



Corporate Strategic Plan

2021 - 2024

Resilience and Growth

fuelled by the Discipline of Execution



October 2021

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Picture: Construction of Churchill
Roosevelt Highway to Manzanilla -
Phase1, Package 1A (facing East)

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Message from the Chairman

As Chairman of the Board of Directors, I am pleased to present NIDCO's 2021-2024 Corporate Strategic Plan, which is the second such plan during the tenure of the Board. The plan has emerged from a process of intentional discussions and thoughtful work by both Upper and Departmental Management of the Enterprise. Positive outcomes of the adopted planning process will be staff's widespread knowledge of the plan, a similar knowledge of roles and responsibilities, and a greater likelihood of buy-in from those responsible for working the plan.

On behalf of the Board, I wish to commend Management and Staff for their diligence and for the quality of this finished product.

NIDCO has had a strong vision and strategic direction for the previous years, which were spelt out in the 2015-2020 Strategic Plan. Again, management has articulated the vision and core values, focusing this time on a strategy of execution. The proposed strategies were shaped by the plan's defined goals and informed by lessons learnt from previous years of implementation. The resulting plan presents a clear road map with purpose and direction. This will help employees to stay true to the course and to monitor progress along the way in realizing the goals and objectives.

This plan, like any Strategic Plan for a dynamic and high performing enterprise, will need to be reviewed and/or revised on a periodic basis to satisfy the needs and demands of a changing environment. The latter is much more applicable in the present to medium term of operations through the COVID pandemic. The Board is heartened to note that the Annual Business Plans, which will flow from this Strategic Plan, will be subjected to monthly departmental reviews, complemented by quarterly reports to the Board, and an end of year evaluation of the implementation of the Strategic Plan. Inclusion of a Responsibility Matrix (RACI Chart) is also a strong indication that parties would be held responsible for their role in executing the Strategic Plan. These are good indicators that this Strategic Plan will be deliverable rather than being a document that demands action.

Finally, the effects of COVID-19 on the economy coupled with Government's reduced revenues has been a perfect storm creating maximum disruptions. Notwithstanding, the six (6) pillars on which the plan has been built remain critical. They must be pursued; they cannot be suspended until a more opportune time. Astute management and commitment will be needed to sustain those pillars to achieve financial viability and operational resilience, to re-engineer business processes, to deliver robust, sustainable project management services, to sustain safe and efficient maritime transportation services, to enhance corporate governance, and to transform the human resource into a unit that is adequate, engaged, and productive.

The Board pledges its full support to Management and Staff on the road to be travelled, as mapped out in this plan.

Herbert George

Chairman, Board of Directors

Foreword

Management is pleased to present the Corporate Strategic Plan (“the Plan”) for the National Infrastructure Development Company Limited (NIDCO), which covers the period October 1, 2021 to September 30, 2024.

This Plan is a practical and relevant expression of our common purpose and articulates a vision of *recovery, stabilisation and growth by adopting a culture of execution*.

In pursuing this culture of execution, NIDCO will ensure effective integration of the three building blocks of execution namely strategy, operations and people. This integration commenced as early as in the creation of the Plan which is the result of the efforts of management and staff at all levels, as we adopted an “all hands on deck approach” in setting the medium-term strategic priorities for the Company. In so doing the Plan has been crafted to reflect the complexity and nuances of NIDCO, taking into account the unprecedented challenges and uncertainties posed by the COVID pandemic and other local economic realities.

Our new strategic framework incorporates mechanisms to ensure the organisation’s capability is enhanced to execute the strategy and subsequently the operational processes will link the strategy and people to results. Accordingly, there are six strategic goals: Financial Viability and Operational Resilience; Re-engineered Business Processes; Robust Sustainable Project Management Services; Reliable, Safe and Efficient Maritime Services; Enhanced Corporate Governance and Adequate, Engaged and Productive Human Resources. Each goal is described in the document and supported by a set of strategic objectives and actions, aimed at ensuring the successful achievement of the goals.

We acknowledge and thank everyone who contributed to the preparation of this document. Our gratitude extends to NIDCO’s Board of Directors for their direction and ongoing support in creating our new strategic directions. Together we have laid out a Plan that we are confident will help NIDCO to meet its challenges and to take advantage of the opportunities over the next three years.

The Management of NIDCO

VISION, MISSION & VALUES

VISION

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

MISSION

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.

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 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 teamwork environment where success requires the collective efforts of a diverse co-ordinated 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 commitments that we have made to them.

◆ **Professionalism**

We 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".

1.Introduction

1.1 Purpose of this Corporate Plan

This Corporate Strategic Plan describes how the Company's role, responsibilities and mandates will be delivered over the period October 2021 to September 2024. In creating this path during a period of a global pandemic, the Company's emphasis has been on the identification of solutions to stabilise and sustain its operations, fuelled by a culture of execution.

The Plan, therefore, sets out a clear and focussed direction for NIDCO to improve its operational efficiency and resilience in order to better support the Government in its plans to modernise the Country's transportation and building infrastructure.

1.2 Implementation of the Corporate Plan

NIDCO will continue to use Government's guideline for the implementation of the Corporate Plan. Thus at the beginning of the 4th quarter of each year, an Annual Business Plan will be developed, identifying those strategies and actions the Company will take in the coming year to meet the goals of the Corporate Plan.

The progress of the Annual Business Plans will be monitored on a monthly basis at the departmental level and reviewed at the Board level at the end of each fiscal quarter.

1.3 Responsibility for Implementation of the Corporate Plan

The President and the Management team are responsible for ensuring that the actions of all staff are aligned with achieving the strategic goals and objectives described in this Corporate Strategic Plan.

The Strategic Planning team is responsible for ensuring that the appropriate support, monitoring, and reporting system is put in place for the effective implementation of the Plan.

All employees are responsible for ensuring they are familiar with the Corporate Strategic Plan and work actively towards achievement of goals and performance targets described in the Plan.

2. Organizational Overview

2.1 MANDATE AND SERVICES

The National Infrastructure Development Company Limited (NIDCO) was established in January 2005 as a Special Purpose State Enterprise. NIDCO was created to increase the rate of implementation of the Government's expanded Public Sector Investment Programme (PSIP), and to undertake projects in areas critical to the overall national development. More specifically, NIDCO has been charged with responsibility for providing public procurement, project management and construction management services, ensuring that the execution of Government's policy initiatives is done in a transparent, efficient and effective manner

An important step in the process towards equipping the organisation to fulfill its mandate was the development of a corporate vision that would provide a cohesive ideology around which to mobilise our plans and resources. This vision is articulated as -

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

To fulfill this mandate, NIDCO set about the creation of an organizational structure and an operational framework with appropriate facilities, systems and resources (human, financial and material) so as to be able to respond effectively and positively to the expectations of Government and to the achievement of its own corporate goals and objective.

NIDCO has become a major contributor in the attainment of the national priorities of economic development and social inclusion by providing the country with access to reliable, modern and durable transportation, building and coastal infrastructure. This is accomplished through our strong partnership with government ministries and other agencies. Our current line ministry is the Ministry of Works and Transport. However, as the demand for NIDCO's services continue to increase, new alliances have been established with several other ministries and government agencies, creating a network that facilitates the successful delivery of our commitment to our clients.

In order to deliver public infrastructure projects that provide the platform for economic productivity and social inclusion, NIDCO provides a range of project management, construction management, procurement, and transportation management services. A summary of these services are identified overleaf.

Services Provided

Project Management

- Project Development and Planning
- Cost Control and Scheduling
- Construction Supervision
- Land Acquisition
- Feasibility Studies
- Utility Coordination and Relocation
- Quality and Risk Management
- Public Consultation/Stakeholder Engagement
- Value Engineering

Procurement Management

- Tender Preparation and Contract Negotiation
- Pre-Qualification of Vendors/ Suppliers
- Acquisition of Goods, Services and Supplies
- Contract Management

Transportation Management Services

- Management and Operation of the Water Taxi Service and associated projects
- Maintenance Management of Inter-Island Ferry Vessels
- Traffic Management Systems

2.2 GOVERNANCE STRUCTURE

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

NIDCO has an active and involved Board of Directors which is supported in carrying out its responsibilities by special Board-appointed Committees and the Executive Management Team. The Special Committees active in 2021 are–

- (1) Audit Committee
- (2) Finance & Investment Committee
- (3) Tenders Committee
- (4) Human Resources Committee
- (5) Project Execution Committee.

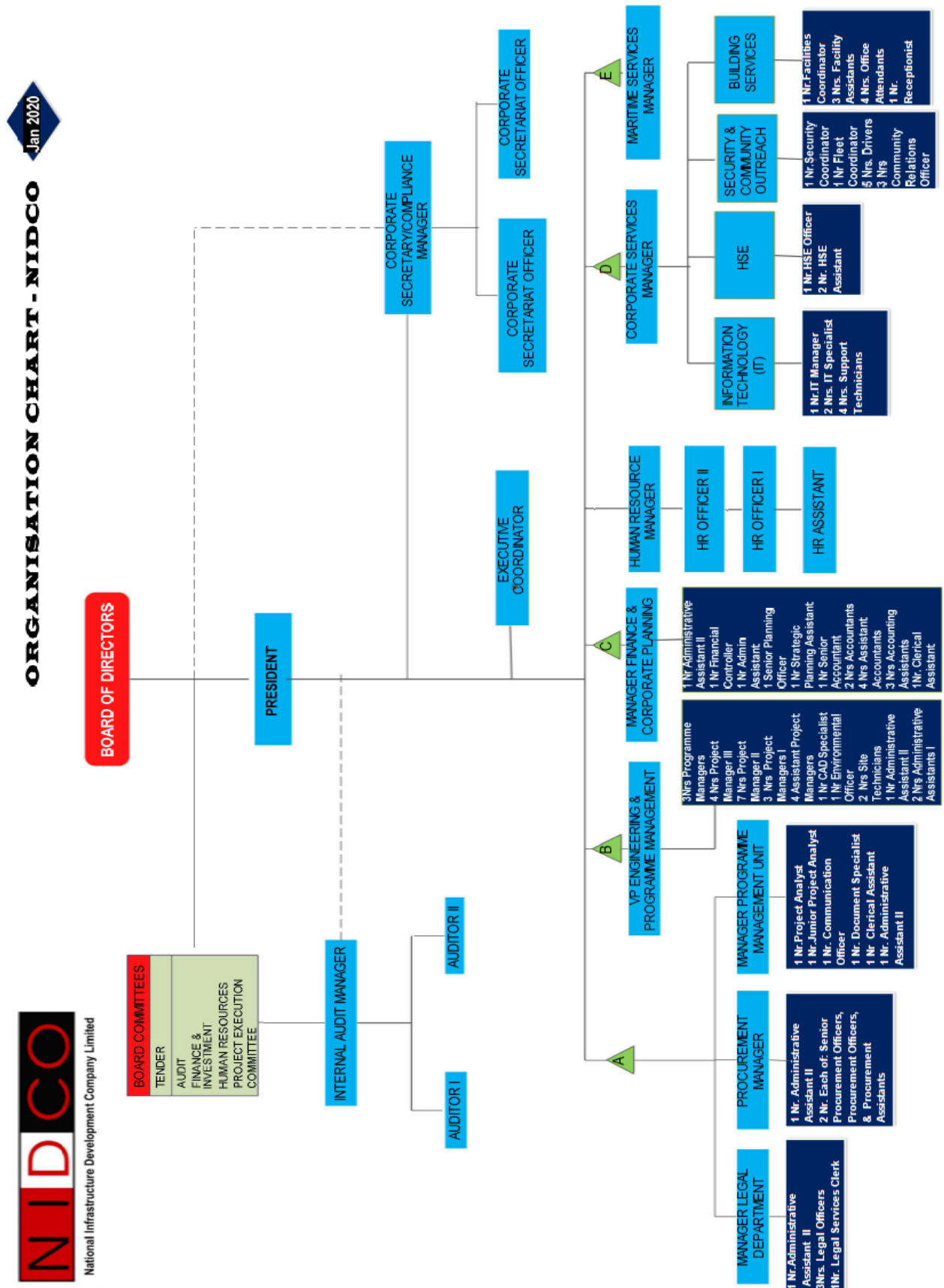
The Executive Management Team is accountable to the Board of Directors. It creates and implements the strategic direction, priorities and performance objectives of the organisation to enable the efficient and effective achievement of outcomes. The existing Executive Management Team comprises -

1) President	Ms. Esther Farmer
2) Corporate Secretary	Ms. Vanda Thomas-Lynch
3) Vice President, Engineering & Programme Management	Mr. Steve Garibsingh
4) Manager, Finance & Corporate Planning	Mr. Ravi Seereeram
5) Manager, Procurement	Ms. Laura Ganpath-Ali
6) Manager, Maritime Services	Mr. Christopher Pilgrim
7) Manager, Corporate Services	Ms. Rachael Phillips
8) Manager, Information Technology	Mr. Nkosi Alexander
9) Manager, Human Resources	Ms. Marsha Frederick
10) Manager, Internal Audit	Ms. Leah Narinesingh

This governance structure ensures that NIDCO's activities are conducted in accordance with relevant statutes, as well as Government's policies and directives.

NIDCO revised its organisational structure in October 2019 and received approval in January 2020. This new structure is depicted overleaf.

2.3 ORGANIZATIONAL CHARTS





3. The New Operating Environment

This Corporate Plan is being developed and will be implemented during a period of unprecedented uncertainties - occurring at both the national and global levels. The Government has already developed plans for stabilisation and economic recovery which reflect shifts in priorities and spending that will directly impact NIDCO's operations. Accordingly, NIDCO will act prudently in developing strategies to refocus the trajectory of the Company towards becoming more resilient against current and future shocks. The following are the key trends influencing our new operating environment:

- Post-COVID Response and Recovery
- Fluctuations in Government's Revenue
- Government's Thrust to Modernise its Operations and Public Services, through Digital Transformation.

The priority mechanisms that will be developed and implemented to address these trends include -

I. Business Continuity Planning, Disaster Recovery and Risk Management

The occurrence of COVID 19 has exposed significant vulnerabilities in NIDCO's operations. It has highlighted the need for the Company to establish a business continuity strategy to ensure the mission critical services are able to continue with little disruption due to events similar to COVID. The pandemic also reaffirmed the importance of a robust enterprise risk management process to enable the Company to respond quickly and mitigate emerging risks.

II. Fast-tracking Digital Transformation

Being able to conduct our operations and interact with our clients, consultants and contractors virtually became increasingly critical during the pandemic. Many of the adjustments made to allow for continued operations will permanently change the way the Government and by extension, NIDCO, conducts business. NIDCO's thrust towards digitalisation will be driven by (i) Government's directives to all agencies of the State to improve and modernise their operations and improve their efficiency through process automation; and (ii) Government's plans to establish single platforms for the conduct of certain business transactions, such as Town and Country Dept. planning approval.

III. Cost Containment and "Doing More with Less"

Government spending on infrastructure and other development programmes suffered from the double effect of the prevailing economic conditions and the COVID-19 pandemic. This is expected to continue over the next 2 – 3 years. Despite this reality, there is an expectation for state companies to become more efficient in the delivery of their mandates. For NIDCO, this means developing a culture that reinforces the discipline of execution, while managing the ongoing challenges of slow receipt of payments from Government. Essentially, as with the rest of the State Sector, NIDCO is required to do more with less.

4. Situational Analysis

As one of primary implementers of Government's physical infrastructure development policy, NIDCO contributes to economic development through "Quality Infrastructure and Transportation" (Thematic Area III, Vision 2030). However, there are a number of internal and external factors that can significantly hinder the Company's ability to successfully deliver on its mandate.

The internal and external environments were examined using a SWOT Analysis, which highlighted the main strengths, weaknesses, opportunities and threats of the Company.

INTERNAL ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none">• Good working relationship with and strong support from Line Ministry• Good track record of delivering quality infrastructural projects and transportation management services• Planning, project management and procurement standards modelled by other agencies• Clearly defined Cabinet-approved mandate and an organisational structure that allows for flexibility to respond to Government directives.• Staff complement comprised primarily of knowledgeable, qualified, experienced and resilient individuals	<ul style="list-style-type: none">• Inconsistent efforts at effectively harnessing the potential of its human resources.• Underdeveloped information management systems and limited integration of key business processes• Unstructured improvement of operational practices and internal control systems• Inadequate workspace to support current and future needs.

INTERNAL ANALYSIS

Opportunities	Threats
<ul style="list-style-type: none"> • Clear mandate to provide procurement and project management services across Government. • Development of the National Vision 2030 Strategy, prioritising infrastructure development as a main contributor to economic development. • New technologies to enhance project, procurement and operational management. • <i>Fastforward II</i>: National ICT Plan, 2026 will seek to, inter alia, enhance the GovNeTT backbone, and build out of Government's e-Services platform. Access to these resources will allow for reduced ICT costs and a more seamless digitalisation process. • NIDCO's ready ability to implement the tenets of the new Procurement Legislation and Regulations will increase its added value to Clients 	<ul style="list-style-type: none"> • NIDCO has no control over Government's distribution (timing and types) of projects to the company • Government's financial constraints, resulting in late payment to providers of works /services as well as increasing legal risks to the Company • Protracted statutory approvals (e.g. EIA), which significantly impact project progress • Inadequate labour force in maritime sector resulting in dependence on foreign ship management services. • Absence of an updated National Transportation Plan leading to NIDCO's inability to forecast a pipeline of future projects in its long-term planning. • Competitive climate within the State Sector. • The protracted duration of Covid-19 and similar public health crisis.

The results of this analysis were used to shape the *Goals, Strategies and Actions* to be pursued over the next three (3) years.

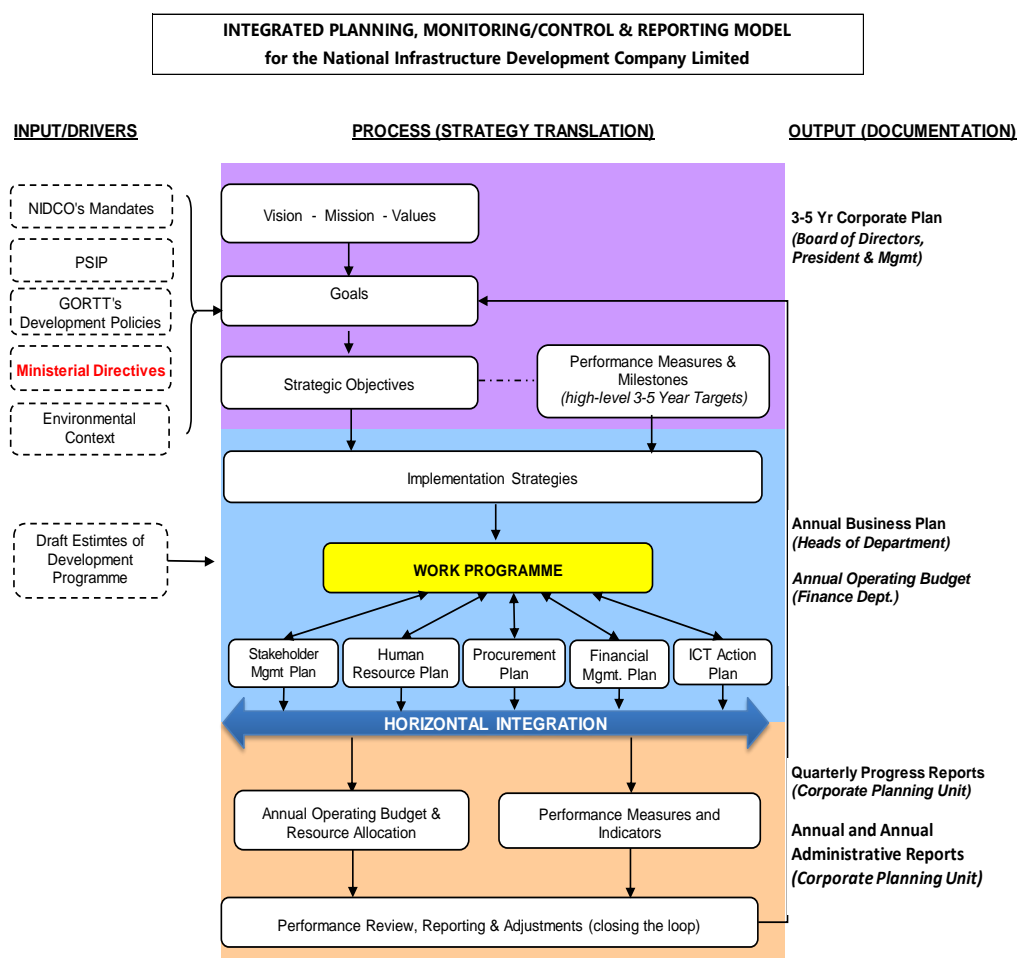
5. Strategic Planning Framework

5.1 NIDCO's Strategic Planning, Monitoring/Control and Reporting Model

NIDCO's strategic planning, monitoring/control and reporting framework is modelled from GORTT's Outcome-based Management (OM) Framework, which has been adapted across the public sector as part of the wider Financial Management Reform agenda.

The OM Framework seeks to improve delivery of Government's programmes and initiatives while achieving greater management of State resources. The OM Framework (as depicted in figure 1, below) is an integrated planning and reporting tool which stipulates the creation of three to five-year Corporate Plans, Annual Business Plans, and output-based Budgets. It clearly defines the methodology and instruments to be used by Ministries and State Agencies in the implementation of these management tools.

Figure 1: Integrated Planning, Monitoring/Control & Reporting Model, adapted from GORTT's OM Framework



5.2 TRANSLATING STRATEGY INTO ACTION:

Interpreting the Integrated Planning, Monitoring/Control & Reporting Model

The *Inputs/Drivers* create the context within which our strategies are formulated and deployed. At the highest level our *Vision-Mission-Values* interpret our mandate by defining our purpose and kind of organisation we must become in order to successfully achieve our mandate.

Through a process of analysing our internal and external operating context, our high-level aspirations are translated into long-term *Goals and Objectives*, the success of which are measured through *Milestones and Targets*.

These objectives are made actionable through *Implementation Strategies*, defining the “how” by which we will achieve our goals and *Action Plans* which define the specific activities we will engage in.

Our core business is programme/project management, thereby establishing our projected work programme as central to all other organisational plans. This central focus creates the necessary harmonisation – *Horizontal Integration* - of our operating strategies delivered through the Action Plans of our various support processes.

Action Plans drive the development of *Annual Budgets* to ensure that cost is assigned to all major activities and resources are appropriately deployed.

The successful achievement of strategies is measured through *Performance Measures* and proven through *Targets*. Monitoring and controlling of strategy implementation is an ongoing process, with periodic reviews and adjustments, as necessary.

5.3 MONITORING/CONTROLLING AND REPORTING

Monitoring/controlling and reporting on the implementation of NIDCO’s corporate strategic plan will involve the following activities:

- 1. The Annual Business Plan.** NIDCO’s Annual Business Plans will be developed in accordance with the GORTT’s integrated planning and reporting framework. The Annual Business Plan will be the blueprint for the implementation of the Strategic Plan in each year of the planning period.

Each year in preparation of the Business Plans, NIDCO will engage in a review of the progress of implementation of the strategic plan and make any adjustments needed in light of new/emerging factors in the environment. This will ensure that the Strategic Plan remains relevant over the three-year planning period. Over the course of the year, the Annual Business Plan will act as a management tool for monitoring and evaluating the extent to which the organisation is moving towards achieving its targets. It will have sufficient detail to be used to track implementation of each Strategy.

At monthly intervals, the Business Plan will be reviewed by the Executive Team, to assess the progress of implementation and also to identify specific enablers and challenges and to take action to overcome these challenges. Quarterly reports will be provided to the Board of Directors for their assessment of Management's progress on the various initiatives.

- 2. End of Year Review.** The end of period review will be a formal evaluation of the implementation of the Strategic Plan and the outcomes and impacts in relation to expected outcomes. In this regard, analyses will be conducted of all services as well as administrative, managerial and operational systems to assess the level of success. The results of these analyses will provide empirical data and information for the new planning period.
- 3. The Reporting Scheme.** The Reporting Scheme is designed to ensure that, not only is the implementation process tracked and documented but that all stakeholders in the delivery system are kept informed of its progress and performance. These Reports will include a combination of internal reports and statutory reports to track NIDCO's progress at both the project level and the organizational level:
 - Monthly Status Reports by Heads of Department to the President
 - Quarterly Status Reports by President to the Board of Directors
 - Status Reports to the line Ministry and Cabinet (including the *Board of Directors of State Enterprises Annual Performance Appraisal Report*, Appendix K of the State Enterprises Performance Monitoring Manual).
 - Annual Administrative Reports to the Board, Line Ministry and Ministry of Finance
 - Annual Reports and Audited Financial Statements to the Trinidad and Tobago Securities and Exchange Commission (SEC), the Ministry of Finance and the Line Ministry.

6. Development and Implementation of the Plan

6.1 ROLES AND RESPONSIBILITIES

The process used to develop the 2021-2024 Corporate Strategic Plan was highly participatory and informed by our prevailing operating environment. Due consideration was given to the key roles and responsibilities involved in the planning process as well as the implementation of the Plan. The following Responsibility Matrix demonstrates the enterprise-wide collaboration required for the effective development and implementation of the Corporate Plan:

RESPONSIBILITY MATRIX
for the Development, Monitoring and Control of NIDCO's Corporate Strategic Plan

ACTIVITY	BOD	President	Mgr, F&CP/ CP Team	HODs/ (Mgr, HR)	Dept Leads	All Staff
Governance and Oversight of the Plan						
• Define the 3-yr Strategic Directions for NIDCO	A	R	C	C	I	I
• Finalisation of 2021-24 Corporate Plan	A	R	C	C	C	I
• Finalisation of Annual Business Plans	I	A	R	C	C	I
• Preparation of BODs Annual Performance Appraisal Report for submission to MOWT	A/R	C	C	I	-	-
Preparation of Corporate Plan						
• Devise Strategic Objectives and Action Plans	I	A	R	C	C	C
• Establish and implement system of Performance Measures (KPIs)	I	A	R	C	C	I
• Link Staff Performance Appraisal System to corporate and departmental goals and programmes	-	A	C	R	I	I
• Disseminate Board-Approved Corporate Plan to all management and staff	-	A	R	C	I	I
Implementation, Monitoring/Controlling & Reporting of the Plan						
• Set performance indicators and targets to measure progress	-	A	C	R	C	I
• Assign responsibilities for each Strategy /Action identified	-	I	C	A/R	I	I
• Monthly reports on the status of the Business Plan (using performance indicators), noting implementation challenges/successes and recommending needed adjustments	I	A	C	R	C	I
• Quarterly Reports on the status of the Business Plan to submit to the BODs	I	A	R	C	C	I
• Annual Reports and Annual Administrative Reports to submit to MOWT, MOF and SEC.	I	A	R	C	-	-

LEGEND: R = Responsible; A = Accountable; C = Consulted; I = Informed

6.2 STRATEGIC PLANNING EXERCISE

Prior to the commencement of the strategic planning exercise, the Company carried out a review of the 2021 Annual Business Plan. The process revealed the extent to which the strategic objectives were achieved, the challenges the Company was experiencing in the implementation of the Plan and those plans that were deemed necessary to roll over into the new planning period for continuity.

An initial general management meeting, comprising the President and all Heads of Department, was subsequently convened to (i) review the results of the Annual Business Plan, and (ii) to discuss and identify the emerging issues that were and could potentially impact the Company's operations. At the end of this first planning exercise the team agreed on –

- (1) The new strategic direction of the Company, giving consideration to the urgencies created by the global pandemic, the country's economic position and Government's directives;
- (2) An analysis of the NIDCO's Strengths-Weaknesses-Opportunities-Threats
- (3) The six (6) Strategic Goals that would be pursued over the 3-year period.

Over several weeks thereafter, each department met with their respective cross-functional teams (to ensure the process was as inclusive as feasible), to map out their strategies and plans towards the development of their individual Strategic Action Plans.

A second general management meeting was convened to discuss and validate the Departmental Strategic Action Plans. Considerations were given to –

- (i) prioritising plans that could practically be undertaken within the 3-year period, given NIDCO's financial and human resources constraints; and
- (ii) identifying areas of collaboration and synergies.

At the end of the exercise the discussions were consolidated into the drafting of the 3-year Corporate Strategic Plan, for submission to the Board of Directors.

7.Strategic Priorities:

GOALS, STRATEGIES & MEASURES

STRATEGIC OUTCOME STATEMENT:

Over the next three (3) years, this Plan is intended to guide NIDCO towards -

“Recovery, stabilisation and growth of NIDCO’s operations in a culture of execution (to ensure cost-effective and consistent delivery of high-quality projects and services, thereby adding value to our other clients)”

- Over the course of the Plan period, NIDCO intends to focus on building the organisation’s ability to operate in the ‘new environment’; rectify issues compromising the ability to deliver its mandate and position the company for expansion of services in the next planning period.
- The Goals, Objectives, Strategies and Measures outlined in this section, define what we plan to achieve by 30th September 2024, and how we will get there. The Goals NIDCO intends to pursue over this planning period are -
 - (a) Goal 1: Financial Viability and Operational Resilience
 - (b) Goal 2: Re-Engineered Business Processes
 - (c) Goal 3: Robust, Sustainable Project Management Services
 - (d) Goal 4: Reliable, Safe and Efficient Maritime Services
 - (e) Goal 5: Enhanced Corporate Governance
 - (f) Goal 6: Adequate, Engaged and Productive Human Resources.
- These Goals have been revised, where applicable, and carried over from our previous planning cycle, as they remain relevant in shaping our strategic direction. Similarly, several of the Strategies and Measures that were developed under the 2020 Corporate Strategic Plan, were not fully implemented, for varying reasons. Those that were found to be still relevant to the achievement of the stated Goals, have been rolled over into this planning period.
- The six (6) Goals and their related Objectives and Strategies are summarised below. The specific actions to be implemented, along with the means for measuring the progress towards achieving these Goals, are detailed in the Corporate Strategic Action Plan in the Appendix.

Table 1: Goals, Strategic Objectives and Strategies (Summary)

Strategic Goals	Goal # 1: Financial Viability and Operational Resilience	Goal # 2: Re-engineered Business Processes	Goal # 3: Robust, Sustainable Project Management Services	Goal # 4: Reliable, Safe and Efficient Maritime Services	Goal #5: Enhanced Corporate Governance	Goal # 6: Adequate, Engaged and Productive Human Capital
Strategic Objectives (Main)	<ul style="list-style-type: none"> •Improve financial and management accounting practices •Reduce deficit in FY2022 and achieve at least a break-even position in FY2023 and FY2024. <p>Build capacity to restore operations within 24 hrs of a disruption</p>	<ul style="list-style-type: none"> •Improve efficiency and resilience of NIDCO's IT architecture •Improve the efficiency of business decisions and business processes through process optimisation and digital transformation. 	<ul style="list-style-type: none"> •Improve NIDCO's capacity to effectively and efficiently deliver quality projects in keeping with stakeholder requirements. 	<ul style="list-style-type: none"> •Maintain a vessel reliability rate of no less than 90% for the ferry service. •Reduce the occurrence of non-conformities with ISM code 	<ul style="list-style-type: none"> •Achieve compliance with the new Procurement Act •Mitigate operational risks •Enhance Cyber security 	<ul style="list-style-type: none"> •Create an execution-driven organisational culture. •Attract, develop and retain employees who have the capabilities to successfully deliver NIDCO's mandates.
2021-2024 MAJOR STRATEGIES AND MEASURES	<p>Minimise financial risks associated with -</p> <ul style="list-style-type: none"> •Non-compliance with relevant International Financial Reporting Standards (IFRS) and the International Accounting Standards (IAS). •Imposition of penalties by statutory bodies. 	Continue to undertake gap analyses of departmental processes and implement necessary corrective actions.	<p>Improve efficiency of operations through -</p> <ul style="list-style-type: none"> •Project Management process standardisation •Institutionalised quality assurance practices •Establishment of a functional PMO to design, review & lead the modernisation of PM techniques. 	<p>Implement a robust predictive and preventative vessel maintenance programme</p> <p>Upgrade the vessel inventory management system.</p> <p>Strengthen the purchasing practices.</p>	Review and update NIDCO's organisational and accountability structures.	Develop and deploy a robust Workforce Planning and Development strategy that addresses current and future skills needs.
	Develop and deploy a Business Continuity Management Strategy (including Disaster Recovery solution)	Continue the phased upgrade of NIDCO's outdated IT infrastructure (incl. server/PC's/PBX/ software)	Develop and implement a comprehensive vendor performance management system	<p>Ensure consistent application of SMS measures</p> <p>Improve operational efficiency in the areas inclusive of statutory compliance and human resource management</p>	Align NIDCO's procurement policy and procedures with the Public Procurement Act.	Introduce and maintain an effective Training & Development Programme
	Institutionalise Construction Supervision as a service in NIDCO (all buildings & small projects)	<p>Roll out a comprehensive Digital Transformation Strategy. Priority solutions include -</p> <ul style="list-style-type: none"> • Document Management System •Cyber Security <p>An integrated management information system, linking, at a minimum procurement, project management, finance and human resource processes.</p>	Develop and institutionalise a Stakeholder Engagement/ Management Strategy	Enhance the customer experience through the implementation of a Service Improvement Plan.	Continue corporate policy development & implementation programme, incl. <ul style="list-style-type: none"> •Finalisation of HR Policies Manual Development of Finance, HSE, and Information Mgmt. Policies & Procedures. 	Promote individual accountability for organisational results (by linking the Employee Perform. Appraisal system to NIDCO's and Department's Goals and Objectives)
	Explore income diversification through increased provision of project management services, nationally.			Explore the introduction of an e-Ticketing system	Continue to roll out NIDCO's enterprise risk management programme	Develop and deliver Employee Wellness Programme offerings that enhance overall employee well-being, health and provide a supportive work environment.
	Explore the expansion of the route network for the Water Taxis (Pt Fortin to Chaguaramas & between POS)				Roll out a programme to promote greater interest in STEM field, as a measure of corporate social responsibility	Introduce an innovative mechanism to reward performance excellence.

8. Critical Success Factors

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

1. National policies and plans that place infrastructure development at the centre of economic growth and social inclusion.
2. Harmonious relationship with and full support from the Ministry of Works and Transport, the Ministry of Finance, other government ministries and agencies.
3. Strong demonstration of Board and Executive's commitment to the implementation of the Plan; buy-in from management and staff.
4. Consistent application of a functional strategic plan monitoring and control system.
5. Institutionalisation of policies and standards to maintain an execution-driven culture.







Picture: Two of the vessels used in the national Water Taxi Service - operated by NIDCO since inception.






2021-2024
Corporate Strategic Action Plan















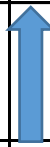


CORPORATE STRATEGIC ACTION PLAN







October 1, 2021 - September 30, 2024









VISION		MISSION			
To create a premier project management organisation with competencies responsive to the delivery of strategic infrastructure projects, always mindful of our stakeholders' best interests and the impact of our work on the environment.		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.			
Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
Goal #1: Financial Viability and Operational Resilience					
Improve financial and management accounting practices	Minimise financial risks associated with <ul style="list-style-type: none">• Non-compliance with relevant International Financial Reporting Standards (IFRS) and the International Accounting Standards (IAS).• Imposition of penalties by statutory bodies.	Implement corrective actions from internal audit findings into Financial Statement Closing and Reporting Process.			
		Institute ongoing training of Finance Staff in IFRSs and IAS.			
		Ensure timely and accurate payment of statutory payments.			
		Quarterly management review of company's and departments' performance of Actual vs Budget into Income and Expenses			








Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Reduce deficit in FY2022 and achieve at least a break-even position in FY2023 and FY2024.	Pursue income diversification through (i) the provision of new services and (ii) identification of new markets for existing services:	Undertake gap analyses of existing design/construction supervision competencies and train up, where necessary.			
	(1) New Service. Institutionalise Construction Supervision as a service in NIDCO (all buildings & small projects)	Develop a mechanism for the rationalisation of associated fees to ensure competitiveness			
	(2) New Service. Build the capacity for Detailed Design (simple design projects, such as landslips, small drainage and bridges)	Research Public Sector Investment Programme to ascertain required design and construction supervision services.			
	(3) New Market. Survey the local infrastructure market towards identifying new business and new revenue streams suited to NIDCO's profile.	Market NIDCOs services, at a competitive price, to prospective clients (agencies responsible for relevant projects)			
		Establish a framework for the development of both Construction Supervision and Detailed Design Services:			
		<ul style="list-style-type: none"> ▣ define processes, incl forms and templates, and manuals ▣ clarify roles (both for NIDCO and consultants), putting in place structures to ensure separation of duties. 			







Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Build NIDCO's capacity to restore its operations within 24hrs of the occurrence of a disruptive event	Develop and deploy a Business Continuity Management Strategy (including Disaster Recovery solution)	Conduct Business Impact and other requisite assessments			
		Identify and implement an appropriate IT Disaster Recovery solution			
		Implement the Business Continuity Plan, including periodic testing, monitoring and evaluation.			
Contribute to the provision of safe, integrated and sustainable multimodal transport system in Trinidad and Tobago.	Explore the expansion of the route network - from Pt. Fortin to Chaguaramas, for the Water Taxis Service	Identify possible locations in Pt. Fortin to establish a new WTS terminal			
		Develop comprehensive plan to launch and maintain ferry operations from the new Pt. Fortin terminal			
		Develop comprehensive plan to launch and operate a ferry service between POS and Chaguaramas			
		Purchase, deliver and maintain the new cargo vessel	TBD		
	Formalise NIDCO's management services for the inter-island ferry vessels	Secure a legally binding 3-year instrument/Cabinet Decision			







Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Goal #2: Re-Engineered Business Processes					
Improve the efficiency of business decisions and business processes, through process optimisation and digital transformation.	Continue to undertake gap analyses of departmental processes and implement necessary corrective actions.	Document re-engineered processes and procedures			
		Create/update process flow charts in each department			
	Revamp NIDCOs information management system, including the management of both paper-based and electronic documents.	Define and agree the requisite Governance Structure a Document Management System			
		Conduct an assessment on NIDCO's current information management practices and develop new protocols, standards and procedures			
		Establish a Document Management Office to oversee and lead the transformation of our information management practices			
		Introduce mechanisms for the ongoing monitoring and improvement of the Document Management System			


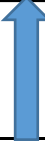





Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Improve the efficiency of business decisions and business processes, through process optimisation and digital transformation.	Roll out a comprehensive Digital Transformation Strategy to support the enhanced information management system. Priority solutions include - <ul style="list-style-type: none">• Document Management System• Cyber Security• An integrated management information system, linking (at a minimum procurement) project management, finance and human resource processes.	Conduct an exercise to identify - <ul style="list-style-type: none">• NIDCO's business requirements• business processes that should be linked.			
		Develop and implement a plan for the acquisition and implementation of IT solutions, ensuring compatibility across all platforms			
Improve the efficiency and resilience of NIDCO's IT architecture	Continue the phased upgrade of NIDCO's outdated IT infrastructure (incl. server/PC's/PBX/ software)	Review and update the Network Design and Infrastructure (to ensure optimal performance and enhanced information security)			
		Procure the workstations			
		Upgrade feasible existing workstations to an acceptable performance metric			
Goal #3: Robust, Sustainable Project Management Services					
Improve NIDCO's capacity to effectively and efficiently deliver quality projects in keeping with stakeholder requirements.	Improve efficiency of operations through - <ul style="list-style-type: none">• Project Management process standardisation• Institutionalised quality assurance practices• Establishment of a functional PMO to design, review & lead the modernisation of PM techniques.	Establish PMO to do review project documentation and report submission; to review and update project internal processes and procedures based on modern project management techniques.			







Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Improve NIDCO's capacity to effectively and efficiently deliver quality projects in keeping with stakeholder requirements.	Improve efficiency of operations (cont'd)	Conduct periodic process review with a view of removing bottleneck, redundancies in our operating systems			
		Promote and direct the use of the EPM's Process and Procedures Manual and the Project Management Manual for projects.			
	Develop and implement a comprehensive vendor performance management system	Set-up and maintain a centralized contracts database/register to (i) capture, use and report on contract/ contractor performance; and (ii) provide access to and help in maintaining and reporting on accurate contract mgmt information			
	Develop and implement a comprehensive vendor performance management system (cont'd)	Create and document the framework (policies/process/ roles & responsibilities) for the company-wide implementation of a vendor management system			
	Develop and institutionalise a Stakeholder Engagement/ Management Strategy	Develop a Stakeholder Engagement Framework for all projects using best practices.			
		Stakeholder engagement to be included in the Terms of Reference for all new projects.			






Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Goal #4: Reliable, Safe and Efficient Maritime Services					
Maintain a vessel reliability rate of no less than 90% for the ferry services	Implement a robust predictive and preventative vessel maintenance programme	Engage consultant (Matrix) to develop a plan for the marine operations include inventory mgmt, service improvement, etc.			
	Upgrade the vessel inventory management system.	Implement corrective actions from audit findings iro Maintenance and Inventory Management Audit of the Maritime Operations.			
		Purchase and install an appropriate inventory management software solution,e.g. Helms Connect, which is designed for vessels			
					
Reduce the occurrence of non-conformities with ISM code	Strengthen the purchasing practices.				
	Ensure consistent application of SMS measures	Utilize quality assurance measures to ensure SMS procedures are consistently followed.			
	Improve operational efficiency in the areas inclusive of statutory compliance and human resource management	Use quality assurance measures to ensure statutory compliance.			






Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
To modernize and enhance the customer experience through technology and improved customer service.	Revise and implement a Service Improvement Plan (SIP) that rivals international standards	Carry out an audit of the SIP and make necessary adjustments Conduct a structured customer satisfaction survey every 6 months			
	Introduce a new e-ticketing system to automate the sale of ferry tickets and all manual processes involved in passenger mgmt.	Conduct a local market research towards identifying suitable e-ticketing solutions			
		Prepare and submit a proposal for approval on the new e-ticketing system.			
		Re-purpose current cadre of ticket sales CSRs to assist passengers onboard vessels; retain and rotate 2 CSRs at terminals to assist with ticket system.			
	Leverage online/social media to provide riders with realtime access to information and other services, incl - ferry schedule, ticket purchase and use, push notification, sending comments, etc.	Procure a local app creator to create, test and programme a WTS app for all platforms.			



Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Goal #5: Enhanced Corporate Governance					
Create the enabling environment that supports enhanced corporate performance.	Review and update the Company's organisational and accountability structures.	Revise NIDCO's organisational structure to better align with the Company's new strategic direction.			
		Revise/update the Delegation of Authority to assign the necessary authority to the responsibility levels, iro tendering, ordering, commitments			
		Review, revise and implement new <i>Human Resources Policies and Procedures Manual</i>			
		Formalise and deliver a structured programme to sensitize staff on the Company's policies and procedures, on an ongoing basis.			
Create the enabling environment that supports enhanced corporate performance.	Continue to establish corporate policies (cont'd)	Put in place mechanisms that facilitates open communication, upwards and downwards communication within the organisation.			
		Review and update NIDCO's Contractor Code of Practice, (ii) Develop an HSSE Policy Statement and (iii) Procedures Manual			

Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Ensure compliance with the Procurement Act and relevant Regulations, from the date of full proclamation of the Act.	Align NIDCO's procurement policy and procedures with the requirement of the Public Procurement and Disposal of Public Property Act (2015)	Draft/develop all documents required to support the new reporting, planning, and operating requirements, incl.			
		<ul style="list-style-type: none"> • Procurement Handbook • Procurement Procedures Manual. 			
		Submit Handbook to OPR for approval			
		Appoint the core members of NIDCO's Procurement & Disposal Advisory Committee (PDAC)			
		Maintain a public contracts register			
		Prepare Annual Procurement Reports			
Mitigate operational risks across the organisation.	Continue to roll out NIDCO's enterprise risk management programme	Publish draft Annual Procurement Plans on NIDCO's website.			
		Conduct risk assessment in all Departments and establish risk registers to facilitate mitigation of operational level risks			

Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Mitigate operational risks across the organisation (cont'd)	Continue to roll out NIDCO's enterprise risk management programme (cont'd)	Formalise NIDCO's Enterprise Risk Mgmt Programme, incl - <ul style="list-style-type: none"> establishing NIDCO's risk appetite identify and resource a Risk Mgmt governance structure to manage the ERM process maintain a database of top risks. 			
		Create and maintain a corporate risk register			
Enhance Cyber Security	Implementation of application tools on the server and clients to enforce domain policies	Migrate to Office 365, and procure and implement a security based application to monitor all clients			
	Enforce domain policies while clients are away from the office	Review and Update, the Active Directory domain control rules			
	Extend security to mobile devices	Procure and implement software to monitor and manage mobile handset and/or portable workstations			
To maintain our social responsibility through providing access, education and insight into our infrastructure and building projects.	Promote greater interest in the STEM field.	Partner with academic institutions and schools to provide project tours.			

Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Goal #6: Adequate, Engaged and Productive Human Capital					
Create an execution-driven organisational culture.	Promote individual accountability for organisational results (by linking Employee Performance Appraisal to NIDCO's and Department's Goals and Objectives)	Guide HODs and Supervisors in aligning all employees' performance criteria with Department's mandates and strategic objectives			
		Deploy the new performance management system, integrated into staff management practices			
		Introduce an innovative mechanism to reward performance excellence.			
		Develop a major change initiative - focussing on (1) improved staff communication (2) improved information flow (3) improved staff relations			
		Conduct a comprehensive review of NIDCO's current and future manpower needs - identifying retiring employees, unfilled critical vacancies, skills required to support strategies for business expansion and service improvement.			
Attract, develop and retain employees who have the capabilities to successfully deliver NIDCO's mandates.	Develop and deploy a robust Workforce Planning and Development strategy that addresses current and future skills needs.				

Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Attract, develop and retain employees who have the capabilities to successfully deliver NIDCO's mandates.	Develop and deploy a robust Workforce Planning and Development strategy that addresses current and future skills needs.	Develop and roll out a responsive <i>Succession Plan</i> , focussing on positions/functions that enable NIDCO's mission critical services.			
		instituting a <i>coaching / mentoring programme</i> (for new supervisors/managers and persons requiring performance improvement)			
	Introduce and maintain an effective Training & Development Programme	Conduct a Training Needs Analysis and create annual Training and Development Plan			
		Establish <i>Individual Development Plans</i> for employees, to enhance performance, define and chart career paths, etc.			
		Pursue available e-services that can support NIDCO's skills needs (such as blended learning, free/low-cost webinars, etc.)			

Strategic Objectives	Principal Strategies	Major Programmes & Actions	Timeline		
			YR 1	YR 2	YR 3
Attract, develop and retain employees who have the capabilities to successfully deliver NIDCO's mandates.	Develop and deliver Employee Wellness Programme offerings that enhance overall employee well-being, health and provide a supportive work environment	Carry out COVID prevention and care educational initiatives			
		Draft an <i>HIV and AIDS Workplace Policy</i> (aligned with GORTT's Action Plan and guidelines)			
		Create annual calendar of health and wellness initiatives, to address the physical, social, and psychological needs.	