRONMENT

The external environment provides the backdrop against which the company must operate and thus provides its own contextual point of reference. The environment was assessed using P.E.S.T.L.E., where P. refers to political environment; E refers to the Economic environment, S. refers to the Social environment, T. refers to Technology, L. refers to the legal regulatory framework and E. refers to the Physical Environment.

The Political Environment

The recent events in the political environment gave rise to administrative changes in Government and in the Public Service. As a consequence of the results at the general elections held on May 24th 2010, the Coalition People's Partnership defeated the then incumbent People's National Movement and has now formed the new Government, led by Prime Minister Kamla Persad-Bissessar. This change in the political administration has naturally brought with it a new political agenda with a paradigm shift in policy directions, national vision and new priorities.

Following the May 2010 general election, a new Minister, the Honourable Mr. Jack Warner, was appointed to the then Ministry of Works and Transport and some adjustments were made to the Ministry's focus and development agenda. These changes serve as an impetus for NIDCO to revisit its strategic focus with a view to charting a new strategic course, which is aligned to the current objectives established for national development. The new strategic course was greatly influenced by the challenges of the external economic environment and the principal focus of the new government which is to provide the full range of services required to meet the needs of the people of Trinidad & Tobago.

In August 2010, Dr. Carson Charles was appointed President of NIDCO and he commissioned an Organisational Assessment of the Company. Accordingly, this Plan was developed based on this review and re-assessment of NIDCO's organizational structure and operations framework and the organization's ability to achieve the afore-mentioned objectives. The Strategic Visioning process was fully supported by the new Board of Directors which was appointed on October 11, 2010 as well as Senior Managers who have made valuable contributions to the process.

The Economic Environment

Although Trinidad and Tobago remains a regional outperformer economically, it continues to feel the effects of decreased global demand as evidenced by the sharp slowdown in the economy in 2009. Although macro-economic challenges could linger for some time, it is ex-

pected that with a shift from previous high capital intensive projects, diversification efforts in the energy sector, new economic development initiatives and prudent management, the economic prospects of a return to positive growth are anticipated in the coming years.

Notwithstanding the positive long term outlook, the new GORTT is being immediately challenged to grapple with a rapidly deteriorating fiscal situation as oil and gas proceeds decline, and current high levels of violent crime. The GORTT therefore will increasingly be required to balance social and fiscal stability if both issues continue to present challenges.

Although Trinidad and Tobago had experienced a setback as a result of the global economic downturn, the country looks poised to stage a recovery in coming years owing to broadly sound fundamentals and the stabilisation in the global economy. It is also expected that a rebound in domestic demand, driven by private consumption and government infrastructure projects, will enhance real Gross Domestic Product growth.

The Social Environment

Living Conditions: Population living conditions have improved significantly over the five decades since Independence. Overall there is availability of 97% population coverage of sewerage and waste disposal, 73.6 % of households with water piped into dwelling and/or yard, 92% of the population has access to drinking water, 72 % have indoor toilet facilities, and 95 % have electricity. It is however estimated that 16.7 percent of the population in Trinidad and 23.3% of those in Tobago are poor (Survey of Living Conditions 2005), with the highest levels of poverty seen among the unemployed youths, those with lowest education levels and female headed households (29 %).

With the continued positive economic outlook, the share of the public budget allocated to the MOWI and, more specifically, to sustainable national infrastructure development projects, is expected to be maintained. Economic buoyancy also creates an enabling environment and opportunity for successful introduction of more private citizens and entrepreneurs for more direct involvement in national growth and development.

Demographics: Trinidad and Tobago is in an advanced demographic transition, characterized by falling fertility rates, slow rates of population growth and an increasing proportion of elderly persons in the population.

Technology

Greater access to information through the Internet and other sources, as well as significant international travel has increased the population's knowledge about modern lifestyle preferences and environmental issues.

As individuals and communities grow and develop, changes in lifestyle patterns, employment and affluence give rise to an evolution of lifestyle dynamics and a changing set of expectations of government for the provision of supporting infrastructure and facilities. As

such, Government's ability to provide adequate systems is influenced by such knowledge and stimulates demand for new and innovative services.

Although, the opportunity exists to provide efficient and adequate services to the people of Trinidad and Tobago which is in line with their expectations of quality, affordability and timeliness, demand alone cannot be allowed to drive our infrastructural systems as this may push national costs beyond sustainable levels. For example, the capability of the physical infrastructure system is put under tremendous stress during disaster situations.

There is now greater responsibility required by the population as demands for service must be accompanied by responsible behaviour, conservation, environmental maintenance, protection and awareness.

Legal Regulatory Framework

NIDCO is an incorporated, limited liability company governed by the provisions of the Companies Act Chap 81:01 and its Bye Laws. Its shareholders are the Minister of Finance (Corporation Sole) and two nominee public servants.

NIDCO is required to comply with the provisions of other statutes, inter alia, the provisions of the Securities Industries Act, 1995 Integrity in Public Life Act No. 83 of 2000, the Occupational Safety and Health Act and the Freedom of Information Act.

As a State Enterprise, NIDCO is also governed by the provisions of the Ministry of Finance's Manual "Improving the Corporate Governance Framework for State Enterprises" published in July, 2011. The Manual provides the framework for interactions between NIDCO and the GORTT, and in particular with the Minister of Finance (Corporation Sole) through the Investments Division and the line Ministry, the Ministry of Works and Infrastructure ("MOWI").

NIDCO was established to augment the portfolio responsibilities of the MOWI with assigned responsibility to provide procurement, project management and construction management services for specific infrastructure development projects and facilities.

In this context, NIDCO's primary purpose is to support the GORTT through the MOWI and its agenda for national development, the provision of special facilities and services as may be determined from time to time.

The Strategic Plan is one of the mandates of the Manual and is at the centre of performance monitoring. NIDCO's Strategic Plan provides an indication of programmes and targets in critical areas of performance. Consequently, the Ministry of Finance will assess NIDCO's performance through subsequent monitoring of the targets contained in this document.

The Physical Environment

One of the primary functions of NIDCO is in the provision of improvements to the physical infrastructure with particular reference to land use, drainage and water courses. In this regard NIDCO is cognisant of the current environmental conditions that result in nationwide flooding.

In Trinidad and Tobago, but more so in Trinidad, major flooding generally occurs in traditional land form basins as Caroni, Caparo and Santa Cruz, but devastating flooding now occurs in smaller basins such as Diego Martin Valley, San Fernando, Barrackpore, Sangre Grande Penal and Port of Spain.

The major causes of flooding include but are not limited to the land's surface features, land use practices, rainfall and soil type. Given that there is also an increase in severe flooding in non-traditional areas, the most obvious reason for the increase can be attributed to land use, or rather, misuse.

Physical development projects in the past filled wetlands to create land for roads, houses and commercial centres. Wetlands, bottomlands, marshes and swamps are valuable in preventing and controlling floods. The wetlands serve as sponges that soak up huge amounts of water and let it run off slowly. Thus, when these areas are filled in and built over, floods are more likely to occur.

Additionally, deforestation on the slopes of the Northern Range have caused an increase in the rapid run off of rainfall, eroding topsoil and reducing infiltration of water into the ground. The run-off subsequently collects in the Caroni and Caparo basins where the soils are of low permeability, hindering infiltration and thus leading to flooding.

Poor drainage systems in built up areas and new housing estates where the drains are clogged or there are insufficient outlets for the water to drain off after a heavy downpour, is also undoubtedly one of the areas which needs to be urgently addressed. This is particularly so in the capital city, Port of Spain, and other urban areas, as well as in rural communities where water management has been neglected for many years.

Pollution is also a major contributor to the flooding problem. People pollute. The population has been dumping industrial and commercial waste (major contributor - plastic bottles) and all kinds of domestic waste (derelict vehicles, discarded appliances, furniture etc.) into drains, water courses and rivers. As a consequence, the water courses are blocked and the outfalls are clogged with garbage.

The situation emphasises the need for proper land use practices, enforcement of laws and conservation methods. Spatial planning systems are needed, which consider the natural factors such as soils which impede drainage, erosion, heavy rainfall, high run off, prevalence of high tides and settlement development in the flood plains of main rivers, all of which

make certain areas susceptible to flooding.

NIDCO is also responsible for the execution of large transportation projects as GORTT addresses the issue of traffic congestion arising from deficiencies in infrastructure and system management as well as high car ownership and inadequate public transportation.

The creation of dormitory residential communities and the decline of business activity in urban areas and of agricultural activity in rural areas have served to further increase the demand for road space everywhere. Whether at the level of major highway linkages or at the level of community and rural access road connections, a considerable deficit exists and NIDCO is called into partnership with the Ministry of Works and Infrastructure to address this challenge.

STAKEHOLDERS

Key stakeholders for the company include the following:

- Ministry of Works and Infrastructure
- Ministry of Transport
- Ministry of Finance
- Environmental Management Authority
- Tobago House of Assembly
- The Citizens of Trinidad and Tobago
- NIDCO's Board of Directors
- NIDCO's Employees
- The Media

Internal Assessment

OUR CORE BUSINESS AREAS

NIDCO's core areas of business may be categorized as follows:

Project Planning:

Formulation of strategic goals for implementation of sustainable infrastructure development projects.

Project Development:

Continuous review of processes, procedures and systems to ensure project efficiency and optimize value for money.

Project Execution and Implementation:

Institution of appropriate project organization and project teams, technical and administrative resources to ensure high quality services and satisfactory project outcomes.

Project Monitoring and Evaluation:

Development and implementation of systems to monitor project benchmarks against international best practices for delivery of infrastructure projects and facilities.

Management of the Water Taxi Service:

Responsibility for the efficient and effective management and operation of this Service and projects assigned to it.

Our Customers

We provide project facilities and services for the following external and internal customers:

- Members of the Public
- Ministry of Works and Infrastructure
- Ministry of Transport

- Other Government Ministries and Agencies
- The Media
- Professional Associations and Statutory Authorities
- Non-Governmental Organizations
- International organizations
- Internal and External staff and Business Partners

Services delivered by our Partners:

- Consulting engineering services (local and international) procured for the development and implementing of projects
- Consulting services to activities related to Land Acquisition issues
- Specialist service providers procured to add value to projects delivered to the population

Services delivered to the Population of Trinidad and Tobago:

Procurement, Project Management and Construction Management Services for:

- | | |
|--|----------------------------------|
| • Highways and major roadways | • Land Use Projects |
| • Bridges | • Water Taxi Service |
| • Flood mitigation | • Feasibility Studies |
| • Coastal protection | • Dams and Reservoir projects |
| • Rivers and Watercourses rehabilitation | • Landslip Mitigation and Repair |
| • Drainage Upgrade | • Community Outreach |

SWOT Analysis

SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps the Executive Management to focus on key issues. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors. A review of the internal and external environments at NIDCO reveals the following indicators:

STRENGTHS

- Proven track record in undertaking and implementing major capital projects
- Ability to raise cost effective funding for capital projects
- Full support of Government and stakeholders as the premier Implementing Agency for national infrastructure development projects
- Well trained, experienced professionals, including competent Board, Management and employees
- Adequate scope for development and promotion within the company

WEAKNESSES

- Lack of institutionalized risk management processes
- Limited use of technology
- Lack of comprehensive public relations strategies
- Inadequate performance management system

OPPORTUNITIES

- To build a reputation as a highly competent and professional company in the provision of project and construction management services

- For technical collaboration and strategic alliances with local and international specialist consultants and other service providers
- Exposure to new technologies and project management concepts
- For the development of human resource sustainability and personal growth
- To make a positive impact on the development of national infrastructure
- To contribute to the improvement of life of the population
- For increased publication of special technology and engineering concepts used in major projects
- For greater and more meaningful research and development
- To promote and develop indigenous technical capability and capacity

CHALLENGES/THREATS

- Projects are not released on a timely basis
- Lack of funding in a timely manner for projects and committed loans
- Lack of cost/benefit evaluation and analysis findings on capital projects assigned to NIDCO for implementation
- Possible change in government focus towards national development
- Changes in the availability of project funding that can alter the portfolio responsibilities and objectives
- Possible shift in assignment of core business activities to other state enterprises/agencies
- Need to continuously implement and monitor operations and control systems

NIDCO'S Mandate

GOVERNMENTAL OUTCOMES/STRATEGIC PRIORITIES

The GORTT has stated that the purpose of its existence and primary objective is to 'Serve the People' and to be an Agent of Service to the population, and in so doing, provide the population with the necessary infrastructure, facilities and services through an equitable process in the utilization and provision of national resources.

This commitment is endorsed in Government's **Development Pillar: People-Centred Development** that states that "National development must be cultivated on the principle that no one is left behind". It states further, that this development goes beyond infrastructure. It is geared toward human development and a better quality of life for all.

In the context of involvement and role by NIDCO in national development, the Government has positioned infrastructural development as a fundamental platform, such that there is improvement to the national transportation infrastructure, solutions to drainage and flooding issues and improvement to the transportation options between communities and aims to achieve these outcomes by consideration of appropriate measures to maintain existing infrastructure and to implement new sustainable development projects in its National Development Plan.

MANDATE

The GORTT through the MOWI has assigned responsibility to NIDCO to provide procurement, project and construction management services and general oversight for the following infrastructure development projects through its current mandate.

COMPREHENSIVE LAND SURFACE TRANSPORTATION PROGRAMME	DRAINAGE	TRANSPORTATION
San Fernando to Point Fortin Highway	Port of Spain Flood Alleviation Project	Motor Vehicle Authority Licensing Transformation Project
Port of Spain – East West Corridor Transportation Project	Mamoral Dam	Water Taxi Service
Community Outreach	Comprehensive National Drainage Development Study	East West Corridor Mass Transit System
San Fernando to Mayaro Highway	Flood Mitigation and Coastal Erosion Programme	South Western Peninsular Growth Pole Project

COMPREHENSIVE LAND SURFACE TRANSPORTATION PROGRAMME	DRAINAGE	TRANSPORTATION
Churchill Roosevelt Highway Interchange upgrade Programme – Package C & Package D	Community Outreach Programmes	
National Traffic Management System (NTMS) Project		
Major Bridges Reconstruction Programme (62 bridges)		
Major Landslip Repair		
Claude Noel Highway & Store Bay Local Road		

The above Programme of Works for the period 2012-2015 is presented in more detail in Appendix 4.

Our Strategic Objectives

NIDCO is an association of people – primarily, our employees, clients, customers and stakeholders (we consider the entire population our customers and stakeholders) and also our suppliers who share a common long-term interest in the success and achievements of the company. Our success can be measured by the degree to which we satisfy the needs and aspirations of these various people.

Our achievements depend on having a clearly stated purpose and a set of goals that are realistic and understood by all concerned. The Corporate Objective (see Statement of Principle Responsibilities/Objectives) is a statement of our purpose and our goals. We accept that our goals are not always easily achievable. However, they are meant to create a challenging environment for people who want to make above average contributions and who expect to receive above average rewards.

Strategic Focus Areas: Enablers

Based upon our environmental scan, the critical areas that must be addressed, in the immediate planning term, in order to bolster the performance of NIDCO and to facilitate better achievement of strategic objectives are as follows:

- Implementation and use of Information Communications Technology (ICT) Systems in key business areas.
- Human Resource Development and implementation of Change Management Strategies.
- Strengthening of policy-making, monitoring and governance functions through the use of tools identified in the Plan.
- Effective Inter-Ministerial collaboration and governmental interface with statutory authorities and other regulatory arms of control.

NIDCO's Strategic Objectives are:

OUTCOME 1.: To provide consistently high quality project management and construction services

- Improve the operational capability and capacity to execute project responsibilities with the highest levels of professional excellence.
- Provide a project-supportive organisational structure.

- Establish project management systems to effectively monitor and control project progress stages.
- Ensure project outcomes satisfy the terms of reference of the assigned responsibility.

OUTCOME 2.: To become a model for Corporate Governance that operates in compliance with established policies and procedures

- Ensure that all project services and organisational needs are acquired through a system of Best Practices to obtain Best Value for Money.
- Develop and implement administrative and operations policies and procedures to improve consistency in methods of operation and encourage higher standards of performance excellence.
- Incorporate quality management and quality assurance systems in all areas of our business operations.

OUTCOME 3.: To become a model of Corporate Governance that can withstand scrutiny in all facets of our business activities

- Perform all work and services to standards of total accountability and transparency.
- Develop and implement an international benchmark procedure for procurement of goods and services.
- Perform all work in compliance with established policies and procedures.
- Delegate authority and hold persons responsible for their actions.

OUTCOME 4.: Alignment of NIDCO's human resources to identify with its Corporate Vision

- Create a structure to reward standards of performance.
- Clear and understandable delegation of responsibility and authority.
- Shared vision of corporate objectives.
- An organisational structure that symbolises systemic order.
- Introduce Communication Systems to strengthen inter-departmental relationships and

strengthen communication with external stakeholders.

- Training.



OP	OFFICE OF THE PRESIDENT
CS	CORPORATE SECRETARY
LS	LEGAL SERVICES
FD	FINANCE DEPARTMENT
CSD	CORPORATE SERVICES DEPARTMENT
E&PM	ENGINEERING & PROGRAMME MANAGEMENT
P&CM	PROCUREMENT & CONTRACTS MANAGEMENT
WTS	WATER TAXI SERVICE
IA	INTERNAL AUDIT

STRATEGIC OBJECTIVES/OUTPUTS		
Strategic Objectives	Outputs	Business Area
1. Improve the operational capability and capacity to execute project responsibilities with the highest levels of professional excellence	1. Project-specific knowledge of project management and construction management concepts and techniques	E&PM
	2. Compliance with established project control procedures	E&PM /P&CM
	3. Accurately interpret project objectives and goals	E&PM/WTS/P&CM
	4. Establish project resource requirements	E&PM/FD
	5. Project planning and scheduling	E&PM
	6. Assignment of personnel with project-specific competencies	E&PM
	7. Develop communicating and reporting guidelines	E&PM/OP
	8. Knowledge of development phases of construction projects	E&PM/P&CM/FD
	9. Implementation of software systems	E&PM/FD/CSD
	10. Project Management System focusing on project teams and responsibilities	E&PM
	11. Implementation Monitoring and Control Systems	E&PM/FD/OP
	12. Technical library	E&PM/OP
	13. Systematic review of project operating procedures PM&E	E&PM/FD/P&CM

Strategic Objectives	Outputs	Business Area
2. Provide a project-supportive organisational structure	1. Understanding the portfolio responsibilities of NIDCO	All Departments
	2. Facilitate the project resource needs	E&PM/P&CM/FD/CSD
	3. Establish project teams	E&PM/FD/LS
	4. Establish project administrative resource requirements	E&PM/OP
	5. Establish appropriate channels of communication (internally and externally)	E&PM/OP
	6. Delegation of authority in project team	OP/E&PM
	7. Coordinate cross functional services (internal)	E&PM/OP
	8. Resource utilisation planning and scheduling	E&PM/FD/P&CM/OP
	9. Monitor application and compliance with control systems	E&PM/FD/ CSD/OP
	10. Timely response to project administrative needs	All Departments

Strategic Objectives	Outputs	Business Area
3. Establish project management systems to effectively monitor and control project progress stages	1. Establish project benchmarks	E&PM/WTS
	2. Development of project-specific guidelines (technical data)	E&PM/WTS
	3. Understand Codes of Compliance	All Departments
	4. Set-up Project Administrative Systems	All Departments
	5. Establish deliverables/time of various stages of project	E&PM
	6. Appropriate negotiating skills	E&PM/LS/P&CM
	7. Understanding and interpretation of Technical Specifications	E&PM/P&CM
	8. Understanding and interpretation of Contract Documents	E&PM/P&CM/LS/CS/OP
	9. Establish the division and separation of responsibilities	OP
	10. Method of measurement of project progress	E&PM/FD
	11. Effective project communication/reporting	OP/E&PM/P&CM/CSD
	12. Review of Project Management Proce-	All Departments
Strategic Objectives	Outputs	Business Area
4. Ensure project outcomes satisfy the terms of reference of the assigned responsibility	1. Understand the scope of the project responsibility	E&PM/LS/ FD/P&CM
	2. Establish project deliverables	E&PM/P&CM/OP
	3. Ensure all project deliverables are addressed	E&PM/FD/OP
	4. Ensure all project close-out criteria are completed	E&PM/FD/LS

Strategic Objectives	Outputs	Business Area
5. Ensure all project services and organisation needs are acquired through a system of Best Practices to obtain best value for money	1. Update the Procurement Process consistent with international codes of practice	All Departments
	2. Review and improve the tender evaluation and analysis process	All Departments
	3. Establish Committees with oversight capability for processes	OP/CS/LS/E&PM
	4. Establish a Planning Research and Development capability	OP/P&CM/E&PM/CSD
	5. Establish an Operations and Administrations Audit function	OP/ /CSD/IA
	6. Establish reporting procedures for all vertical services	All Departments
	7. Use of appropriate technology and software systems	All Departments
	8. Establish Quality Assurance Policies and procedures and Quality Management Systems	All Departments
	9. Establish policies and procedures for Health Safety and Environment	CSD/OP
	10. Systematic review of policies and procedures	All Departments

Strategic Objectives	Outputs	Business Area
6. Perform all work and services to standards of total accountability and transparency	1. Establish a Procurement Process consistent with accepted international codes of practice	All Departments
	2. Enforce compliance with procurement and purchasing procedures	CS/P&CM/OP
	3. Establish a Tendering Process that facilitates transparency fairness and best value for money	OP/P&CM/E&PM/WTs
	4. Establish a transparent and fair evaluation and analysis process	OP/P&CM/E&PM/LS/FD
	5. Establish Procedures for oversight capability for contract award processes	OP/CS/LS
	6. Communicate clearly and effectively with internal staff and external prospective service providers	All Departments
	7. Ensure compliance with the Laws of Trinidad and Tobago, NIDCO's By-Laws and Ministry of Finance Guide-lines	CSD/LS/CS
	8. Prepare for scrutiny (as required) audited statements and reports	FD/CS
	9. Establish an Operations and Administrations Audit capability	OP/FD/CS/IA
	10. Establish reporting procedures for all vertical services	OP

Strategic Objectives	Outputs	Business Area
7. Perform all work in compliance with established policies and procedures	<ol style="list-style-type: none"> 1. Commitment by all staff to policies and procedures 2. Periodic review of and monitoring of adherence to operating systems 3. Review of effectiveness of operating procedures 4. Train staff as required to appreciate the benefits of compliance 	<p>All departments</p> <p>OP/CS/P&CM/IA</p> <p>OP/E&PM/WTS/P&CM/CSD</p> <p>All departments</p>
Strategic Objectives	Outputs	Business Area
8. Develop and implement an international benchmark procedure for procurement of goods and services	<ol style="list-style-type: none"> 1. Establish procurement needs consistent with the nature of the business of NIDCO 2. Research international standards of practice for procurement procedures for similar nature of works 3. Review authority procedures for various ranges of expenditure 4. Encourage participation by other senior managers in the development of procurement procedures 5. Establish procurement models for each category of work 	<p>P&CM</p> <p>P&CM/FD/E&PM/WTS</p> <p>OP/P&CM/FD</p> <p>OP/P&CM</p> <p>OP/P&CM/E&PM/WTS</p>

Strategic Objectives	Outputs	Business Area
9. Delegate authority and hold persons responsible for their actions	1. Allow employees opportunity for greater involvement in decision making in line activities	All Departments
	2. Create a workplace environment for employees to make suggestions that would enhance performance	OP (Human Resource Management)
	3. Communicate effectively of individual work assignments and expected outcomes	All Departments
	4. Recruit appropriate staff with requisite knowledge and experience	OP (Human Resource Management)
Strategic Objectives	Outputs	Business Area
10. Clear and understandable delegation of responsibility and authority	1. Establish clear scope of work responsibility in keeping with position of employment	All Departments
	2. Establish clear lines of authority for work related responsibilities and corporate administrative functions	All Departments
	3. Establish performance expectations for each employment position	All Departments

Strategic Objectives	Outputs	Business Area
11. Shared vision of corporate objectives	1. Educate staff on importance, role and impact of each member on achievement of corporate objectives	All Departments
	2. Understand the role of NIDCO in respect of the national agenda for infrastructure development	OP/E&PM/WTs
	3. Recognition that NIDCO's project successes impacts the Government's ability to meet national needs	All Departments
	4. Development of a unifying organisation culture	HR and Communication Management
	5. Promote belief in objectives and goals of Company	All Departments
	6. Enforce Code of Conduct and Behaviour	OP
Strategic Objectives	Outputs	Business Area
12. An organisational structure that symbolises systemic order	1. Ensure that the organisational structure facilitates effective levels of accountability, responsibility and chain of command.	All Departments
	1. Observance of quality standards of behaviour and business conduct from first contact with staff	All Departments
	2. Compliance with procedures in the conduct of all activities	OP/CS/IA

Strategic Objectives	Outputs	Business Area
13. Introduce Communication Systems, internally and externally	1. Establish clear defined lines of communication (internally)	All Departments
	2. Communicate with external stakeholders	All Departments
	3. Establish a communications policy	OP
	4. Promote effective communication with employees	OP/Corporate Communication and Human Resource Management
	5. Develop ICT systems	CSD
	6. Acquire appropriate Technology /Systems	All Departments

Summary of Department Actions

Departmental actions taken 2011 to facilitate effectiveness and efficiency	Growth Areas Identified	Time-frames
<p><u>LEGAL SERVICES</u></p> <p>During the course of the year members of the Legal Department attended courses in FIDIC Conditions of Contract and other relevant seminars. The Department has recruited two additional Legal Officers and implemented the following systems and Processes:-</p> <ul style="list-style-type: none"> • Established better records for monitoring contracts • Instituted risk analysis in the preparation of contracts • Conducted the research necessary and prepared improved systems for treating with financial securities for contracts • Settled longstanding legal disputes. 	<p>Engagement of appropriate staff</p> <p>Corporate re-organisation to ensure greater inputs into contract award</p> <p>Greater involvement in legal oversight of contracts</p>	<p>6 mths</p> <p>3 mths</p> <p>6 mths</p>
<p><u>HUMAN RESOURCE DEPARTMENT</u> Office of the President</p> <p>The Human Resource Department has focused on improving its systems and processes in order to improve its levels of effectiveness and efficiency. To this end, the following were completed.</p> <p>1. A Human Resource Strategic Plan which has its objectives aligned to those of the Corporate Strategic Plan was developed and has focused on specific HR activities/systems.</p>	<p>Monitor professional service output</p> <p>Establish internal personnel relations policy</p> <p>Establish internal interactive forum</p> <p>Maintain appropriate core competencies</p> <p>Review annual performance appraisal system</p>	<p>6 mths</p> <p>6 mths</p> <p>6 mths</p> <p>6 mths</p> <p>6 mths</p>

<p>2. Its staff complement was increased with an HR Assistant position to meet its growing administrative needs.</p> <p>3. Processes were implemented to streamline training aligned to the amended Performance Management System and Competency Models for each job position thereby recognising performance gaps to be mitigated.</p> <p>4. The Performance Management System has been improved and sessions aimed towards re-training Managers/Supervisors to use the amended tool for staff monitoring and development have been convened and are on-going.</p> <p>5. Several initiatives aimed at restoring good faith between staff and the Human Resources Department, and by extension the Organisation, have been designed and implemented e.g. the Health Fair Day and "Take Your Kids to Work".</p> <p>6. A Succession Plan for the organization will be completed by the years end, thus ensuring that HR can readily anticipate the organization's needs.</p>	<p>Establish a comprehensive reward system for meritorious performance</p> <p>Establish employee training assistance initiatives</p>	<p>12 mths</p> <p>6 mths</p>
<p><u>COMMUNICATIONS DEPARTMENT</u> Office of the President</p> <p>The Corporate Communications Department plays a critical role in creating and enhancing NIDCO's Image.</p> <p>The Department plans and coordinates all NIDCO's internal and external functions, which impacts its stakeholders.</p>	<p>Website development and network infrastructure</p> <p>Development of a Corporate Communications Policy</p>	<p>6 mths</p> <p>6 mths</p>

As the range of responsibilities of the Department has increased, appropriate staff have been hired to provide the skill set, experience and creativity required to enhance efficiency and effectiveness.	Projects and programmes to create positive image of NIDCO	6 mths
Two Communication Officers have been hired within the last six (6) months.	Strategic promotion and corporate positioning	12 mths
<u>AUDIT DEPARTMENT</u> In June 2011, an in-house audit function was established with the hiring of a Chief Audit Executive who has completed the following to date:- <ol style="list-style-type: none"> 1. Developed an Audit Committee Charter. 2. Developed an Internal Audit Charter. 3. Developed an Internal Audit Plan, Methodology and Departmental Staffing Requirement Analysis. The next most critical requirement for departmental effectiveness is the approval of these Plans by the Board of Directors and the appointment of the relevant committees to give effect to them.	Establish the Audit Department and associated guidelines for oversight. Establish operating procedures in co-operation with each department Establish appropriate systems & processes Recruit required staff.	9 mths 9 mths 6 mths 6 mths
<u>Community Outreach Programme</u> Office of the President The Community Outreach Department was established in 2010 with one employee on board. A Consultant and requisite staff have been engaged in 2011, and the development and implementation of policies and procedures for the Outreach Centres have been given high priority. Counseling services have also been contracted and made available to affected residents.	Establish Department with appropriate structure Create policies, procedures and guidelines Establish relationships with Communities and Stakeholders Design Outreach Programmes	3 mths 6 mths 6 mths 6 mths

<p><u>Priority Projects to be undertaken are:-</u></p> <ul style="list-style-type: none"> • Community Business Support Programme • Highway Connectivity Improvement Programme • Community Infrastructure Enhancement Programme <p><u>Ongoing actions being undertaken include:-</u></p> <ul style="list-style-type: none"> • Implementing of pilot programme in the selected locations • Development of Marketing Plan • Establishment of regional Community Outreach Offices 		
<p><u>FINANCE DEPARTMENT</u></p> <p>The initiatives listed hereunder were undertaken in 2011 to improve efficiency and effectiveness in the Finance Department:-</p> <ul style="list-style-type: none"> • Employment of 3 Accountants • Job enrichment & enhancement opportunities through staff rotation. • Commenced documentation of procedures for the Finance Department • Improvement in the physical work environment. • Staff Development through Business Training Programs, such as, Etiquette and Business Image Training. <p><u>Some priorities listed for fiscal year 2011 /2012 include:</u></p> <ul style="list-style-type: none"> • Review and complete documentation of Procedures for the Finance Department • Succession planning • Recruitment of Additional Staff • Development of Financial reports from Peachtree 	<p>Training and development of personnel</p> <p>Development and implementation of Monitoring and Control Systems</p> <p>Timely outputs of Accounting Statements and Reports (monthly/ annually)</p> <p>Greater involvement in capital estimate preparation for assigned projects</p> <p>Engagement of requisite staff</p> <p>Risk Management System strengthened</p> <p>Department re-structuring</p>	<p>6 mths</p> <p>12 mths</p> <p>6 mths</p> <p>12mths</p> <p>3mths</p> <p>12 mths</p> <p>6 mths</p>

<ul style="list-style-type: none"> • Software System 		
<p><u>CORPORATE SERVICES DEPARTMENT (CSD)</u></p> <p>The range of actions listed hereunder has been taken by the Corporate Services Team to ensure efficiency and effectiveness within individual departments:-</p> <p><u>Facilities and Asset Management</u></p> <ol style="list-style-type: none"> 1. Sourcing a new Building for the relocation of the Company's Head Office and installing the organization within such space. This was an extensive learning and training opportunity for staff. 2. Institutional Strengthening of the Department to include hiring a qualified Facilities Manager (Electrical Engineer) and Facilities Assistant. 3. Establishment of a centralized Facilities Problem Reporting Mechanism, where all problems by any staff can be reported for immediate attention, akin to a help –desk. 4. Design and implementation of Structured Company Driver Assignment System to ensure efficiency in the deployment of vehicles and drivers. 5. Instituted an Insurance Brokerage Service. Implemented effective insurance coverage including D&O, Workmen's Compensation, Public Liability, Property All Risks, Computer All Risks, Marine Hull and P&O insurances. 	<p>Review HSE policy and procedures</p> <p>Acquisition and maintenance of appropriate accommodation and maintenance of facilities</p> <p>Acquisition and maintenance of appropriate IT systems</p> <p>Business systems for asset management</p>	<p>9 mths</p> <p>12 mths</p> <p>12mths</p> <p>9mths</p>

HEALTH SAFETY AND THE ENVIRONMENT (HSE)

1. Revision of HSE Manual for submission to Board of Directors for approval.
2. Revision of HSE Policy for submission to Board of Directors for approval.
3. Drafting of HSE Emergency Response Plan.
4. Instituted a Safety Warden System at Head Office.
5. Conducted Ergonomics Assessment for all employees.
6. Conducted Hurricane Preparedness Training for staff.
7. High Level Staff Training in order to be "Designated Person Ashore" for the Water Taxi Operations;
8. Institutional strengthening with the hiring of an additional HSE Assistant.

INFORMATION TECHNOLOGY (IT) TRANSFORMATION OF THE IT TEAM STRUCTURE:

As of the 21st March, 2011 the Information Technology Team's structure was updated to include one (1) Information Technology Manager and three (3) Information Technology Specialists with the intent of improving the overall departmental effectiveness, utilizing the combination of past experiences, strengths, and highly specialized responsibility and team spirit with resultant synergies. The major IT efficiency and effective initiatives are summarized hereunder:-

1. Relocation of NIDCO's Head Office:

completed all network infrastructural works for the new building (Melbourne Street) to user and system access to voice and data connectivity as well as the physical relocation of all systems.

2. IT Trainee/ Internship Programme:

An Internship program to facilitate personal development of selected candidates has been initiated, starting with two trainees.

3. System Upgrades:

To enhance the overall effectiveness and efficiency of the systems and applications, an overall system upgrade project was planned and initiated. This included upgrades to all individual workstations, servers, databases, storage capacity, access (local and remote), data center solutions, security (**hardware and software**). Plans also included initiatives for disaster recovery procedures and business continuity planning. All the above activities provided excellent learning, training, and needs analysis opportunities for the IT Team.

4. New Equipment Purchase:

New equipment was purchased to provide for the frequent introduction of new staff members, upgrades for existing staff members and to facilitate the critical system upgrade initiatives.

5. User and System Support Strategies:

IT continues to provide user and system support for NIDCO through varying media. These include the use of an issue ticketing system to log, track and resolve all user and system issues.

6. SAP Vendor discussions and knowledge overview:

The Information Technology Department is currently preparing for the implementation of SAP within NIDCO thus providing an enterprise wide information solution.

Continuing Projects by the IT Department to improve effectiveness

- Structured Helpdesk
- IT Policy and Strategy Development

<ul style="list-style-type: none"> • Further System Upgrades • New Equipment Acquisition • Further Training & Development SAP Implementation 		
<p><u>ENGINEERING & PROGRAMME MANAGEMENT DEPARTMENT (EPM)</u></p> <p>Actions taken/to be taken to improve EPM Department's effectiveness and efficiency:</p> <ol style="list-style-type: none"> 1. The Department has engaged new Engineers and support staff over the past year. Others will be employed as the projects require. 2. Introduction of project teams using the matrix project organization method – this is to be implemented for very large capital projects. 3. Standardization of procurement documents that will shorten the procurement cycle (on going throughout the year). 4. Training of staff to eliminate areas of weaknesses and to gain new knowledge – persons sent on technical report writing, time management, project management seminars. In addition, all EPM staff were trained in MS Project 2007. Training will be an on-going process. It is intended that all project staff should attain the PMP credential from the Project Management Institute (PMI). 5. EPM will place emphasis on continuing education to build up NIDCO's skill bank. For example, literature and books will be provided for EPM staff in areas such as project management and civil engineering (construction management, construction economics, transportation), and staff will be given the option to attend various seminars and workshops relevant to NIDCO's needs. 	<p>Engagement of requisite staff</p> <p>Department re-structuring</p> <p>Coordinate project related technical training and development of personnel</p> <p>Establish project operating policies and procedures</p> <p>Develop project monitoring controls and systems</p> <p>Develop Department standards for project reporting</p> <p>Develop and implement Quality assurance systems and procedures</p> <p>Develop effective Risk Management Systems and guidelines.</p>	<p>6 mths</p> <p>12 mths</p> <p>36 mths</p> <p>12 mths</p> <p>12 mths</p> <p>6 mths</p> <p>12 mths</p> <p>12 mths.</p>

PROCUREMENT & CONTRACTS MANAGEMENT The range of actions listed hereunder has been taken by the Procurement and Contracts Management Team to ensure efficiency and effectiveness.		
1. Completed full Implementation of NIDCO's Tender Rules	Implementation of pre-qualification rules	6 mths
2. Appointment of the Tenders Committee - October, 2010.	Enforcement of Budget allocation information on requisitions	3 mths
3. Revised and upgraded Tender Form Projection		
4. Improved Reporting Systems – Monthly and Weekly Reports	Implementation of Contracts Management Report to meet audit standards	12 mths
5. Establishment of a more transparent Tender Evaluation and Analysis Process	Training of Evaluators in Evaluation Methodologies	24 mths
6. Established Procurement Models for each category of work Selective Tendering, Selective Pre-qualification, E –Auction, E Procurement, Emergency Procedures, Merit Awards.	Implementation of General Pre-qualification	8 mths
7. Staffing 2011 - Restructured the Procurement & Contracts Management Department.	Recruitment of additional Procurement Specialists and Recruitment of Contracts Management staff.	8 mths
8. Provided for training of Professional Staff - Advanced Procurement Strategy and Negotiation / FIDIC	Training and implementation of Electronic Records Management and Evaluation Methodologies.	8 mths
9. Records Management 2011– Updated Records Management System	Maintenance and storage of files including electronic files.	6 mths

<p>10. Inventory Management 2011 – Established system to order, receive, monitor and distribute goods to NIDCO staff.</p>	<p>Supplement a system to maximise savings and improve efficiency</p>	<p>12 mths</p>
<p>11. Compliance with Ministry of Finance State Enterprise Monitoring Manual Standard Procurement Procedures Adoption of Ministry of Finance's State Enterprise Monitoring Manual Standard Procurement Procedures.</p>	<p>Establishment of an on-going strategic procurement programme of value analysis to maximise savings and improve efficiency.</p>	<p>24 mths</p>
<p>12. Establishment of a Secretariat to provide support for Tenders Committee</p>	<p>Review and update NIDCO's tender rules and procedures</p>	<p>8 mths</p>
<p><u>WATER TAXI SERVICE</u></p> <p>In 2011 the Water Taxi Service introduced a Finance Section within the Business Unit to facilitate enhanced monitoring of expenditure levels, thus ensuring tighter budget compliance and faster processing of payments.</p> <p>Introduction of a new fleet of vessels The older fleet of vessels realized a low level of service reliability particularly in the last few months of their operation, i.e. less than 80% reliability. Since the introduction of the new fleet over the period October 2010 to December 2010, service reliability has dramatically improved and now stands at greater than 97%.</p>	<p>A new Strategic Plan facilitating the restructuring of portfolios towards revenue generation is being undertaken for the Water Taxi Service. Steps will also be taken to ensure the development of the technical competence and expertise of local staff in their roles as understudies of local and foreign contractors.</p>	<p>12 mths</p>

<p>Training of In-house Crews The introduction of the new fleet of 41m vessels into active service required the establishment of crews holding higher tier licenses than previously, in order to fulfil Maritime Services Division's requirements. To meet this challenge the Water Taxi Service embarked upon a 'train up' program for its Captains and Chief Engineers who needed to have their licences upgraded. This initiative accordingly mitigated the need to employ on a long term basis highly paid foreign-recruited mariners although some short term hires were required.</p> <p>Introduction of Departmental Targets for all Staff As a major action arising from the current Strategic Planning exercise, departmental goals will be clearly set and staff will be given targets to achieve.</p> <p>Maintainance Programme Another objective set for during the period will be the implementation of a fully integrated maintenance Program. At present the monitoring of maintenance crew efficiency levels is difficult due to the absence of a fully integrated and properly established system and this is to be addressed by the first quarter of 2012 with the recent hire of a Warranty and Maintenance Manager. From its inception in 2008, the WTS was managed and operated by Hornblower Management Services (HMS) who is the holder of the requisite Documents of Compliance. This contract expires on 23rd October, 2011 and NIDCO is preparing to play a more autonomous role in managing and operating the service with local and foreign contractors.</p>	Engagement of requisite staff	18 mths
	Restructuring to establish an autonomous business unit	9 mths
	Increased productivity through improvements to staff facilities	12 mths
	Establishment of benchmarking systems.	9 mths
	Training: Technical and Customer Service	24 mths
	Establishment of adequate facilities for staff and passengers at all terminal	24 mths

Strategic Risks

The 2011-2015 Plan presents a disciplined attempt to align NIDCO's programs and activities with its outputs, thus facilitating the attainment of specific governmental outcomes.

The resources allocated to NIDCO will be upon this basis. The actual ability of NIDCO to achieve the identified objectives and by extension, outcomes as stated herein is dependent upon the following:

1. The speed and efficacy of the reorganization within NIDCO;
2. The availability of the information architecture to allow for evidence-based management and decision-making and improvement in service delivery;
3. The extent to which unplanned projects or intuitive decisions conflict with or is given precedence over approved plans; and
4. The extent to which the organisational culture of NIDCO is transformed and staff become committed to achieving the goals of NIDCO's new mandate and portfolio responsibilities.

ORGANISATIONAL CAPABILITY AND RESOURCES

The organisational capability and capacity of NIDCO at any given time is to a large extent determined by its assigned portfolio responsibilities and schedule of project delivery. With regard to the particular project unit, it is a dynamic that responds to the needs and resource requirements of projects.

The core organisational structure in turn has significant implications for the achievement of governmental project outcomes and the impact on the NIDCO's Corporate Strategic Plan. The organisation therefore, is taking steps to ensure that it has considered the core competencies required to deliver on its portfolio responsibilities, the capability and capacity to develop the relevant policies and procedures to fulfill the organisation's operational needs.

Further, the organization's structure would be designed with flexibility to adjust to any shift in government policy that may alter the scope and focus of national infrastructure development initiatives. These fundamental structural principles would be incorporated into the organisation's structural design without compromising the performance outputs and quality of service.

The Organisation Structure

The Organisation Structure of NIDCO makes provision for a top management group comprising a Board of Directors, a President/ CEO, five (5) Executive Vice-Presidents, a Corporate Secretary, Chief Audit Executive and a Director, Water Taxi Service.

Board of Directors
President/ CEO
Corporate Secretary
Chief Audit Executive
Vice President - Finance
Vice President - Corporate Services
Vice President - Legal Services
Vice President – Engineering & Programme Management
Vice President – Procurement and Contracts Management
Director - Water Taxi Service

An Organisation Chart of the proposed structure of the NIDCO is attached at **Appendix 1**.

BOARD OF DIRECTORS

The Board of Directors is collectively responsible for promoting the success of NIDCO by leading and directing the Company's activities. It provides strategic guidance to the company and monitors the activities and effectiveness of management. Board members should act on a fully informed basis, in good faith, with due diligence and care and in the best interest of the company, subject to the objectives set by Government.

The Board represents the interest of the stakeholders, and is accountable for the quality of the product or service supplied by the Company. The Board of Directors is responsible for ensuring that the Company keeps the promises described in the Company's mission and core values statements and for assuring that the Company is accountable for acting within the laws governing its operations.

The Board of Directors is also responsible for ensuring the fiscal integrity of the Company's operations and records, representing the ideas, culture, needs, and quality of service to the community it serves and developing policies and procedures that assure that the conduct of the business operations and activities are set against established standards of performance.

PRESIDENT'S OFFICE

The President shall have overall responsibility for management administration and leadership of the Company. He or she shall be responsible for the implementation of government's

policy and provide direction for the organisation. The incumbent shall have responsibility for ensuring the development of procedures, policies, systems and strategies by the various Departments of the Company. The President is also responsible for specific functions of the Human Resource Management, Corporate Communications and Community Outreach.

CORPORATE SECRETARY

The Corporate Secretary is responsible for maintaining statutory and other records (including Minutes of Board of Directors Meetings and Shareholders Meetings) convening meetings and complying with requirements under the Companies Act, NIDCO's by-laws and other statutes. Additionally the Corporate Secretary is responsible for executing other duties delegated by the Board of Directors.

1. CORPORATE SERVICES

- Information Communication Technology (ICT)
- Administrative Support Services
- Corporate Facilities and Asset Management
- Security and Insurance
- Health, Safety and Environment

2. FINANCE

- Secure Project Funding
- Financial Management and Reporting
- Preparation of Annual Budget
- Project Budget Monitoring
- Maintenance of Financial Control Systems
- Preparation of Financial Statements
- General Accounts

3. LEGAL SERVICES

- Legal advice
- Prepare, Negotiate, Review Engagement Contracts
- Coordinate with external Attorneys
- Interpret relevant legislation
- Represent Company in legal proceedings
- Ensure legal compliance with Tender Rules and Procedures

4. PROGRAMME MANAGEMENT & ENGINEERING

- Interpret project scope and responsibility of NIDCO
- Conduct Needs Assessment of projects
- Prepare Project Development and Implementation Schedule
- Prepare human resource requirements (projects)
- Establish Project Administrative Structure
- Management of project budget
- Conduct project monitoring and control functions
- Prepare Project Progress Reports
- Manage project risks
- Verify and substantiate claims for payment
- Fulfill and achieve deliverables of project

5. PROCUREMENT and CONTRACTS MANAGEMENT

- Update Procurement Policies and Procedures for acquisition of work, goods and services
- Update Tender Policies and Procedures

- Establishment of Evaluations Methodology
- Establishment of Project Evaluation and Analysis Policy and Procedures
(for operations management and project related functions)
- Management of Procurement functions
- Ensure compliance with established policies and procedures
- Monitor international 'best practice' in Procurement
- Issue of Tenders/Requests for Quotations (RFQ)
- Provides Contract Management functions.
- Purchasing of materials, goods and services
- Prequalification of contractors/consultants/suppliers
- Provide secretariat services to the Tenders Committee.

6. WATER TAXI SERVICE

- Overall responsibility for management and operations of Water Taxi Service
- Establish organisation structure to achieve Project goals and objectives
- Ensure compliance with obligations as stated in contractual arrangements between NIDCO and Ministry of Works and Transport
- Ensure procedures of operations are consistent with best operations practice
- Promotion of Water Taxi Service
- Preparation of Management Report
- Preparation of Business Economic Performance Report

INTERNAL AUDIT DEPARTMENT

The approved Internal Audit Methodology includes services in the areas of consulting, independent assurance assessments, internal control reviews and evaluations, proactive advisory services and special investigations as guided by standards set out by the Institute of Internal Auditors:

- Periodic terms of reference review, update and approval
- Strategic Risk Assessments and strategic internal audit planning
- Detailed internal audit planning
- Audit execution
- Evaluation of opportunities for improvement
- Development of value for money and effective recommendations and solutions
- Periodic reporting to the Board/Audit Committee, Executive Management and the Investment Division of the Ministry of Finance.

Corporate Governance

Each Division shall have a management framework specifically tailored for the delivery of benefits from cross-functional project teams. These teams shall have resources invested in them in the expectation of greater returns. The returns need not be purely financial, and so governance is the way in which management exercises control over the effectiveness of these resources and the associated risks.

It follows then, that firstly, the management of operational units within each division is inextricably linked with corporate governance, in that the policy on risks, direction and accountability must be consistent with the policies and operating procedures as set by the Board of Directors. Secondly, that the corporate goals in the short, medium and long term that are ultimately the responsibility of the Board should be overseen and managed through programmed governance by the organisation's line managers.

The design of governance structures of the six (6) divisions is highly specific yet inextricably linked to the overall project/service delivery and corporate performance expectations. Best Practices can help us to consider the factors to be taken into account when putting in place our vision for each of the division i.e. 'the policy, systems and procedures that are generally regarded as the practice that delivers optimal outcomes.

Corporate governance does, however, need to be fit for the purpose and some of the considerations are as follows:

- Division leaders and Heads of Departments must have clear terms of reference, delegated authority and scope of responsibility from the Board and cross-functional relationships to reflect specific operational outcomes in the business activities that they perform.
- In the case of the Engineering & Programme Management Unit, a Technical Planning and Review Committee should be established to give effect to the technical guidance on projects, including development strategy, project procedures, procurement processes, project objectives, resource planning, performance expectations, reporting and configuration project management teams.
- The Human Resource requirements of the Engineering & Programme Management Unit is a dynamic that responds to the demands of individual projects and the schedule of

delivery, in the context of the portfolio responsibilities of NIDCO. It also implies that project monitoring and control systems and corporate governance processes may be new to the selected team members. Emphasis on application of procedures, control and accountability therefore must always be consistent and project specific.

- Lastly, and most significantly, is the adequacy and effectiveness of every division of the company working together in common cause and purpose. The outcomes delivered here reflect the quality and form of the organisation's operations chemistry, and its impact on the overall corporate performance levels.

Line Managers are expected to deliver on their professional standards in keeping with the company's goals and government's objectives, in the application of relevant and efficient systems designed to produce the best outcomes so that the summary performance of all Units would easily meet or exceed the expectations of project delivery targets.

CROSS-CUTTING GOALS

There are five (5) cross-cutting goals that link the six (6) divisions of NIDCO and its activities. In addressing the Corporate Mission, the first three (3) goals reflect the sustainable management of resources, the fourth identifies the need for adequate resources and appropriate Ministerial involvement to support the relevant programmes, while the fifth speaks to leadership and adherence to principles of operation.

1. **Policy development**

To develop appropriate policies and procedures to guide development of projects and management systems.

2. **Resource management**

To obtain optimum benefits from the use of resources.

3. **Programme planning and implementation**

To achieve efficient and cost effective services related to portfolio responsibilities.

4. **Organisational support**

To obtain adequate resources for NIDCO to fulfil its functions and responsibilities.

5. **Corporate Governance/Risk Management/Compliance**

To provide leadership and direction, and adherence to operating guidelines and principles.

The organisational structure of NIDCO is summarised in the Chart shown as **Appendix 1**.

"ORGANISING FOR RESULTS" BASED MANAGEMENT

Organizing, the process of structuring human and physical resources in order to accomplish organizational objectives, involves dividing tasks into jobs, specifying the appropriate department for each job, determining the optimum number of jobs and delegating authority within Departments. One of the most critical challenges is the development of a responsive organizational structure that is committed to quality and satisfying its stakeholders expectations.

The framework of jobs and Departments that make up any organization must be directed towards achieving the organization's objectives. In other words, the structure must be consistent with its strategy. Managers give structure to an organization through job specialization, organization, and establishment of patterns of authority and span of control.

DELEGATION OF AUTHORITY

Delegation of authority is a prerequisite for the successful implementation of results-based management. To be accountable for results, managers must be duly empowered through a clear delegation of authority in all areas, including and in particular human and financial resources.

The primary objective of the delegation of authority is to foster a more efficient use of resources and facilitate the emergence of more agile and responsive organisations, thus enhancing overall performance. It is recognised that performance improves when the people closest to the work have measured authority and delegated responsibility. It is also true that delegation of authority also empowers staff to contribute to the Company's mission.

However, as managers are given specific levels of authority, careful consideration must be given as to what is the optimum level of delegation. It is critical to the Company's success that vested authority is used to promote the core values and core managerial competencies such as; vision and strategic thinking, team building, creating a motivating environment, managing people, effective use of resources, communicating, decision-making and achieving results.

The delegation of authority creates a chain of command, the formal channel that defines the lines of authority. The chain of command consists of a series of relationships from the highest position in the organization to the lowest. The chain of command specifies a clear reporting relationship for each person in the organization and should be followed in both downward and upward communication. Following the chain of command enables each

employee, no matter what his or her position, to know exactly for whom and to whom he or she is responsible.

Traditionally, centralization of decision-making authority by a high-level manager has been the pattern to which most organizations operate. However, many new approaches and designs to organizational structure have been experimented with as organizations strive for operational efficiency and satisfying stakeholder expectations. In this regard decentralization has gained popularity with some level of authority delegated to individuals at various levels in the chain of command by line managers.

The autonomy afforded by this style of operation also increases job satisfaction and motivation. When employees are encouraged to perform well, the performance and profitability of the organization increases.

Additional challenges, control of the process and quality assessment become part of everyone's job and each employee is given the authority to take positive actions that will lead to high quality and improved performance.

For an organizational role to exist and be meaningful to people, it must incorporate:

- a) Verifiable objectives;
- b) A clear idea of major duties or activities involved and
- c) An understood area of discretion or authority so that the person filling the roles knows what he or she can do to accomplish goals.

It is in this sense we think of organizing as:

- a) Identification and classification of required activities;
- b) Grouping of activities to attain objectives,
- c) Assignment of each grouping to a manager with authority (delegation) necessary to supervise it, and
- d) Provision for coordination, horizontally and vertically, in the organization structure. Thus an organization implies a formalized intentional structure of roles or positions.

ACCOUNTABILITY

It must be stated though, that delegation of authority does not mean abdication of responsibility. Quite to the contrary, accountability for the use of resources is integral to the company's culture of empowerment. Moreover, it is widely accepted that the core element of a

results-based organisational culture, the concept from which all others derive, is accountability.

The main elements of an effective accountability system can be identified as:

(i) responsibility and liability (ii) reporting, (iii) monitoring, and (iv) administration with integrity.

Accountability is the obligation to account for responsibilities conferred. In the public sector, each manager in both Ministries and State Enterprises/State funded Programmes is accountable for managing the responsibilities and resources provided.

The mere perception of poor standards of accountability has the same effect as poor accountability in practice. For public confidence and trust in public organisations to improve, it is necessary not only to correct poor accountability, but also to remove all those practices that lead to public perceptions of unaccountable governance. Almost without exception, public mistrust is as a result of secrecy and the cure is increased transparency.

In the case of NIDCO, it may be prudent to say that accountability is that process that requires disclosure fully and truthfully on the performance of the management of capital projects to those who are entitled to know.

In today's business world, integrity and accountability are important activities required to be done to keep a company on a journey toward excellence. There are no grey areas, and if the right people are in place and a performance driven culture is established, it can be very rewarding in the long term for the organisation's operations, performance levels and integrity.

Companies like NIDCO are created for one purpose: to achieve a mission that contributes to the general improvement of lives of the population. To do this requires consistent delivery of results against goals. Results are best achieved when organisations have strong leaders who know how to balance vision and results, create an accountability-based culture, hire the right people, and operate with unquestionable integrity. Real success therefore cannot be achieved without accountability and integrity.

TRANSPARENCY

Transparency is the strongest defence against both corruption and the perception of corruption. The need to uphold the standards of transparency, appropriate for an organisation that operates in an environment of public trust, is not only a desired operational function but an essential governing principle.

Transparency therefore should incorporate all relevant information, including budgeting, performance criteria, regulatory procedures and practice, administrative feedback and communication, strategic plans, reporting procedures and methodologies and similar

operating pre-requisites that are essential to the promotion of trust and confidence by all stakeholders.

Transparency and accountability are the building blocks to restoring faith in corporate governance and ensuring the public availability of all of the information needed to make the important decisions. As NIDCO looks to the way forward, it is our ambition and hope that we can become a model of accountability and transparency.

Conclusion

NIDCO's Corporate Strategic Plan provides a framework for the implementation of the Company's main functions and responsibilities. Critical to this Plan, is the approach by all employees to embrace the Vision and Mission of the Company and work with steadfast commitment for the implementation of specific activities for the achievement of the main objectives and outcomes of the Plan.

The principles of transparency and accountability have been integrated into this Plan as reflected in the way NIDCO has been restructured and re-organised to achieve these two guiding principles of Government Policy. Specific attention is also given to the concept of satisfying the needs of the people in recognition of the critical linkages that exist between the GORTT and expectations of the population of Trinidad and Tobago.

Success will require strong collaboration and open communication between all internal Departments and with the public, business partners, all stakeholders and the GORTT. The Company will use its Corporate Strategic Plan to identify and report on its progress by reviewing the status of each initiative and goal with respective Departments annually. The Plan will be continually reviewed and updated to ensure it addresses the needs of the portfolio responsibilities and the priorities of Government.

Sustainable development is a journey rather than a destination. This Plan strives to meet the current needs of the company's commitment and responsibilities without compromising its quality of service and performance standards.

The Plan will be reviewed annually. A summary report will then be compiled on the results of the previous year. Performance indicators will be established, which will demonstrate how each strategy and/or result, identified in the corporate strategic plan, connects to the concepts of corporate performance sustainability.

We acknowledge and appreciate the ongoing input from employees in the development of the Plan and look forward to reporting on its growth and success.

NIDCO is confident that given adequate resources and support, it can successfully achieve the outcomes of the Plan to meet its objectives.

Appendices

- Appendix 1** Organisational Structure
- Appendix 2** Financial Statements – September, 2011
- Appendix 3** Projects in the Procurement Cycle – September, 2011
- Appendix 4** Look Ahead Programme of Projections 2011 to 2015.



Appendix 2

Financial Statements 2010 - 2011

NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED STATEMENT OF FINANCIAL POSITION As at September 30, 2011

	AS AT SEPTEMBER 2011 ACTUAL \$	AS AT SEPTEMBER 2010 AUDITED \$
ASSETS		
Non-current assets		
Property and equipment		
Tangible	12962,776	1718,763
Intangible	327,328	127,446
Security deposit	980,718	766,742
	<u>14270,822</u>	<u>2612,952</u>
Deferred Tax Asset	-	1685,069
Long-Term Investment	36249,068	36215,938
Current assets		
Receivables and prepayments	5304,071	7569,843
Investment in Projects	2361232,955	1213422,052
Cash and cash equivalents	441030,931	303831,930
	<u>2807567,957</u>	<u>1524823,825</u>
Total assets	<u><u>2858087,847</u></u>	<u><u>1565337,784</u></u>
EQUITY AND LIABILITIES		
Equity		
Stated Capital (10 shares valued at \$1.00 each)	10	10
Accumulated Profit/Loss	1105,789	(7198,878)
Net equity	<u>1105,799</u>	<u>(7198,868)</u>
Non-current liability		
Borrowings	1005094,081	1099038,125
Due to Government of Trinidad and Tobago	1522635,081	-
Deferred Tax Liability	1730,647	-
	<u>2529459,808</u>	<u>1099038,125</u>
Current liabilities		
Trade and other payables	157591,038	211452,663
Tax payables	73,444	73,444
Borrowings	169541,066	261733,398
Bank Overdraft	316,693	239,022
	<u>327522,240</u>	<u>473498,527</u>
Total liabilities	<u><u>2856982,049</u></u>	<u><u>1572536,652</u></u>
Total equity and liabilities	<u><u>2858087,847</u></u>	<u><u>1565337,784</u></u>

National Infrastructure Development Company Limited

NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED
FOR THE TWELVE (12) MONTH PERIOD ENDED SEPTEMBER 30, 2011
STATEMENT OF INCOME AND RETAINED EARNINGS
 (Trinidad and Tobago Dollars)

	<u>Year ended 2011</u>	<u>Year ended 2010</u>
Revenue		
Management fees	\$ 44,127,954	18,525,847
Other income/(expenses)		
Selling, general and administrative expenses	(29,100,631)	(21,401,857)
Depreciation and amortisation	(1,781,954)	(667,119)
Other income	126,940	761,804
Other expenses	(3,979,672)	(3,135,650)
Interest income	588,174	877,418
Foreign exchange gain/loss	142,567	(140,322)
	<u>(28,711,008)</u>	<u>(15,805,726)</u>
Profit/(loss) before taxes	15,416,947	2,720,121
Income tax expense	<u>711,281</u>	<u>1,606,395</u>
Net profit/(loss) for the year	8,304,666	4,326,516
Retained earnings at beginning of the year	<u>(7,198,877)</u>	<u>(11,525,393)</u>
Retained earnings at end of the year	\$ 1,105,789	(7,198,877)

Appendix 3 - Projects in the Procurement Cycle - September, 2011

CHART
STATUS OF TENDERS IN THE PROCUREMENT CYCLE TO SEPTEMBER 23 2011

STAGES	Decision to issue tenders by T.C. and drafting of RFP's	Issuance of RFP's & Appointment Evaluation Comm.	Closing/Opening Tenders	Evaluate - Technical/Financial	Recomm. Evaluation Comm.	Tender Committee Decision - Negotiate/Award	Negotiate Tender	Award	Letter of advice to unsuccessful bidders	Execution of Contract	Comments
C/1108/03 Consultancy Services for Detailed Designs and/or Construction Supervision for the Bridges Reconstruction Programme (Phase 1 Pk A or B)	Issued August 22 2011. Selective Tender	Closing September 26 2011									Request to Issue Tender approved in 7th T.C. Meeting August 16 2011
C/1108/02 RFP for Desilting of Trinidad River	Issued August 23 2011. Selective Tender	Closed Aug 30 2011	Evaluation to be completed by Sept 30 2011.								Request to Issue Tender approved in 7th T.C. Meeting August 16 2011.
C/1108/05 Design and Supervision Consultancy Services for Package C Road Works	Issued August 30 2011	Closed September 21 2011									Request to issue Tender approved in 6th TC Meeting July 18 2011.
C/1108/03 Mamoral Dam Project: Feasibility Study & Detailed Design	To be issued Sept. 2011										
C/1108/ North Coast Road Project : Feasibility Study for a New Highway to the North Coast of Trinidad	To be issued in Oct.2011										Request to issue tender approved in 6th TC Meeting July 19 2011. RFP to be finalised.
C/1108/01 RFP for the Construction of a Retaining Wall on the Coromata River Mohees Road, Debe	Issued August 10 2011	September 2 2011	Evaluation in progress. To be completed by Sept. 30 2011								Request to issue Tender approved in Special Meeting - 19 May 2011. <u>Eval. Comm. Approved in Special meeting May 19 2011</u>
C/1107/01 RFP for Provision of Cadastral Surveying Services for The San Fernando to Pt. Fortin Highway Issued - July 4 2011 Closing July 18	Issued July 4 2011	Closed July 18 2011	Evaluation commence Aug 15 2011.	Evaluation completed August 26th 2011. Report completed to be submitted by 28 Sept. 2011							Evaluation Committee approved in Special T.C. Meeting June 3rd 2011. Previous RFP cancelled and new RFP approved.

National Infrastructure Development Company Limited

CHART
STATUS OF TENDERS IN THE PROCUREMENT CYCLE TO SEPTEMBER 23 2011

STAGES	Decision to issue tenders by T.C. and drafting of RFP's	Issuance of RFP's & Appointment of Evaluation Comm.	Closing/Opening Tenders	Evaluate - Technical/Financial	Recommend - Evaluation Comm.	Tender Committee Decision - Negotiate/Award	Negotiate Tender	Award	Letter of advice to unsuccessful bidders	Execution of Contract	Comments
RFP for the Supply & Delivery of Diesel Fuel For the Water Taxi Service		ON HOLD Pending approved Peddlers listing from Min. Of Energy									Request to issue Tender approved in 4th Meeting - 18 Apr. 2011.
RFP for the Design and Construction Supervision Services - San Fernando Water Taxi Terminal Upgrade Project		ON HOLD Pending funding									
RFP for Ms. Gutter Ravine Rehabilitation Works		This RFP was part of Small Drainage projects									Awaiting details, Scope Of Works and Engineer's estimate from Drainage Div. MOWT
RFP for the Mausica River Improvement Works		This RFP was part of Small Drainage projects									Previous award cancelled. RFP to be completed by Procurement. Engineer's estimate from Drainage still outstanding.
C/1101/20 RFP for the Construction Oversight & Project Management Services for the Port of Spain Flood Alleviation Project		To be issued June 27 2011	Closed July 15 2011 July 22nd (ext.)	Evaluation report submitted in 8th T.C. Meeting Sept 28 2011							Request to issue Tender approved in 5th Meeting - 13th May 2011
C/1101/19 Pre-qualification of Design and Construction Supervision Services for the Bridges Reconstruction Programme.		Ad published from June 9 2011	Pre-qual closed June 30 2011	Evaluation completed. Report submitted in 7th T.C. Meeting							Pre-Tender meeting held June 17 2011 Request for Prequal approved in Special Meeting June 3rd 2011.
C/1101/11 RFP for the Provision of San Fernando to Pt. Fortin Hwy - Land Acquisition Consultancy Services Issued May 9 Close June 9 2011		Public Tender ad published from May 9	Closed June 9 2011	Evaluation commence July 21 2011		Negotiations ongoing					Evaluation Committee approved in 6th TC Meeting July 18 2011. Appointment of negotiation committee approved in Special meeting of 18 Aug. 2011
C/1101/09 RFP for POS WTS Terminal upgrade Issued April 4 Closing May 4 2011		RFP issued on April 4 2011	Closed May 4 2011	Evaluation of Technical Proposal completed.	ON HOLD						Recommend. to evaluate Financial Proposals of 3 firms - Genivar, Lee Young & Reynold Assoc. Ltd.

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STATUS OF TENDERS IN THE PROCUREMENT CYCLE TO SEPTEMBER 23 2011

STAGES	Decision to issue tenders by T.C. and drafting of RFP's	Issuance of RFP's & Appoint. Evaluation Comm.	Closing/Opening Tenders	Evaluate - Technical/Financial	Recomm. Evaluation Comm.	Tender Committee Decision - Negotiate/Award	Negotiate Tender	Award	Letter of advice to unsuccessful bidders	Execution of Contract	Comments
C/1101/08 RFP for designs for new terminal facilities at Chaguanas, Pt. Fortin and Toco Issued March 21 Org.Close April 21 (ext) Apr 29 2011		RFP issued on March 21 2011	Closed April 29 (ext)	Evaluation to be completed.	ON HOLD						
C/1101/06 Provision of Security Services for NIDCO			Opened Mar 3 2011		Evaluation to complete & submit to T.C. - July 2011						
C/1101/03 RFP - Financial Management Services for the Establishment of Financial Systems and Procedures for NIDCO Issued Jan 21 Closed Feb 2 2011 (ext)			On Hold								
C/1010/03 RFP for the Provision of International Brokerage Services for the Sale of the Water Taxi vessels via Public Tender Issued 15th Nov 2010 Closed Nov 29 2010 (ext)			1) Ltrs to extend bid validity for an additional 60 days - March 21 2011	Evaluation Committee recommendation to Award	T.C. agreement to award to Astralship Corp.Ltd. subject to further directions from MOWT		Letter of Award July 21 2011		Contract executed Aug. 26 2011. Awaiting arrival of Astralship to begin surveys		Variation of Contract to include valuation of 4 Water Taxis.
RFP for Caroni River Basin Study			Financial proposals opened Feb 14 2011	Financial evaluation February 15 2011	Evaluation Committee recommendation to award	T.C. Agreed to enter into negotiations with the preferred bidder Royal Haskoning to resolve technical issues	Negotiation ongoing. Report to be submitted by Oct. 7 2011				Negotiations to resolve certain technical issues and to determine after conversion to TT currency whether or not Royal Haskoning has the best price
Malick River Improvement Works	On hold										Pending Caroni River Basin Study
NNHP Ph 1 Pk 4 San Fernando to Mayaro				On hold							
NNHP Ph1 Pk 4 Wallerfield to Manzanilla				On hold							
Cadastral Surveys - Princes Town to Mayaro Highway			On Hold								

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STATUS OF TENDERS IN THE PROCUREMENT CYCLE TO SEPTEMBER 23 2011

STAGES	Decision to issue tenders by T.C. and drafting of RFP's	Issuance of RFP's & Appoint. Evaluation Comm.	Closing/Opening Tenders	Evaluate - Technical/Financial	Recomm. Evaluation Comm.	Tender Committee Decision - Negotiate/Award	Negotiate Tender	Award	Letter of advice to unsuccessful bidders	Execution of Contract	Comments
RFP Environmental Impact Assessment - causeway - Mucurapo & Chaguaramas	On hold										Awaiting directions from MOWT
La Quesa River Improvement Works											RFP to be provided by Ministry of Works and Transport (MOWT).
Cascade River Improvement Works											RFP to be provided by Ministry of Works and Transport (MOWT).
Arima River Improvement											MOWT advised NIDCO not to award contract as it has to make changes to the scope.
Dredging of St. Anns River											MOWT has advised that the project is being revised.
San Juan River Improvement Works Phase II	Part of small drainage projects										MOWT advised NIDCO not to award contract as it has to make changes to the scope.
L'Anse Miton River											Awaiting bid documents from MOWT Drainage to be delivered but not yet received.
SMALL DRAINAGE PROJECTS UNDER \$2million											
CONSTRUCTION OF RETAINING WALL GUAICO RIVER, NEXER ROAD, SANGRE GRANDE		Issued 30th August 2011	Closed Sept 6 2011	Evaluation commenced Sept 16 2011				Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011.	
CONSTRUCTION OF RC WALLING - VALENCIA RIVER BETWEEN KANGALEE STREET AND OLD VALENCIA ROAD		Issued 30th August 2011	Closed Sept 6 2011	Evaluation commenced Sept 16 2011				Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	
200M OF BLOCK WORK BOX DRAIN TRIBUTARY TO LAGOON MAHAUT		Issued 30th August 2011	Closed Sept 6 2011	no bids received for this tender							

National Infrastructure Development Company Limited

CHART
STATUS OF TENDERS IN THE PROCUREMENT CYCLE TO SEPTEMBER 23 2011

STAGES	Decision to issue tenders by T.C. and drafting of RFP's	Issuance of RFP's & Appoint. Evaluation Comm.	Closing/Opening Tenders	Evaluate - Technical/Financial	Recomm. Evaluation Comm.	Tender Committee Decision - Negotiate/Award	Negotiate Tender	Award	Letter of advice to unsuccessful bidders	Execution of Contract	Comments
CONSTRUCTION OF R.C. WALLING & PAVING AND CONSTRUCTION OF BOX CULVERT HUNTER RIVER	Issued Sept. 3 2011	Closed Sept 16 2011 (Ext)	Evaluation commenced Sept 16 2011					Letter of Award issued Sept. 19 2011		Contract executed Sept. 27 2011	
CONSTRUCTION OF R.C. WALLING MANNING RIVER	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept. 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF RETAINING WALL LA PUERTA RAVINE, LA PUERTA MAIN ROAD	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 29 2011	
CONSTRUCTION OF RETAINING WALL SAN JUAN BEHIND ARANGUEZ PLAZA	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept. 19 2011		Contract executed Sept. 27 2011	
CONSTRUCTION OF RETAINING WALL TACARIGUA RIVER, U/S TO CASSIE STREET, EL DORADO	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011.		Contract executed Sept. 29 2011	
CONSTRUCTION OF 300M OF BLOCK WORK BOX DRAIN GUAYMARE RIVER	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF RETAINING WALL TUNAPUNA RIVER, #54 OLD SOUTHERN MAIN ROAD, ST AUGUSTINE	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF RETAINING WALL BOURNES ROAD RAVINE, BEHIND ARMY BARRACKS	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF BLOCK WORK BOX DRAIN CAPARO RIVER	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF RETAINING WALL TRIBUTARY TO MAUSICA RIVER AT NORTH CLASSIC LA HORQUETTA	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 27 2011	

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STATUS OF TENDERS IN THE PROCUREMENT CYCLE TO SEPTEMBER 23 2011

STAGES	Decision to issue tenders by T.C. and drafting of RFP's	Issuance of RFP's & Appoint. Evaluation Comm.	Closing/Opening Tenders	Evaluate - Technical/Financial	Recomm. Evaluation Comm.	Tender Committee Decision - Negotiate/Award	Negotiate Tender	Award	Letter of advice to unsuccessful bidders	Execution of Contract	Comments
CONSTRUCTION OF BLOCK WORK BOX DRAIN, UPPER MORNE COCO ROAD, MARAVAL	Issued Sept. 3 2011	Closing Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept. 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF R.C. BOX DRAIN, FARFAN STREET, CARENAGE	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	
CONSTRUCTION OF RETAINING WALL TACARIGUA RIVER, DOWNSTREAM TO CASSIE STREET, EL DORADO, EMR	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 27 2011	
CONSTRUCTION OF R.C. WALLING MISS GUTTER RAVINE, SUNRISE PARK, TRINICITY	Issued Sept. 3 2011	Closed Sept 14 2011	Evaluation commenced Sept 14 2011					Letter of Award issued Sept 19 2011		Contract executed Sept. 28 2011	

Appendix 4 - Look Ahead Programme of Projections 2011 - 2015

National Infrastructure Development Company Limited 4-Year Look Ahead Programme							
	Project/ Programme Name	Estimated	Proposed Funding				Remarks
		Total Cost	2012	2013	2014	2015	
1	Comprehensive National Drainage Development Study	78,360,639	7,000,000	28,683,750	-	-	The current programme would be completed by 2013. Two studies to be executed to complete the programme viz. Caroni and South Oropouche River Basin Studies.
2	Comprehensive Drainage Development Programme	700,000,000	9,000,000	210,000,000	250,000,000	225,000,000	This project includes the Mamoral Dam Project. Provision is made in 2012 for design review while construction estimates are presented in following years.
3	National Programme for the Upgrade of Drainage Channels	509,954,360	20,000,000	243,600,000	194,300,000	-	The current programme is expected to be substantially completed by 2014.
4	Flood Mitigation and Erosion Control Programme	93,000,000	7,000,000	70,000,000	16000000	-	This programme is expected to be substantially completed by 2014.
5	POS - East/ West Corridor Transportation Project:						Estimates include construction of Packages 'C' & 'D' and the additional traffic improvement works under the National Traffic Management System. Works are expected to be substantially completed by 2012 in respect of Package C and in 2013 for Package D.
	- Package C	219,301,680	298,444,000	-	-	-	
	- Package D	464,434,880	129,042,000	335,392,880	-	-	
	- National Traffic Management Systems (Additional Works)	23,044,000	23,044,000	-	-	-	
6	Ferry Service from Port of Spain to Point Fortin	252,000,000	42,848,000	-	-	-	Estimates include Upgrade of Terminal Facilities at San Fernando and Port of Spain; Design and construction of Berthing & Terminal Facilities at Pt. Fortin, Chaguana, Toco, Chaguaramas and Tobago.
7	Establishment of the Driver and Vehicle Licensing Authority	618,703,000	293,595,000	195,108,000	65,000,000	65,000,000	Estimates provides for construction of all 10 centres including the head office.
8	Ext. of Sir Solomon Hochoy H/way to Pt. Fortin	7,502,600,000	1,325,400,000	2,011,400,000	2,319,600,000	448,400,000	Estimates provides for construction of the highway commencing in April 2011. The construction duration is 4 years and the projected expenditure in the current fiscal year (2011) is \$1,397.8 million.
9	Construction of the San Fernando to Princes Town Highway	1,157,306,000	-	200,000,000	414,531,000	542,775,000	Provides for Design-Build Contract over a 30 month period.

National Infrastructure Development Company Limited

	Project/ Programme Name	Estimated	Proposed Funding				Remarks
10	Construction of Highway/Tunnel to North Coast	1,500,000,000	10,750,000	455,000,000	665,000,000	358,250,000	Provides for feasibility studies & designs in 2012 and construction in following years ending in 2015. Conceptually, these estimates envisage an alignment from Curepe/ Tunapuna to Maracas Bay.
11	Bridges Rehabilitation Programme	404,000,000	20,000,000	86,000,000	90,000,000	68,000,000	Estimates provided for 4 years out of the 6-year proposed programme. This programme is expected to be completed in 2017.
12	Urban Rapid Transit Programme	395,000,000	-	35,000,000	120,000,000	120,000,000	Estimates include designs in 2012 and construction in following years.
13	East/West Corridor Improvements - Upgrade of Intersections	950,000,000	-	50,000,000	150,000,000	300,000,000	Provides for designs of selected interchanges in 2012 and construction in following years.
14	Agriculture Infrastructure Development Programme	405,000,000	-	75,000,000	100,000,000	120,000,000	Provides for construction of various agricultural infrastructure including roads, irrigation systems and market facilities.
15	Widening of Claude Noel Highway	360,000	5,000,000	120,000,000	140,000,000	95,000,000	Provides for construction of an additional 2 lanes over approximately 9km.
16	Extension of Store Bay Local Road to Claude Noel Highway	150,000,000	5,000,000	50,000,000	60,000,000	35,000,000	Provides for construction works commencing in 2013 over a 2 year period . Designs and land acquisition should commence in 2013.
	TOTAL	15,423,064,559	2,196,123,000	4,165,184,630	4,584,431,000	2,377,425,000	



National Infrastructure Development Company Limited

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