



# Administrative Report 2011



National Infrastructure Development Company Limited  
*"Partnering to Build Modern Infrastructure"*



Annual Administrative Report  
For the fiscal year October 2010 - September 2011

**National Infrastructure Development Company Limited**  
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## Foreword

**This Administrative Report is prepared in accordance with Section 66D of the Constitution of the Republic of Trinidad and Tobago as amended by the Constitutional Amendment Act No. 29 of 1999, whereby Special Purpose State Enterprises are required to submit to their respective Line Ministries, a report on the exercise of their functions and powers. In this regard, the National Infrastructure Development Company Limited is pleased to submit a report detailing its activities and achievements for the fiscal year 2010-2011.**

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## Message from the President

*Dr. Carson Charles*

I am very pleased to present this 2010-2011 Annual Administrative Report for the National Infrastructure Development Company Limited. This report outlines NIDCO's business performance and operational highlights, and includes the Company's policies and procedures and financial operations.

FY2011 could be considered as a "*year of change and challenge*" for this organisation. As with all other Special Purpose State Enterprises, the installation of the new government administration in May 2010, resulted in NIDCO receiving a revised set of mandates, aligned with the government's medium-term development policy. During the year, the company's leadership also transitioned, with the appointment of a new Board of Directors, a new President and several new executive managers.

These developments were significant; and coupled with the need to respond to government's increased accountability requirements for special purpose companies, NIDCO underwent a strategy review exercise to chart its way forward. I am happy to report that the process resulted in the achievement of a major milestone with the development of the company's first Strategic Plan – the *Corporate Strategic Plan: 2011-2015*. This management document has become the roadmap to guide NIDCO in successfully delivering on its commitment to creating access to modernised state infrastructure that contributes to enhancing the quality of life of all citizens.

Despite the necessary structural changes that took place over the year, NIDCO was still able to support the government in its commitment to deliver to the people of Trinidad and Tobago, quality and reliable infrastructure on which the wealth of the nation can be built. Some of the other key achievements that we at NIDCO are particularly proud of, includes:–

1. Significant improvement in our financial position reflected in a year-end Net Profit Before Taxes of \$14.3M – an increase of \$11.8M over FY2010;
2. The completion of a number of small drainage projects that commenced as far back as May 2008;
3. Completion of the conceptual design of the CRH-UBH Interchange (Package C), which laid the foundation for the commencement of construction on this segment of the highway in early FY2012;

4. Establishment of a Community Outreach Department and the launch of community outreach projects, demonstrating that NIDCO is committed to improving lives in the communities impacted by our projects;
5. The organisational capacity development initiatives, namely, the establishment of a Strategic Human Resources Management Plan and the recruitment of highly skilled individuals placed NIDCO in a state of readiness to successfully satisfy the Government and the nation's expectations.

Notwithstanding these achievements, NIDCO continued to experience a number of financial and operational challenges which have been plaguing the company in its recent past. Chief among our concerns were removing the various obstacles causing delays in the commencement and completion of projects within our portfolio and developing strategies to improve the profitability of the Water Taxi Service.

I am very proud of the team we have built together at NIDCO, as it is through our managerial, technical and support staff that we have been able to realise the many accomplishments of fiscal 2011. We have carried on and deepened the professional culture for which NIDCO has become known. We have strengthened relationships with our stakeholders in Government, the public sector and the construction industry. In the coming year, some of our major projects will reach substantial completion and enter the operational phase. 2011-2012 will also bring new challenges and opportunities, but I am confident that we will continue our strong track record of partnering to build modern infrastructure.

**Dr. Carson Charles**  
President, NIDCO

**SECTION**

**1**

A large-scale construction site under a clear blue sky with scattered white clouds. In the foreground, a dirt and gravel area is visible. To the left, a concrete bridge structure is partially visible. The main focus is a large rectangular area where a dense grid of steel rebar is being prepared within a yellow metal formwork structure. An orange excavator is positioned near the rebar. In the background, a white concrete barrier runs across the site, and further back, a large concrete structure is being built with workers visible on top. A crane with the word 'paramount' on its arm is also visible on the right side.

**ORGANIZATIONAL  
OVERVIEW**

# 1. Accountability Framework

## 1.1 NIDCO's Mandate

The National Infrastructure Development Company (NIDCO) was established in 2005 by the Government 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 overall national development. More specifically, NIDCO has been charged with the 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 build an organizational structure and operations 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 objectives.

From its inception in 2005 the Government assigned responsibility to NIDCO for the development and implementation of project management services for several major infrastructure development projects.

In carrying out this mandate, consideration has been given to the objectives of improving quality standards and equity of access to facilities and services throughout the country and to fashion and sustain a culture of continuous human and national development.

## 1.2 Priority Projects

The GORTT, through the Ministry of Works and Infrastructure (MOWI), has assigned responsibility to NIDCO to provide procurement, project and construction management services and general oversight for the following infrastructure development programmes through its current mandate:

**Table 1: List of national infrastructure development projects assigned to NIDCO**

<b>1. ROADS AND BRIDGES PROGRAMME</b>	<b>2. DRAINAGE &amp; LANDSLIPS REPAIR PROGRAMME</b>	<b>3. TRANSPORTATION PROGRAMME</b>
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 & Reservoir	Water Taxi Service
Community Outreach Programmes	Comprehensive National Drainage Development Study	East West Corridor Mass Transit System
San Fernando to Mayaro Highway	Flood Mitigation and Coastal Erosion Programme	National Traffic Management System (NTMS) Project
Churchill Roosevelt Highway Interchange Upgrade Programme	Major Landslip Repair	
Major Bridges Reconstruction Programme		
Claude Noel Highway & Store Bay Local Road		

An overview of these projects and their expected results are set out below.

**Figure 1: Description of Infrastructure Programmes/Projects Assigned to NIDCO**

**1. 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** - 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 project budget is US\$80 Million.

**Package D** - the construction of an Interchange at the intersection of the Churchill Roosevelt Highway and the Southern Main Road, Curepe. This would 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 is expected to begin in 2012 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.

**2. 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 compensation matters only to be finalized.

**3. 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 Communication 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.

#### **4. 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 several interchanges, cross roads that traverse under the Highway, cross roads that cross over the highway, utility corridors and river bridges. This Highway will connect the City of San Fernando and the Southern towns of Debe, Penal, Siparia, Fyzabad, La Brea and Point Fortin and would 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 expected to approximate US\$130 Million and Consultancy Fees, Management Fees and Contingencies are projected to total US\$230 Million.

#### **5. 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 developments to accessibility and service delivery standards. 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 2012.

#### **6. 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 retained. The complete programme has been budgeted at US\$64M.

#### **7. Major Landslip Repair Programme**

This programme will be executed throughout the country over a period of five (5) years, beginning in 2012. The budget has been set at US\$65M.

#### **8. 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 were executed in the latter part of 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.

### **9. 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\$150M. Pre-feasibility Studies have already been conducted on this project. Data is therefore, available to proceed immediately to Feasibility Studies and Design/Build.

### **10. A Highway from San Fernando to Princes Town to Mayaro**

The 56km-long 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.

### **11. The Claude Noel Highway and Store Bay Local Road**

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

### **12. Port of Spain Flood Alleviation Project**

The main objective of the project is the timely alleviation of flooding in Port-of-Spain such that pedestrians and vehicles can safely use the roads despite heavy rainfall events. An engineering firm, Genivar, has already been engaged to undertake designs for improvement to infrastructure in the Central Business District (CBD), downtown Port-of-Spain. The project will comprise nine (9) packages and is part of the Flood Mitigation and Erosion Control Programme.

### **13. 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.** This 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 sectors.
- 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 its major projects and also bridge the gap between NIDCO and the communities.

### **14. Water Taxi Service**

NIDCO was given the responsibility in 2007 for the establishment and operation of a Water Taxi Service between Point Fortin and Diego 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 has been planned for 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.

### 1.3 NIDCO's Strategic Plan

In formulating its Corporate Strategic Plan for the period 2011 - 2015, NIDCO sought to align its key activities with the goals set for national human development and to enhance the quality of life for all residents.

NIDCO conducted an organisational assessment to determine its capacities to be leveraged and its vulnerability to both the external and internal environmental conditions.

The 2011-2015 Corporate Strategic Plan was designed out of this process. The Plan set out the Company's new vision, mission, and strategic goals for the period. The Plan also identified the initiatives that would be undertaken to achieve NIDCO'S goals, the expected performance outcomes, and possible measures that might be used to monitor performance toward achieving those goals.

The Corporate Strategic Plan, therefore, sets a path for the future that has at its centre integrity, initiatives that would deliver 'value for money', transparency and cohesiveness. It defines NIDCO's purpose and sets out a vision and strategic aims that reflect its distinctive mission, recognises its core competencies and strengths while supporting a unitary approach.

Accordingly, NIDCO identified five (5) major strategic objectives to be pursued over the Plan period. These are detailed at Section 1.5.

The main focus of the strategic thrust resides with the commitment of NIDCO to provide procurement, project and construction management services whilst adhering to and in compliance with sound business principles

that are anchored to a policy of best practices, integrity at all stages of business development, and systems designed so as to achieve best value for money.

Therefore, NIDCO would of necessity adopt a corporate governance framework that integrates systems of best practice, quality management, procurement policy and a management structure that would encourage performance excellence of its staff. This governance framework would enable the development and strategic management of targeted programmes that support the delivery of infrastructure development projects and services requested by the Government of Trinidad and Tobago.

In pursuing these objectives, NIDCO strives 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 fulfil its obligations and achieve its corporate strategic goals.

#### **THE PLANNING MODEL**

This Corporate Plan sets out the over-arching strategic directions for NIDCO for the period beginning Fiscal Year 2010 - 2011 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 Government of Trinidad and Tobago, Ministry of Finance.

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

- Governmental Outcomes or Strategic Priorities, i.e. medium-term national development policy framework;
- Strategic Objectives or statements, which show how each Ministry or State 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 State Agencies for external customers.

In accordance with this model, the Corporate Plan focuses on new strategic directions/objectives, strategies, the operating environment and outlines, 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:

- Recognise the need for periodic revisions to accommodate any possible shifts in priority on the part of Government, as well as, evaluating progress in implementation of Corporate Management Plan;
- Government policies and strategies will remain the same over the remaining duration of the Plan;
- Stakeholders will continue to be supportive of Government programmes;
- Good partnership with other Government agencies, private sector and non-governmental organisation on areas of common interest;
- The Government provides sufficient resources, monetary, human and physical, to allow NIDCO to deliver its assigned portfolio responsibilities;
- The Government will continue to support and expand NIDCO's mandates.

## 1.4 Vision, Mission and Core Values

### VISION

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

### MISSION

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

### CORE VALUES

#### **Accountability and Transparency**

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

## 1.5 Strategic Objectives

NIDCO is an association of people – primarily employees, clients, customers (inclusive of the wider citizenry of Trinidad and Tobago) and also, its suppliers who share a common long-term interest in the success and achievements of the Company. Its success can be measured by the degree to which it is able to satisfy the needs and aspirations of its various publics.

NIDCO's achievements depend on having a clearly stated purpose and a set of goals that are realistic and understood by all concerned.

The Corporate Objectives are statements of NIDCO's medium-term purpose and goals. The company accepts that its 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.

The five (5) Strategic Objectives that were identified in the in Corporate Strategic Plan 2011-2015 are as follows:-

### **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:**

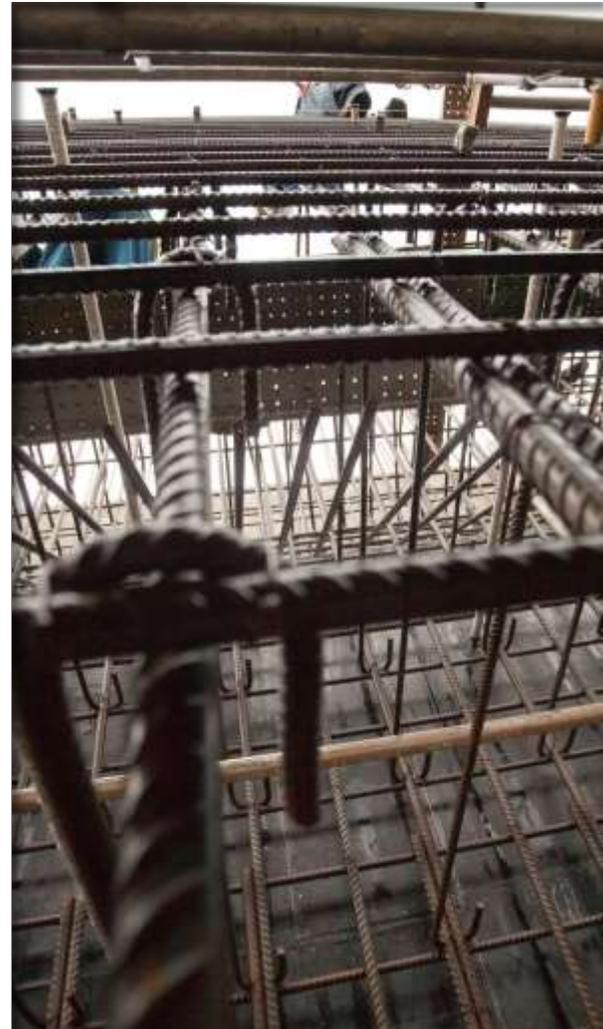
**To become a model of corporate governance that can withstand scrutiny in all facets of our business activities**

- 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 organisation structure that symbolises systemic order
- Introduce Communication Systems to strengthen inter-departmental relationships and strengthen communication with external stakeholders
- Training and Development



## 2. Organizational Structure

### 2.1 Corporate Structure

The organisational capability and capacity of NIDCO at any given time is determined by its assigned portfolio of responsibilities and schedule of project delivery. Particularly, with regard to the Engineering & Programme Management Department, it is a dynamism 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 National Infrastructural Development 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 so as to fulfill the organisation's operational needs.

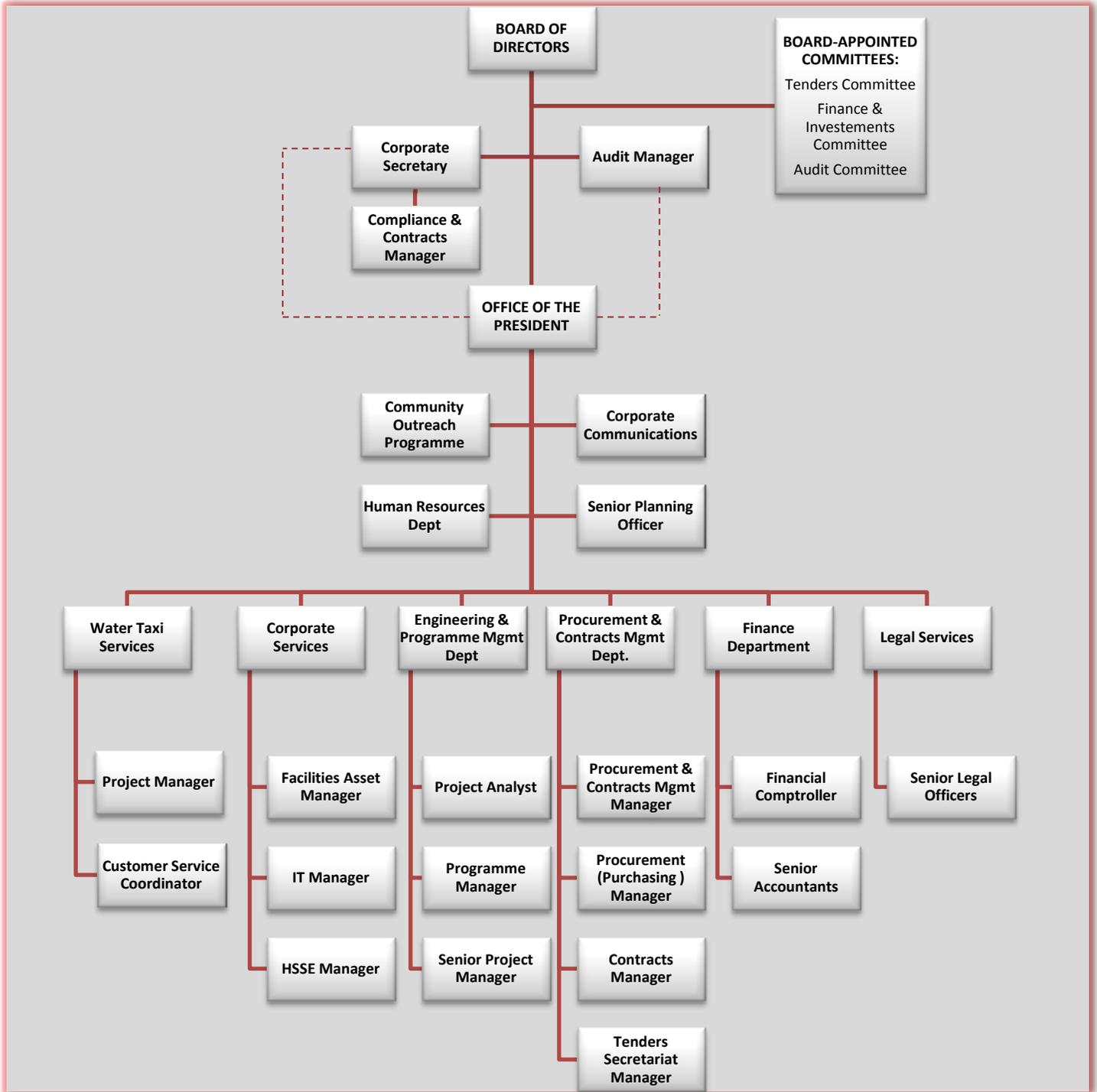
Further, the organization's structure is designed with flexibility to adjust to any shift in government policy that may alter the scope and focus of national infrastructure development initiatives. These fundamental principles would be incorporated into the organisation's structural design without compromising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

The key functional departments of the current structure of the NIDCO are presented in Fig. 2 below. A more detailed Organisational Chart is also attached at Appendix 1.

The Organisation Structure of NIDCO makes provision for a top management group comprising a Board of Directors, a President, five (5) Executive Vice-Presidents, a Corporate Secretary and a Director, Water Taxi Service. Six (6) Senior Executives with distinctive vertical service cells of responsibility would manage key functional Departments and a cadre of support staff as follows:

- Board of Directors
- President
- Corporate Secretary
- 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

Figure 2: Organizational Chart of the National Infrastructure Development Co. Ltd. (1<sup>st</sup> Level)



## 2.2 Department Profiles

### 1. Corporate Services

- Information Communication Technology
- Administrative Support Services
- Corporate Facilities and Asset Management
- Maintenance of Securities and Insurance Contracts
- Health, Safety, Security 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-at-Law
- 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
- Establish 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
- Issuing of Tenders/Requests for Quotations (RFQ)
- Provides Contract Management functions
- Purchasing of materials, goods and services
- Prequalification of contractors/consultants /suppliers
- Provides secretariat services to the Tenders Committee.

## 6. Water Taxi Service

- Overall responsibility for management and operations of Water Taxi Service
- Establish organisational 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

## 7. 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

*Figure 3: Work-in-progress on the New Water Taxi Terminal (San Fernando) as at 2011*



## 2.3 Services Provided

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

### ***Project Planning:***

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

### ***Procurement and Contracts Management:***

Acquisition of goods and services through a process that reflects the highest level of integrity ensures value for money and enables the effective management of contracts to maximise financial and operational performance and minimise risks.

### ***Project Development:***

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

### ***Project Execution and Implementation:***

Institute an appropriate project organization and teams with 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.

## **TYPES OF PROJECTS UNDERTAKEN BY NIDCO :**

NIDCO provides expert Procurement, Project Management and Construction Management Services (incl. Feasibility Studies) for the following types of infrastructure projects:

i. Highways and Major Roadways	ii. Dams and Reservoirs
iii. Bridges Construction	iv. Rivers/Watercourses Rehabilitation
v. Land Use Projects	vi. Landslip Mitigation and Repair
vii. Flood Mitigation	viii. Drainage Upgrade
ix. Coastal Protection	x. Community Outreach

CHURCHILL ROOSEVELT HIGHWAY/ URIAH BUTLER HIGHWAY



## 3. Corporate Governance

### 3.1 NIDCO's Governance Structure

Corporate Governance relates to how an organisation is directed and managed to provide adequate accountability and achieve organisational goals. It influences how the organisation's objectives are set and achieved, how risk is monitored and assessed, and how performance is optimised. Open and transparent corporate governance processes support an organisation's continuous improvement as it plans, delivers, reviews and reports on its priorities and objectives.

As a Special Purpose State Enterprise, established under the Companies Act Chapter 81:01 (1995), NIDCO's Corporate Governance Structure is set out by legislation. This Act effectively places responsibility for the overall direction of the organisation with its Board of Directors, which is appointed by Cabinet in two (2) year cycles. The Board reports to the Ministry of Finance (Investment Division) in corporate governance compliance. This governance structure ensures that NIDCO's activities are conducted in accordance with relevant statutes, as well as Government policies and directives.

As part of its commitment to good governance, NIDCO prepares an annual administrative report in accordance with Section 66D of the Constitution of Trinidad and Tobago. The report is submitted to the Minister of Works and Infrastructure for tabling in Parliament.

NIDCO's corporate governance arrangements will continue to evolve to ensure the company is always managed effectively, efficiently and transparently.



## 3.2 Board of Directors



**Figure 4: Members of the Board of Directors (2011)** - 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

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 and monitors the activities and effectiveness of management. Board members are required to 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 policies and objectives set out by Government.

The Board represents the interest of the stakeholders, and is accountable for the quality of the services provided by the Company. It is also responsible for ensuring that the Company keeps the promises described in its mission and values statements, and for assuring that it is accountable for acting within the laws governing its operations as a State Enterprise.

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 the conduct of the business operations and activities are set against established standards of performance.

### **President's Office**

The President has overall responsibility for management, administration and leadership of the Company. He is responsible for the implementation of Government's policy and provides direction for the organisation. He also has responsibility for ensuring the development of procedures, policies, systems and strategies by the various Departments of the Company. The President is also responsible for the 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 comply 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.

### **Executive Management Team**

The implementation of good governance practices is the responsibility of the Executive Management Team. The Team reviews the strategic direction, priorities and performance objectives of the organisation to enable the efficient and effective achievement of outcomes. During FY2011, the Executive Management team was comprised of the Officers identified in Fig.5.

**Figure 5: Executive Management Team of NIDCO, as at September 2011**

<b>POSITION TITLE</b>	<b>NAME OF OFFICER</b>
<b>President</b>	Dr. Carson Charles
<b>Vice President / Corporate Secretary</b>	Mrs. Hilda Goodial
<b>Vice President, Corporate Services</b>	Mr. Roger Joseph
<b>Vice President, Legal Services</b>	Mr. Dinanath Ramkissoon
<b>Vice President, Engineering &amp; Programme Management</b>	Mr. Steve Garibsingh
<b>Vice President, Finance</b>	Mr. Michael Guyadeen
<b>Director, Water Taxi Service</b>	Ms. Sharon Taylor

### **3.3 Governance Committees**

The performance monitoring regulations for State Agencies requires the appointment of a number of governance committees to support the Board in the carrying out of its duties. The Committees are appointed by the Board of Directors and are comprised of members of the Board and Officers of the company. However, external independent professionals may be appointed at the discretion of the Minister of Finance, as in the case of the Audit Committee.

During the fiscal year 2010-2011, the Tenders Committee was appointed and became operational in accordance with the guidelines set out in the State Enterprise Performance Manual. NIDCO's Board of Directors initiated the process of finalising Charters for the proper functioning of the Finance and Investments Committee and the Audit Committee, respectively.

**SECTION**

**2**

# Organizational Performance



## 4. 2010/11 PROJECT ACHIEVEMENTS

PROJECT NAME/ DESCRIPTION	CONTRACTOR/ CONSULTANT	CONTRACT VALUE (TT\$)	COMMENCEMENT DATE	STATUS
<b>ROADS AND BRIDGES PROGRAMME</b>				
<b>San Fernando to Point Fortin Highway:</b> Construction Contract	Construtora OAS Ltda	\$5,214,000	March 2011	Contract signed on 4th July 2011 with the commencement date of 28th March 2011 but NTP 4th July 2011. The contractor continued construction activities, Phase 2 of Camp Site in progress which includes Contractor's Laboratory, Cafeteria and Medical Facilities - 48.8% complete. Design and Engineering 68.7% completed for Phase 1. Start of construction work commenced 19th September, 2011 which is 2.35% completed. These works include Earthworks and the Construction of 4 Culverts. Contractor has procured the services of local contractors, Paramount Transport, Namalco and Jagomohan together with EISL for geotechnical. Materials for backfilling, sand from Junior Sammy and aggregate from National Quarry Ltd (NQL).
<b>San Fernando to Point Fortin Highway:</b> Oversight Consultancy Contract	AECOM	US\$60.6M	April 2011	(1) A variation to the existing contract with AECOM was finalized and a Contract with AECOM was signed on 3rd October 2011. The expenditure for LOI of OAS contract US\$200,000.00, has been absorbed in the main Contract. (2) The Engineer was appointed on 12th April 2011, with his staff strength at twelve (12) persons. (3) Discussions are still on-going with Planning Associates Ltd for provision of services in Engineering and Surveying. So far, a surveying crew of 3 persons has been supplied on a temporary basis.
<b>CRH/UBH Interchange (Aranguez Flyover)</b>	Vinci Construction Grands Projets	169,825,198	December 2009	Completed the Design and Construction of the flyover and embankments across CRH in November 2010.
<b>CRH/UBH Interchange (Package C):</b> Conceptual Design	Vinci Construction Grands Projets	\$3,500,000	July 2011	The revised Conceptual Design for this Interchange was completed by the contractors and submitted. This contract will be completed using the Design-Build Model.
<b>CRH/UBH Interchange (Package C):</b> Bridges	Vinci Construction Grands Projets	\$192,187,093	July 2011	This project is 90% complete. Painting was completed on the structures for the East and West Bridges and both structures are scheduled to be lifted into place in January 2012.

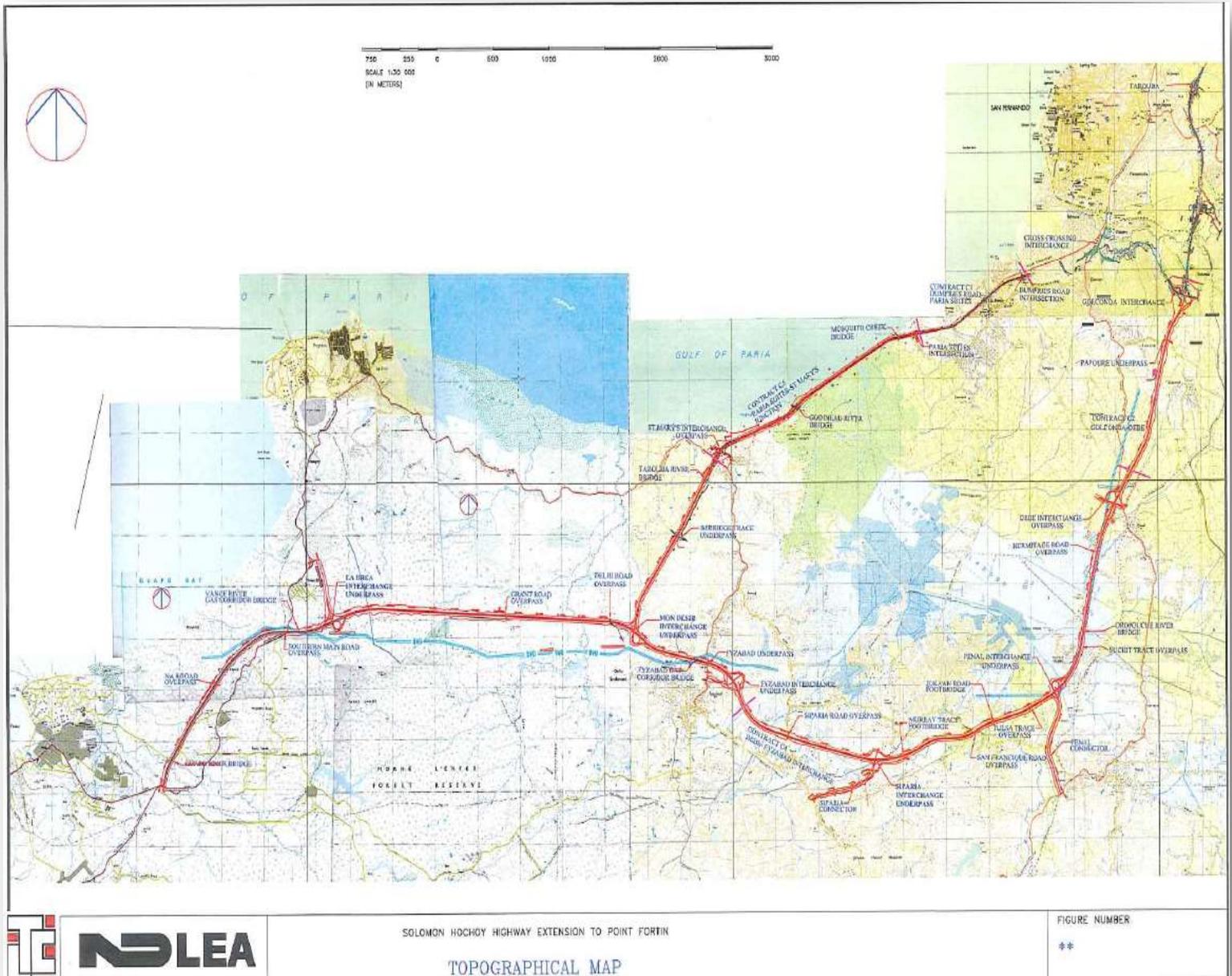
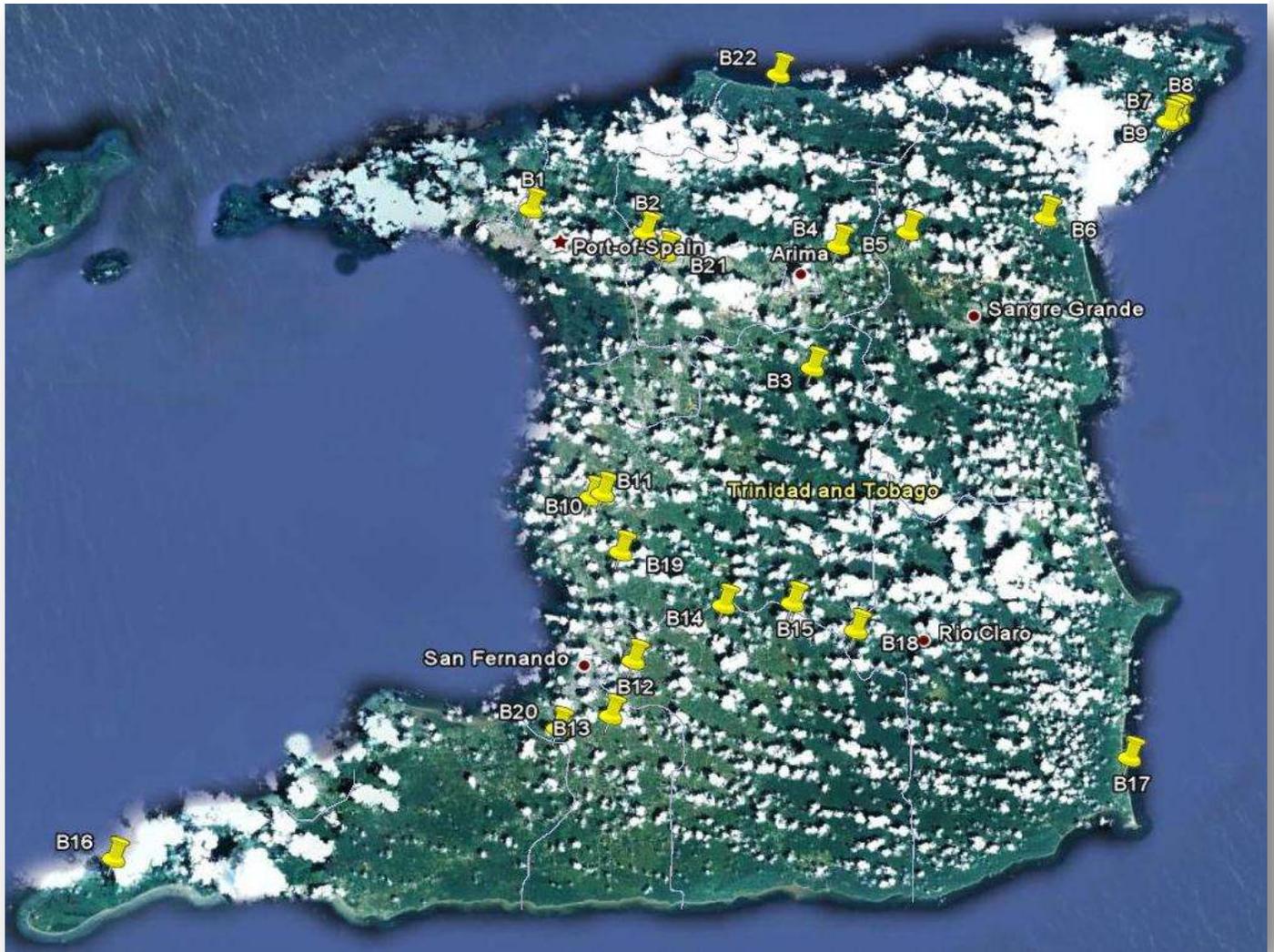


Figure 6: Topographical Map of the Solomon Hochoy Highway Extension to Point Fortin

PROJECT NAME/ DESCRIPTION	CONTRACTOR/ CONSULTANT	CONTRACT VALUE (TT\$)	COMMENCEMENT DATE	STATUS
<b>2. DRAINAGE &amp; LANDSLIPS REPAIR PROGRAMME</b>				
<b><i>Comprehensive National Drainage Development Study</i></b>				
Ortoire River Basin Feasibility Study	Lee Young and Partners (LYP)	\$11,092,624	October 2009	The Project included Problem Identification, the conduct of a Feasibility Study and the preparation of Detailed Designs. The project has been fully completed with the Final Report submitted in December 2011.
<b><i>National Programme Upgrade of Drainage Channels</i></b>				
Blue Basin River Improvement Works	Ashana Civil Mechanical Contractors Ltd	\$13,874,470	February 2009	62% completion of construction of 925m of Reinforced Concrete Walls. Contractor has written to MOWI asking to be relieved of the contract. NIDCO awaits recommendations from the Drainage Division.
St. Joseph River Improvement Works	Ashana Civil Mechanical Contractors Ltd	\$11,573,733	February 2009	100% completion of construction of 590m of Reinforced Concrete Walls in August 2011. <b><i>Project completed below budget.</i></b>
Camacho Drain, La Puerta	Premium Maintenance & Repairs Co. Ltd	\$4,851,749	June 2009	Construction of 120m of reinforced concrete cantilever walls completed in December 2010.
Dibe River Rehabilitation Works	Premium Maintenance & Repairs Co. Ltd.	\$3,032,139	June 2009	Construction of 115m of reinforced concrete cantilever walls completed in December 2010.
Port of Spain Flood Alleviation Project (Package 9) - Temporary Detention Pond	General Earth Movers Ltd.	\$1,738,900	July 2011	The construction of the Temporary Detention Pond in East POS was completed in mid-August 2011.
Monroe-Warren Main Drain	Kall Co. Ltd.	\$9,579,570	September 2011	Project requires construction of concrete lining to 1200m of existing earthen drain. To-date, 210m of reinforcement block work was done; 11 driveway crossings; 542m (both sides) of reinforcement concrete wall was completed; 520m of reinforcement base invert completed; 2 walkways completed.
Icacos Flood Relief Project - Reinforced Walls and Paving	Daleem General Contracting Ltd.	\$1,717,177	August 2011	All works completed on the construction of drains and levees.

PROJECT NAME/ DESCRIPTION	CONTRACTOR/ CONSULTANT	CONTRACT VALUE (TT\$)	COMMENCEMENT DATE	STATUS
<b>3. TRANSPORTATION PROGRAMME</b>				
Design & Construction of a Pre-Fabricated <b>Water Taxi Terminal</b> Building (San Fernando)	TIAHCO	\$9,383,874	September 2011	The project covers the detailed design and construction of a 2-storey building using the Design-Build Procurement Method. The construction is now 90% completed - all sub-structure and superstructure works are completed. Installation of fixtures and finishes are currently on-going. Delays were caused by inclement weather and obtaining of statutory approvals.
<b><i>East-West Corridor Expansion and Improvement Works</i></b>				
National Traffic Management System (NMTS)	Dessau Inc.	\$1,201,117	January 2010	The consultant provided supervision of works done by the main contractor and its sub-contractors. Also submitted reports on the TSCS and CTMS. Contract was completed in June 2011.
National Traffic Management System (NMTS)	IBI Group	\$45,323,005	August 2009	The initial pilot project for the Centralised Traffic Signal Control System (TSCS) was completed in March 2011 and the Corridor Traffic Management System (CTMS) was completed in May 2011 and service launched.
National Traffic Management System (MTS)	IBI Group	\$19,924,603	September 2011	The contract was signed on September 8, 2011 for the pilot project for development of an Automatic Speed Enforcement System, Red Light Enforcement System, and the Radio Frequency Identification (RFID) / Licence Plate Reader System.

Figure 7: The Bridges Reconstruction Programme Location Map



ACTIVITY DESCRIPTION	COMPLETION DATE	STATUS
<b>BRIDGES RECONSTRUCTION PROGRAMME</b>		
<b>Prequalification of Design &amp; Supervision Consultants</b>	August 2011	Completed the Pre-Qualification process for Design and Supervision Consultants to commence construction works on the Package A (9) and Package B (11) bridges.

## 5. Programme Projections for 2012-2015

#	Project/ Programme Name	Estimated Total Cost	Proposed Funding				Remarks
			2012	2013	2014	2015	
1	Comprehensive National 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	160,00,000	-	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 for Package C and in 2013 for Package D.
	a) Package C	219,301,680	298,444,000	-	-	-	
	b) Package D	464,434,880	129,042,000	335,392,880	-	-	
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, Chaguanas, Toco, Chaguaramas and Tobago.
7	Establishment of the Driver and Vehicle Licensing Authority	618,703,000	618,703,000	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 Highway 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.

#	Project/ Programme Name	Estimated Total Cost	Proposed Funding				Remarks
			2012	2013	2014	2015	
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.
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 Storebay 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.
	<b>TOTAL</b>	<b>15,423,064,559</b>	<b>2,196,123,000</b>	<b>4,165,184,630</b>	<b>4,584,431,000</b>	<b>2,377,425,000</b>	

## 6. 2010/11 OPERATIONAL HIGHLIGHTS

Despite the revised and expanded mandate received by the Government of Trinidad and Tobago and the challenges for the fiscal period October 2010 – September 2011, NIDCO is committed to realigning its operations to achieve the strategic objectives as set in its Corporate Strategic Plan 2011-2015. As a result of this, the various Departments accomplished the following:

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>6.1 Legal Services</b>	<ul style="list-style-type: none"> <li>• Prepared and executed fifty-eight (58) construction works contracts;</li> <li>• Staff of the Legal Department attended courses in FIDIC Conditions of Contract and other relevant seminars;</li> <li>• Recruited two (2) additional Legal Officers;</li> <li>• Established a Contracts Register for better records keeping and monitoring;</li> <li>• Instituted risk analysis in the preparation of contracts;</li> <li>• Conducted the necessary research and prepared improved systems for treating with financial securities for Contracts; and</li> <li>• Settled longstanding legal disputes.</li> </ul>
<b>6.2 Human Resources</b>	<ul style="list-style-type: none"> <li>• Developed a Human Resources Policies and Procedures Manual in alignment with the Corporate Strategic Plan 2011-15;</li> <li>• Recruited an HR Assistant to effectively meet the increasing administrative demands of the Department;</li> <li>• Implemented a new Performance Management System which included Competency Models for each job position;</li> <li>• Developed an organisation wide Training Plan and re-instituted a robust training programme;</li> <li>• Implemented several initiatives aimed at improving good faith amongst management and staff and the Human Resources Department, and by extension the organisation, for example - the Health Fair Day, Family Day, Administrative Professionals, Fitness Programme and "Take Your Kids to Work";</li> <li>• Instituted a "Long Service Award" programme.</li> </ul>

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>6.3 Corporate Communications</b>	<ul style="list-style-type: none"> <li>• Recruited one (1) Marketing Officer and one (1) Communication Officer to provide the skills, experience and creativity required;</li> <li>• Coordinated the Sod Turning Ceremony of the San Fernando to Point Fortin Highway;</li> <li>• Coordinated the Opening Ceremony of the Aranguéz Overpass;</li> <li>• Coordinated the Opening Ceremony for the commencement of work at the CRH/UBH (Package C);</li> <li>• Re-launched NIDCO's website;</li> <li>• Organised for the participation of staff at the Project Management Institute Southern Caribbean Chapter Conference;</li> <li>• Coordinated for the participation of staff at the 3rd China-Caribbean Economic and Trade Corporation Forum</li> <li>• Coordinated the Opening Ceremony of NIDCO's Tobago Office along with ministerial and media tour at the Scarborough Port;</li> <li>• Recognised the one (1) millionth Water Taxi passenger;</li> <li>• Launched electronic advertising on board the Water Taxis;</li> </ul>
<b>6.4 Audit</b>	<ul style="list-style-type: none"> <li>• Established an Internal Audit Department in June 2011;</li> <li>• Recruited an Audit Manager; and</li> <li>• Developed the following:- <ul style="list-style-type: none"> <li>○ Audit Committee Charter</li> <li>○ Internal Audit Charter</li> <li>○ Internal Audit Plan</li> <li>○ Staffing Requirements</li> </ul> </li> </ul>
<b>6.5 Community Outreach</b>	<ul style="list-style-type: none"> <li>• Established the Department in 2010, with one (1) employee on board;</li> <li>• Established a Community Outreach Centre in Debe to provide general information and support services for the affected communities;</li> <li>• Contracted and provided counselling services for affected residents;</li> <li>• Engaged a Consultant and recruited the requisite staff; and</li> <li>• Developed and implemented policies and procedures for the Community Outreach Centres.</li> </ul>

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>6.6 Finance</b>	<ul style="list-style-type: none"> <li>• Recruited three (3) Accountants to meet the increasing demand of the Department;</li> <li>• Rotated staff for job enrichment and enhancement opportunities;</li> <li>• Commenced documentation of procedures for the Finance Department;</li> <li>• Improved the physical work environment;</li> <li>• Provided training and development for staff in the areas of Taxation, Corporate Finance, Treasury Management, International Financial Reporting System (IFRS); and</li> <li>• Prepared and submitted all Financial and Administrative Reports.</li> </ul>
<b>6.7 Procurement &amp; Contracts Management</b>	<ul style="list-style-type: none"> <li>• Completed full implementation of NIDCO's Tender Rules;</li> <li>• Appointment to the Tenders Committee in October 2010;</li> <li>• Revised and upgraded Tender Form Projection;</li> <li>• Improved Reporting Systems – Monthly and Weekly Reports;</li> <li>• Established a more transparent Tender Evaluation and Analysis Process;</li> <li>• Established Procurement Models for each category of work (Selective Tendering, Selective Pre-qualification, E –Auction, E Procurement, Emergency Procedures, Merit Awards);</li> <li>• Restructured the Procurement &amp; Contracts Management Department;</li> <li>• Provided training of professional staff in Advanced Procurement Strategy and Negotiation / FIDIC;</li> <li>• Updated the Records Management System;</li> <li>• Established an Inventory Management System to order, receive, monitor and distribute goods within NIDCO;</li> <li>• Adopted and complied with the Ministry of Finance's State Enterprise Monitoring Manual Standard Procurement Procedures; and</li> <li>• Established a Secretariat to provide support for the Tenders Committee.</li> </ul>

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>6.8 Corporates Services</b>	<p><b><u>Facilities and Asset Management</u></b></p> <ul style="list-style-type: none"> <li>• Relocated the Company's Head Office from St. Vincent Street to Melbourne Street so as to provide proper accommodation for staff and in keeping with the Occupational Health and Safety Act ;</li> <li>• Recruited a qualified Facilities Manager (Electrical Engineer) and Facilities Assistant as institutional strengthening of the Department;</li> <li>• Established a centralize "Facilities Problem Reporting Mechanism", where issues can be reported for immediate attention;</li> <li>• Designed and implemented a structured Company Driver Assignment System to ensure efficiency in the deployment of vehicles and drivers;</li> <li>• Instituted an Insurance Brokering Service and obtained requisite insurance coverage inclusive of D&amp;O, Workmen's Compensation, Public Liability, Property All Risks, Computer All Risks, Marine Hull and P&amp;O insurances; and</li> <li>• Acquired (Lease Rental) and maintained the facility to accommodate staff at the Community Outreach Centre;</li> </ul> <p><b><u>Health Safety and the Environment</u></b></p> <ul style="list-style-type: none"> <li>• Revised HSE Manual for submission to Board of Directors for approval;</li> <li>• Revised HSE Policy for approval;</li> <li>• Drafted HSE Emergency Response Plan;</li> <li>• Instituted a Safety Warden System at Head Office;</li> <li>• Conducted Ergonomics Assessment for all employees;</li> <li>• Conducted Hurricane Preparedness Training for employees;</li> <li>• Conducted high-level staff training in order to be "Designated Person Ashore" for the Water Taxi Operations; and</li> <li>• Hired an additional HSE Assistant as part of the capacity-building initiative in the Department.</li> </ul>

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>Corporates Services (cont'd.)</b>	<p><b><u>Information Technology Unit:</u></b></p> <ul style="list-style-type: none"> <li>• Expanded the Information Technology organisational structure to include one (1) Information Technology Manager and three (3) Information Technology Specialists;</li> <li>• Completed all network infrastructural works at the NIDCO's newly relocated Head Office (Melbourne Street) as well as the physical relocation of all systems;</li> <li>• Initiated an Internship Programme to facilitate personal development of IT Trainees;</li> <li>• Upgraded workstations, servers, databases, storage capacity, access (local and remote), data centre solutions, security (hardware and software);</li> <li>• Developed procedures for Disaster Recovery and Business Continuity Planning; and</li> <li>• Installed new equipment to facilitate the increase in staff.</li> </ul>
<b>6.9 Engineering &amp; Programme Management</b>	<ul style="list-style-type: none"> <li>• Recruited additional Engineers and support staff as there is an increase in demand given the expanded work programmes;</li> <li>• Restructured the Department using the matrix project organization method so as to effectively manage the very large capital projects;</li> <li>• Provided training to upgrade staff in the areas of: <ul style="list-style-type: none"> <li>○ Technical Report Writing;</li> <li>○ MS Project 2007;</li> <li>○ Project Management</li> </ul> </li> </ul> <p>4. Completed projects within the following Work Programmes:</p> <ul style="list-style-type: none"> <li>○ <b>Road and Bridges –</b> <ul style="list-style-type: none"> <li>▪ <i>POS-East/West Corridor Transportation Project:</i> Awarded a contract in March 2011 for construction of Package C of the UBH-CHR Interchange. Package C involves the construction of the balance of the interchange, including the realignment of the Uriah Butler Highway to the west through the interchange with a 6-lane structure over the Churchill Roosevelt Highway; reconstruction of a section of the Churchill Roosevelt Highway through the interchange; continuation of the eastern service road northerly with a flyover across the Churchill Roosevelt Highway, and the complete construction of the remaining interchange ramps, including the West-North, North-East, and South-East movements.</li> </ul> </li> </ul>

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>Engineering &amp; Programme Management (cont'd.)</b>	<ul style="list-style-type: none"> <li>○ <b>Drainage and Landslip Repairs -</b> <ul style="list-style-type: none"> <li>▪ <i>Comprehensive National Drainage Development Studies:</i> Completed Feasibility Study and Detailed Design for the North Oropouche River Basin and Coastal Protection Works at Blanchisseuse; Matelot; Grand Rivere; San Souci; and Toco;</li> </ul> <p>Completed approximately 70% of satisfactory work on the Ortoire River Basin Study at end of fiscal 2011. Also, the Consultants, Lee Young and Partners submitted the Formulation and Analysis of Alternatives Report; and the Feasibility Report with Implementation Plans; and</p> <p>Negotiation commenced in August 2011 with the preferred bidder, in respect of the Caroni River Basin Study.</p> <ul style="list-style-type: none"> <li>▪ <i>National Programme for the Upgrade of Drainage Channels:</i> Completed the Improvement Works at Matura River, Camacho River, Dibe River, St Joseph River and 62% estimated on the Blue Basin River</li> <li>▪ <i>Port of Spain Flood Alleviation Project:</i> Completed the construction of a Temporary Detention Pond at South Quay (Package 9) of the nine (9) Packages in August 2011. Also, the Consultant delivered on the Designs for Packages 9, 1, 3, 5, and 7;</li> <li>▪ <i>Monroe-Warren Main Drain; and the Icacos Flood Relief Project:</i> Commenced construction works of the Monroe-Warren Main Drain; and the Icacos Flood Relief Project;</li> </ul> </li> <li>○ <b>Transportation Programme -</b> <ul style="list-style-type: none"> <li>a. <i>Establishment of the Driver and Vehicle Licensing Centres:</i> Completed draft legislation completed and procured a Project Manager. The consultant, IBI Group completed phase one of the Services in accordance to the terms of reference of the Contract, which included preliminary designs for three (3) access centres and the tender documents for these centres;</li> <li>b. <i>Fast Ferry Service from Port of Spain to Point Fortin</i> Completed repairs to Terminal Facilities in Port of Spain and stabilization of Pontoon Anchoring System in Port of Spain.</li> </ul> </li> </ul>

DEPARTMENT	MAJOR DEPARTMENTAL ACHIEVEMENTS
<b>6.10 Water Taxi Service</b>	<ul style="list-style-type: none"> <li>• Introduced a Finance Section within the Business Unit to facilitate enhanced monitoring and control of expenditure levels, thus ensuring tighter budget compliance and faster processing of payments;</li> <li>• <b>'Train up' of In-house Crews:</b> 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' programme 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</li> <li>• <b>Introduced a new fleet of vessels:</b> 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%.</li> </ul>

SECTION

3



**Operational  
Plans &  
Procedures**

# 7. Human Resources Development Plan

## 7.1 Career Path Systems



NIDCO recognizes the contribution employees make to its success. It also recognizes that to maintain a committed and competent workforce, it needs to ensure that there is adequate training and development provided for all employees.

The process of Training and Development will ensure that employees have a high standard of skill and knowledge and can adapt to technological and organizational change, thus achieving a high standard of job performance.

Development needs will be identified:-

- As part of strategic and operational planning
- By both the performance review and the induction process
- By supervisors and individuals regularly reviewing their performance and analysing the quality and effectiveness of their function.

## Objective

The purpose of NIDCO's training policy is to ensure that:

- employees are properly trained in the skills they need to carry out their present jobs at a standard acceptable to NIDCO and its stakeholders;
- employees are provided with the skills they may need for changes in the way jobs are carried out;
- as far as possible, employees are encouraged to develop their skills and talents to enable them to progress within NIDCO and to reach their full potential.

Drivers of NIDCO Training Programmes are:

- The Corporate Strategic Plan for the period 2011-2015
- Core and Supporting processes
- New Technology and Projects
- The Succession Plan

At NIDCO Training and Development is initiated for an employee or group of employees, for the following reasons:

- When a performance appraisal indicates performance improvement is needed
- To "benchmark" the status of improvement so far in a performance improvement effort
- As part of an overall professional development program
- As part of succession planning to help an employee be eligible for a planned change in role in the organization

- To "pilot", or test, the operation of a new performance management system
- Company is seeking new direction and requires employees to train on a specific topic that is deemed important e.g. (new computer system, safety, quality initiatives)

NIDCO is committed to making the most effective use of the talents, skills and abilities of its workforce and to helping all employees maximise the contribution they can make. To demonstrate its commitment, NIDCO has formalised its training through this policy statement and through the allocation of specific budget resources.

## Funding/Budget

Funding for training and development will be paid from NIDCO's central training budget, therefore, the Head of Finance Services must approve any training and development that involves a financial cost before any financial commitment is made.

In addition, the training cap for departments is 5% of combined base of the department's total salary. With regards to job-related training and development, NIDCO also recognises the need to help individuals to improve within their chosen career path by encouraging individuals to gain professional/vocational/academic qualifications. With this in mind, NIDCO will establish a company sponsorship scheme whereby partial sponsorship will be provided.

## **Knowledge Management**

Any training materials obtained from a training course funded by NIDCO becomes the property of NIDCO and should be returned to the Department to be accessible to the Department and Organization. The employee will be responsible to transfer the learning to other members of the department either through meetings, coaching sessions or uploading a document on the shared folder of the Department.

## **Non-Training Course Learning Activities**

Typically, a training course is designed to transfer new skills or knowledge to an individual. Invariably new skills and knowledge will be developed over time to improve performance. However, not all learning has to be addressed through a training course. There is a wide range of development methods available that can be used without leaving the office. For example, being coached by a fellow colleague or manager; using a computer aided training package; on-the job training; reading books; undertaking research or practising a particular skill.

## **Selecting a Training Provider and Applying for Training**

Before booking a training event, Human Resource will research the costs and course availability with possible training providers. Human Resource will also work in conjunction with Department Head to identify training providers for specialist training.

All other training and development activities must be authorised by Human Resources before any training is booked.

## **Company Sponsorship**

NIDCO recognises the need for continuous professional development and are pleased to facilitate training for all employees (with at least one year's service with NIDCO).

## **Training Records**

Human Resources will keep training and development records for each individual within NIDCO. This information can be viewed at any time by contacting the Human Resource Department.



## 7.2 Performance Management Tools

NIDCO is committed to effective on-going performance management for all staff. The Company will periodically measure employee performance as a basis for determining employee's training needs and further, to establish individual accountability and deal with poor performance. In addition, the measurement will also serve as a basis for establishing a developmental plan to improve employee performance and determine employee's suitability for the job.

Performance management is intended to be an on-going process of communication between the Manager and the employee, focused on helping the employee achieve his or her best workplace results and potential. Employee performance management includes:

- Planning work and setting expectations,
- Continually monitoring performance,
- Developing the capacity to perform,
- Periodically rating performance in a summary fashion, and
- Rewarding good performance.

NIDCO will reward excellent performance via a pay for performance system – guided by the organization's financial policies. Salary increases will be linked to employee performance.

Performance Management tools are related to NIDCO's vision, values and goals. The Company will conduct performance reviews biannually with all employees, thus the appraisal is intended to be a development

activity to assist and motivate employees to attain their maximum potential.

### PERFORMANCE APPRAISAL

It is Company's policy to conduct performance reviews bi-annually with all employees. The appraisal is intended to be a developmental activity to ascertain employee's suitability to continue in the job, and to assist and motivate employees to attain their maximum potential.

The objectives of the Performance Appraisal are:

- To establish mutually acceptable performance goals and objectives
- To motivate and guide employees toward greater self-development and improved performance by encouraging the discussion of significant strengths and areas needing improvement in a positive and constructive manner.
- To provide an objective and uniform means for supervisors to make recommendations for merit salary determinations based on an assessment of employee performance.

- To identify training needs and succession planning activities.
- To determine whether the employee is suitable to continue in the job.
- To provide the employee with an opportunity to indicate preferences for future work assignments
- To provide a record of employee's progress.

Written Performance Appraisal Reports are required:

- At completion of the probation period for newly hired employees;
- On the anniversary date of employment or date of merit review;
- On permanent change of position (i.e., transfer, promotion or demotion) even within the same department;
- When a significant change of performance occurs;
- As requested by the Human Resource Department (e.g., for trainees);
- On other occasions at the discretion of the President or his/her delegate.

The appraisal will be conducted by the employee's immediate Supervisor/Manager on the specified Appraisal Form and reviewed by the Human Resource Department. Reviews will be conducted annually for executive management and on a bi-annual basis for staff.

The Performance Appraisal Instrument measures employees' performance on a scale of one (1) to five (5) with one being the lowest and five being the highest. An employee who receives an outstanding performance rating may be considered for a salary increase. Such rating indicates that the employee has performed above acceptable performance standards. This rating is given for outstanding work, completed before the timeframe.

The quantum of such salary increase will be informed by:

- The organization's financial ability,
- The industry average for the position and
- The existing range within the organisation.

### **SUCCESSION PLANNING**

The Company will develop a system of Succession Planning to ensure that the staff requirements are identified and that a high calibre of staff with the competencies to deliver the Company's objectives are recruited, retained and developed in accordance with identified requirements.

The Company will expose staff to the necessary training and provide the resources required to allow for growth and development to prepare them to assume higher positions along the career path within the organisation.

## 7.3 Promotion

### **POLICY**

It is the policy of NIDCO to encourage promotion from within by providing training opportunities, advertising vacancies and considering capable, qualified and experience employees.

### **APPOINTMENTS**

Where an employee has been selected for a position, which represents a promotion, the position will be offered to the employee and the person she is expected to respond within the specified timeframe. An employee who is offered a promotion may decline the promotion without prejudice. Where applicable, the employee must be made aware of the developmental opportunities inherent in the offer. (A developmental position is defined as one which, by reason of the work content, supervisory responsibility and training opportunities available, it will provide the employee with the depth and variety of experience necessary to qualify for a subsequent assignment offering increased responsibilities as part of on-going career development.)

### **ORIENTATION & FOLLOW UP**

When an employee has been transferred, promoted or re-assigned, the Manager must give the employee an understanding of the responsibilities and duties of the new position together with an explanation of work routine and performance expectations.

The Manager must ensure the following:

- a. That the employee adapts to his/her new role and becomes productive in the shortest timeframe possible.
- b. That the employee is provided with the necessary tools and equipment to perform his job satisfactorily.
- c. That the necessary training is provided to ensure that the employee performs at an efficient level.
- d. That the employee's performance is monitored and assessed during the first three (3) months in his/her new position.
- e. A formal report on his/her performance is provided to the Human Resource Department and action plans developed as necessary.

## 7.4 Recruitment And Selection Procedures

It is the policy of this Company to establish and maintain a workforce of the highest quality that would function in a work environment, which offers both opportunity and challenge for a satisfying and rewarding career.

In order to achieve this objective NIDCO is committed to:

- Recruiting the most competent individuals irrespective of religion, age, race, sex, cultural background or physical appearance;
- Fostering employee relations based on trust and confidence, including the provision of safe and suitable working conditions, and reasonable hours of work;
- Compensating employees fairly and equitably in keeping with their responsibilities, quality of work and industry standards;
- Providing employee benefits and welfare services which would facilitate personal and family protection and encourage continuous self-development;
- Providing on-the-job training/support to help employees work more effectively.
- Ensuring that all new employees attend an Orientation Programme within one (1) month of joining the company.

- Conducting post-placement review sessions to encourage a work environment, which promotes satisfaction in the job, and goodwill among employees.

### **ELIGIBILITY FOR EMPLOYMENT**

To be eligible for employment, applicants must be:

- a. A citizen of Trinidad & Tobago; or
- b. A resident of Trinidad & Tobago with a valid work permit as provided for in the Immigration Act; or
- c. A qualifying candidate under the CSME; or
- d. A Non Resident with a valid work permit.

In line with NIDCO's policy of fair and equal treatment, an applicant's eligibility will not be affected by race, colour, gender, ethnic origin, religion or any other characteristic not relevant to the job requirements.

## SELECTION AND ORIENTATION

Applicants who have satisfied the requirements of the Company's recruitment process will be considered for employment.

Successful applicants will be provided with an Employment Contract detailing the terms and conditions of employment. The individual will be expected to sign the Contract in duplicate as confirmation of acceptance of the offer. One copy of the Employment Contract will be given to the Employee for his/her personal records and the other retained for the employee's personal file.

The probationary period is the time allowed for all newly hired employees to demonstrate their qualifications for the job. All new employees will be required to serve a probationary period of up to six months before confirmation of employment with the Company to be determined by the Executive Management.

During the probationary period, the performance of the employee will be monitored to determine his/her suitability for the position. At the end of the probationary period a performance appraisal will be conducted to assess/determine the employee's training needs and suitability for continued employment.

### **Orientation – New Employees:**

It is the policy of NIDCO to provide each new employee within one month of employment, with a thorough orientation to the company's

policies and procedures. The following are some of the areas that will be covered during the Orientation process:-

- Introduction to the Company;
- Discussion of the Organisational Structure;
- Review of the Human Resources Policies and Procedures Manual
- Review of the Health and Safety Policies and Procedures
- Review of the Information Technology Policies and Procedures
- Review of the Confidentiality Requirements
- Review of the Code of Conduct
- Review of the Benefits and Compensation Package
- Provision of a Job Description and
- Introduction to fellow employees

The employee would be required to read all documents mentioned above, and sign to acknowledge that they have read and understood all documents.

## EMPLOYMENT OF RELATIVES

NIDCO has a clear policy of non-discrimination. The organisation holds that there will be no preferential treatment in employment on the basis of family or other relationships to existing employees or associates. Employment decisions shall be based on merit and NIDCO's manpower needs.

For purposes of clarity, relatives are defined as follows:

- Husband or wife inclusive of Common-Law relationship
- Mother or father
- Son or daughter
- Brother or sister
- Mother-in-law or father-in-law
- Son-in-law or Daughter-in-law
- Brother-in-law or Sister-in-law

The following guidelines will apply where relatives of employees are hired:

- a. Generally, relatives should not be assigned where there are direct reporting lines between them
- b. Employees are required to declare if any relatives are being hired or are already employed with NIDCO.
- c. Executives and Managers are required to declare their family relationship with an interviewee to the President or Human Resource Manager as appropriate.

As stated, the above are guidelines only. In all cases of employment or transfers, proper judgement must be exercised in making the placement decision, taking into consideration the overall well-being of NIDCO and the Staff member/s, both in the short as well as in the long term.

## **RETIREMENT**

An employee can retire at the age of sixty-five (65) years. An employee can continue to be employed beyond retirement age with the consent of the President. The company also reserves the right to request a medical from such employees from an approved medical provider. The Company may choose to offer employment for persons beyond the retirement age for durations shorter than one year.

## **RECRUITMENT AND SELECTION POLICY**

NIDCO will provide equal employment opportunities to all persons regardless of race, religion, gender, marital status, political association.

The goal of the recruitment/selection process is to select qualified candidates who best 'fit' the organisational needs of the Company and to ensure that NIDCO attracts and retains the most highly qualified workforce available.

NIDCO uses a merit based system to select the most suitable applicant for the job. This method uses a combination of written application, qualifications, and experience in the field and reference reports to determine relative merit against defined selection criteria. This process has been established to ensure the best possible choice and that selection is at all times related to the requirements of the position.

## **GUIDELINES:**

Once per year or as the need arises, each Department Head will be required to forecast the manpower needs of their unit for the ensuing year. The Human Resource Department will create the Manpower Plan for approval by the President. As vacancies arise, the positions accounted for in the Manpower Plan can therefore, be filled. New positions created during the year will require the approval of the President.

The President will determine the composition of the interview panels.

A vacancy will be determined to exist if any of the following conditions occur:

1. **'Internal Movement, Separation and Termination'** – An employee is promoted or reassigned, resigns, has abandoned the job or is terminated.
2. **'Organisational Development'** – The required staffing levels are below that of the 'approved' establishment.
3. **'Re-Organisation'** – A new position is created as a result of the changing business needs of the organisation.

### **Recruitment Request**

When a vacancy becomes available through any of the above circumstances, a **"Recruitment Request Form"** may be completed and signed by the Manager of the department or the responsible Vice President, or the Human Resource Manager, and submitted for the President's approval.

### **The following procedures must then be adhered to:**

1. A file comprising the **'Recruitment Request Form'** together with the appropriate justification and job description must be prepared by the Line Manager and forwarded to the Human Resource Department for processing. The Human Resource Department will then determine the level and range of the job and the remuneration and benefits package attached to it to facilitate the recruitment and selection process.
2. This file will then be submitted by the Human Resource Manager to the President for review and approval to begin the recruitment process.

### **ADVERTISING**

1. Vacancies may be advertised both internally and externally or simultaneously as appropriate.
2. Vacancies to be advertised externally must be advertised in at least two daily newspapers, whichever is deemed as having the greater circulation for the period of the advertisements.
3. The Human Resource Department shall be responsible for developing, distributing and posting all internal and external vacancy notices on all Notice Boards, via email and in the daily newspapers.
4. Vacancy notices will not be placed for acting appointments.

5. Acting Appointments at the Executive Management level shall be determined by the President, while those for other levels of staff will be determined by the Department Manager in consultation with the Human Resource Department. Whenever there is disagreement between the Department Manager and the Human Resource Department, the President will determine the issue.

#### **Finalist Pool for Staff**

A finalist pool (short-list) for interviews shall be selected from the applications received for the job vacancies by rating (scoring) their qualifications and experience against the requirements for the position. The candidates selected for the finalist pool would be selected based upon the criteria necessary to successfully perform the essential functions of the job. The interview assessment form shall be used for this purpose, and should be amended to reflect any changes made in the selection criteria during the selection process to ensure that all applications have been evaluated against the same criteria.

The ratings received during the short-listing process shall be used to determine whether interviews might be necessary. The rating (score) for this purpose shall be set by and be at the sole discretion of the President; however, when so stated these ratings must be used consistently for all applications of the specific finalist pool.

#### **FINAL SELECTION**

It is the policy of NIDCO to select the most qualified person for the job. In making the final selection, close evaluation of each candidate against the requirements and needs of the position is standard. Final selection may be made by means of interviews, 'Panel Discussion' or through a 'Head Hunting' process.

In the case of an agreement by Panel Members, the interview assessment forms will be used and all appropriate categories scored and rated as necessary to reflect a rational and consistent approach to making a final decision. A selection panel must be convened for this purpose except that the applicant may not be present. Panel Discussion notwithstanding, all procedures outlined in the section "Authority to make Offer of Employment" must be followed.

The option of 'Head-Hunting' may be used for Executive Management positions after the open selection process has failed to yield sufficiently adequate applicants, and where confidentiality, performance and proven competence is critical to the organisation and the successful performance of the job in question. Head Hunting may be used at the sole discretion of the President when deemed necessary in the best interest of the organisation.

## INTERVIEW PROCESS

### Executive Management

1. All interviews shall be conducted by a selection panel convened specifically for that purpose.
2. The selection panel for Executive Management positions shall comprise representatives of the Board of Directors, the President of the Company and any other persons deemed appropriate in providing knowledge relevant to the interview/selection process. Designates may represent the President as required.
3. A file comprising a copy of the applicant's resume and or/profile, an interview assessment form, a list of possible interview questions and reference reviews must be provided to and used by each panellist.
4. All interview assessment forms must be completely filled in and signed by the relevant panellist. All scores must be tallied by the panellists and candidates ranked appropriately.
5. All completed interview assessment forms together with tallied scores must be passed to the Human Resource Department which shall be responsible for maintaining such records.

### Senior Management and Senior Professional Level

1. The selection panel for Senior Management and Senior Professional level job positions shall comprise at

least two members of Executive Management, the President of the Company and any other persons deemed appropriate in providing expert knowledge critical to the interview/selection process. Other Heads of Department may also sit on the selection panel, as required.

2. A file comprising a copy of the applicant's resume and or profile, an interview assessment form, a list of possible interview questions and reference reviews must be provided to and used by each panellist.
3. All interview assessment forms must be completely filled in and signed by the relevant panellist. All scores must be tallied by the panellist and candidates ranked appropriately.
4. All completed interview assessment forms together with tallied scores must be passed to the Human Resource Department which shall be responsible for maintaining such records

## AUTHORITY TO MAKE OFFERS OF EMPLOYMENT

### Offers to Executive Management

1. Offers of employment to Executive Management are to be signed by the President.
2. In the case of Executive Management Positions, and before letters of offer

can be issued, the President must review all completed scores and or recommendations and convey approval to proceed with the recruitment of the selected candidate.

3. In the case of Vice Presidents Positions, and before approval to proceed with recruitment is given, the President must review all completed scores and or recommendations and gain ratification by the Board of Directors.
4. All preferred candidates identified by the selection panel for recruitment shall be viewed as a recommendation until such time as approval to recruit is conveyed.
5. All interview files and assessment forms must be made available for review and ratification by the President.

#### **Offers to Senior Management and Senior Professional Level**

1. Offers of employment to Senior Management and Senior Professionals are to be signed by the President or a delegated member of the Executive Management.
2. In the case of Senior Management and Senior Professional level jobs, where letters of offer are issued; the President must have ratified the selection.
3. All preferred candidates identified by the selection panel for recruitment shall be viewed as a recommendation until such time as approval to recruit is conveyed.

4. All interview files and assessments forms must be made available for review and ratification by the Human Resource Department.

5. All offers of employment must be made in writing and must be signed by either the President, or a member of the Executive Management consistent with the policies stated herein.

#### **Offers to Junior Management and Junior Professionals**

1. Offers of employment to Junior Management and Junior Professionals are to be signed by the President or a delegated member of the Executive Management.
2. In the case of Junior Management, Junior Professionals, and all other non-management jobs, letters of offer of employment may be signed by either the President or any other member of the Executive Management as designated by the President.
3. All preferred candidates identified by the selection panel for recruitment shall be viewed as a recommendation until such time as approval to recruit is conveyed.

#### **Pre-employment Reference Checks**

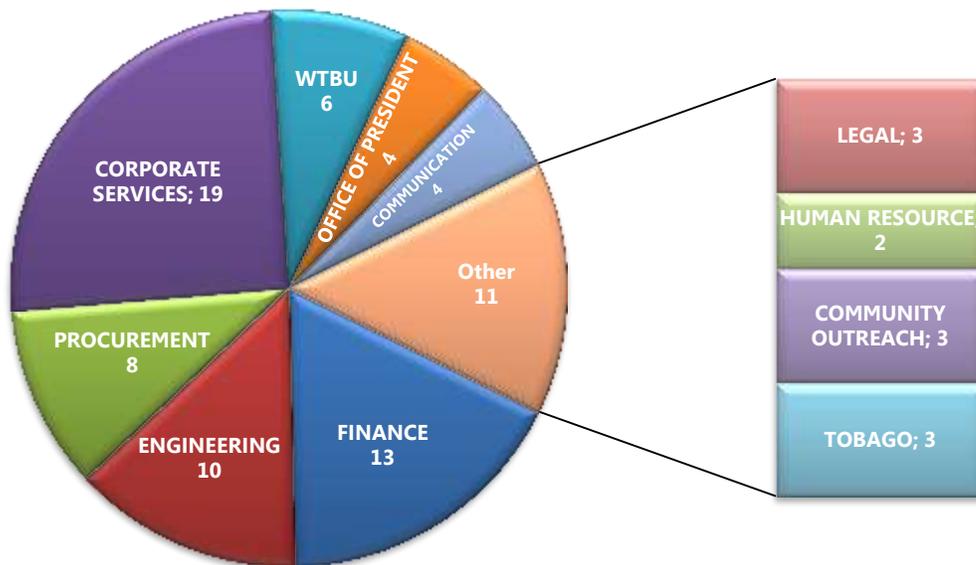
1. A thorough reference check shall be conducted before an offer of employment is made to the successful candidate. Where necessary, an external agency may be contracted to conduct such reference check.

2. The Human Resource Department shall formulate the job related reference questions.
3. If more than one candidate is being considered the same reference check questions must be asked to maintain consistency and fairness in selection.

**Required for Approval to Proceed with Recruitment:**

- Staff Recruitment Request Form
- Remuneration and Benefits package
- Reference Verification report
- Interview Assessment Form
- Job Description

**Figure 8: Staff Complement for 2011**



## 8. Reporting Functions

In fulfilment of its regulatory and management obligations, NIDCO produces several reports to inform decision-making both internally and externally. A listing of the major reports produced by the organisation and each internal department, during the fiscal period, is presented in Tables 2 and 3 below.

### 8.1 Reports to the Government of the Republic of Trinidad and Tobago

**Table 2: Summary of Reports to Ministries, the President and Parliament**

TYPE/TITLE OF REPORT	SCHEDULE	SUBMITTED TO
Minutes of Board Meetings	Monthly	Ministry of Finance
Cash Statements of Operations	Monthly	Ministry of Finance
Return of Award of Contracts	Monthly	Ministry of Finance
Litigation Reports	Quarterly	Ministry of Finance
Quarterly Returns Report	Quarterly	Ministry of Finance
Status of Loans, Overdrafts, Investments in Securities	Quarterly	Ministry of Finance
Internal Audit Reports	Quarterly	Ministry of Finance
Annual Budget	Annually	Ministry of Finance; Ministry of Works and Infrastructure
Administrative Report	Annually	Ministry of Works and Infrastructure The President of the Republic of Trinidad and Tobago Parliament of the Republic of Trinidad and Tobago
Annual Performance Appraisal Reports	Annually	Ministry of Works and Infrastructure
Audited Financial Statements	Annually	Ministry of Finance Parliament of the Republic of Trinidad and Tobago
Annual Financial Statements / Annual Reports	Annually	Ministry of Finance; Ministry of Works and Infrastructure
Strategic Plan	Plan Period – 5 Year	Ministry of Finance; Ministry of Works and Infrastructure
Updates of Strategic Plan	Annually	Ministry of Finance; Ministry of Works and Infrastructure

## 8.2 Departmental Reports

The following reports of the Executive Management were presented at Board Meetings and Executive Management Meetings during the period October 2010 to September 2011:

**Table 3: Summary of Departmental Reports Produced in 2011**

Department	Title of Report
Human Resource Management	<ul style="list-style-type: none"> <li>• New Recruitment</li> <li>• Probation Confirmations</li> <li>• Contract Renewals</li> <li>• Resignations</li> <li>• Staff Complement</li> <li>• Internal Promotions</li> <li>• Interview, Recruit and Hire</li> <li>• End of Contract Reviews</li> </ul>
Corporate Communications	<p><b><u>NIDCO Activities</u></b></p> <ul style="list-style-type: none"> <li>• Dissemination of public information</li> <li>• Execution of external and internal events</li> <li>• Brand Management/NIDCO's Corporate Image</li> <li>• First Publication 50th Anniversary Issue</li> <li>• NIDCO's Donations</li> <li>• Flood Relief charity drive</li> <li>• Media Monitoring</li> <li>• Press Advertisements</li> <li>• NIDCO events</li> </ul> <p><b><u>Deliverables</u></b></p> <ul style="list-style-type: none"> <li>• Freedom of Information Act</li> <li>• Corporate Communications Proposal and Presentation</li> <li>• NIDCO Website</li> <li>• San Fernando to Point Fortin Highway Project Brochures</li> <li>• NIDCO Newsletter</li> <li>• NIDCO's Commemorative Issue (2012)</li> <li>• NIDCO's Annual Report (2011 – 2012)</li> <li>• POS Flood Alleviation Project</li> <li>• Road Works Notice</li> <li>• Procurement and Contracts Management Development Programme Work shop</li> <li>• Ministry of Public Administration (Scholarship and Advanced Training)</li> <li>• Water Taxi Marketing Report</li> <li>• Community Relations Daily News Scan Report</li> </ul>

<b>Department</b>	<b>Title of Report</b>
Procurement and Contracts Management	<p><b><u>Status of Tenders</u></b></p> <ul style="list-style-type: none"> <li>• Tenders Issued</li> <li>• Evaluations to Commence</li> <li>• Evaluations On-going</li> <li>• Evaluations Completed</li> <li>• Upcoming Tenders</li> <li>• Tenders on Hold</li> <li>• Tenders Cancelled</li> </ul> <p><b><u>Status of Pre-qualifications</u></b></p> <ul style="list-style-type: none"> <li>• Pre-qualifications issued</li> <li>• Pre-qualification Evaluations On-going</li> <li>• Pre-qualification completed</li> <li>• Pre-qualification to be issued</li> </ul> <p><b><u>Contracts</u></b></p> <ul style="list-style-type: none"> <li>• Letters of Award issued</li> <li>• Contracts executed</li> <li>• Contracts varied</li> </ul>
Legal Services	<p><b><u>Status Reports</u></b></p> <ul style="list-style-type: none"> <li>• Litigation – Industrial</li> <li>• Civil/Commercial Claims</li> <li>• Contracts Executed</li> <li>• On-going reviews/Meetings/Negotiations /Opinions</li> <li>• Legal Matters - Tunapuna River Project, Tacarigua Improvement Works and Blackman Ravine Improvement Works Projects</li> </ul> <p><b><u>Acquisitions</u></b></p> <ul style="list-style-type: none"> <li>• Aranguez</li> <li>• Golconda to Debe</li> <li>• San Fernando to Point Fortin</li> </ul> <p><b><u>Industrial Relations/Employment Matters</u></b></p> <ul style="list-style-type: none"> <li>• Douglas Barzey re Unfair Dismissal</li> <li>• Jared Dobson re Termination of Employment</li> <li>• Civil/Commercial Claims: <ul style="list-style-type: none"> <li>○ SAP</li> <li>○ Claim by VINCI</li> <li>○ Claim by Merle Dial</li> </ul> </li> </ul>

Department	Title of Report
Engineering and Programme Management	<ul style="list-style-type: none"> <li>• Drainage Projects</li> <li>• East-West Corridor Expansion and Improvement Works</li> <li>• Comprehensive Land Transportation Project – San Fernando to Point Fortin Highway</li> <li>• Point Fortin Highway</li> <li>• Water Taxi Infrastructure</li> <li>• Bridge Reconstruction Programme</li> <li>• Northern Valley Link Project</li> <li>• Landslip Repair Programme</li> <li>• Diego Martin Highway Extension Project</li> <li>• Project Status Report – Drainage Projects</li> <li>• Small Drainage Projects</li> <li>• East West Corridor Expansion and Improvement Works</li> <li>• Northern Range Feasibility Studies</li> <li>• SPPFH – Land Acquisition Status</li> <li>• Extension of Solomon Hochoy Highway to Point Fortin, Monthly Status</li> <li>• Water Taxi Infrastructure Project Status Report – 31 December, 2010</li> </ul>
Water Taxi Service	<p><b><u>Major Operational Issues</u></b></p> <ul style="list-style-type: none"> <li>• Finances</li> <li>• New Sailing Schedule</li> <li>• Sale of Second Hand Fleet</li> <li>• Warranty Close Out</li> <li>• Chaguaramas Sailing</li> </ul> <p><b><u>Vessel Operations Summary Report</u></b></p> <ul style="list-style-type: none"> <li>• Overview</li> <li>• Maintenance and Engineering</li> <li>• Vessel Status End of Month</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Executive Summary</li> <li>• Financial Management Report - NIDCO</li> <li>• Financial Management Report – Water Taxi</li> <li>• Consolidated Financial Statement</li> </ul>

Department	Title of Report
Corporate Services	<p data-bbox="740 432 1247 491"><b>Health Safety &amp; Environment Status and Activity Report:</b></p> <ul data-bbox="740 495 1182 590" style="list-style-type: none"> <li data-bbox="740 495 894 525">• Activities</li> <li data-bbox="740 529 1182 558">• NIDCO Head Office HSE Statistics</li> <li data-bbox="740 562 1078 592">• Water Taxi HSE Statistics</li> </ul> <p data-bbox="740 611 1214 640"><b>Information Technology Department:</b></p> <ul data-bbox="740 644 1049 703" style="list-style-type: none"> <li data-bbox="740 644 1049 674">• Short Term Objectives</li> <li data-bbox="740 678 1000 707">• Progress achieved</li> </ul> <p data-bbox="740 726 1333 785"><b>Facilities Management Unit Status and Activity Report</b></p> <ul data-bbox="740 789 1019 913" style="list-style-type: none"> <li data-bbox="740 789 927 819">• Head Office</li> <li data-bbox="740 823 1019 852">• Water Taxi Facilities</li> <li data-bbox="740 856 976 886">• Capildeo House</li> <li data-bbox="740 890 927 919">• Debe Office</li> </ul> <p data-bbox="740 938 1321 997"><b>Security Management Unit Status and Activity Report</b></p> <ul data-bbox="740 1001 1019 1125" style="list-style-type: none"> <li data-bbox="740 1001 883 1031">• Security</li> <li data-bbox="740 1035 1019 1064">• Water Taxi Facilities</li> <li data-bbox="740 1068 976 1098">• Capildeo House</li> <li data-bbox="740 1102 927 1131">• Debe Office</li> </ul>

## 9. Procurement Procedures

As part of its compliance strategy, NIDCO has developed its Tendering Policy and Procedures, which are directly aligned with the GORTT's *Standard Procurement Procedures for the Acquisition of Goods, Provision of Services, Undertaking Works and Disposals of Unserviceable Items in State Enterprises/ Statutory Bodies (State Agencies)*. The complete Procurement Policy document can be found at Appendix 2.

**Figure 9: Table of Contents of NIDCO's Procurement Policy**



The image shows a document titled 'NATIONAL INFRASTRUCTURE DEVELOPMENT COMPANY PROCUREMENT POLICY'. It contains a table of contents with the following items and page numbers:

Section	Page
INTRODUCTION	2
PROCUREMENT	2
• Value for Money	2
• Transparency	2
• Accountability	2
ETHICS	2
METHOD OF PROCUREMENT	3
NATIONAL DEVELOPMENT	3

At the bottom of the page, there is a signature of David Brash, Chairman, and a date stamp '07 July 2016 DATE'. The page is numbered 'Page 1 of 5'.

**SECTION**

**4**

**FINANCIAL  
OPERATIONS**



## 10. Fiscal Policies

### 10.1 INVESTMENT POLICY FOR THE YEAR ENDING SEPTEMBER 30, 2011

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NIDCO is committed to employ prudence when dealing with excess funds in hand, relating to the financing of projects.

The surplus funds that are held by NIDCO pending payment to contractors for invoices and expenses are invested to secure returns for the Company.

#### **Criteria for Placement:**

Only Banks, their Subsidiaries and the Trinidad and Tobago Unit Trust Corporation are utilised since these are institutions regulated by the Central Bank under the Financial Regulatory Act.

NIDCO places emphasis on the liquidity and security of the Investment and as such, only utilises short-term tenors for placement.

NIDCO manages these funds in line with the future Cash Outflow Requirements.

The listing of the Institutions utilised is as follows:

- First Citizens Bank Limited
- First Caribbean International Bank Limited
- Republic Bank Trinidad & Tobago Limited
- RBC Royal Bank Ltd
- Citibank
- Bank of Nova Scotia Limited
- Intercommercial Bank Limited
- Trinidad and Tobago Unit Trust Corporation

## 10.2 NIDCO'S DEBT POLICY FOR THE YEAR ENDING SEPTEMBER 30, 2011

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NIDCO is governed by the debt policy of the Ministry of Finance of Government of Trinidad and Tobago.

NIDCO has no authority to enter into debt arrangements with third parties, unless specific instructions are received from the Government of Trinidad and Tobago through our line Ministry, Ministry of Works and Infrastructure.

This policy has been followed since the formation of the company and as at 30<sup>th</sup> September, 2011 the following represents the existing debt exposure which are all guaranteed by the Government of Trinidad and Tobago:

<b>Bank</b>	<b>Project</b>	<b>Amount</b>
Scotia Bank – USD12M	Water Taxi	30,715,680
Citibank – TTD3.4475M	Aranguez Overpass	300,648,668
Australia & New Zealand (ANZ) Banking Group USD66.53M	Water Taxi	367,077,875
ANSA Merchant Bank – TTD153M	R/RAIL\$103M and NNHP\$50M	146,613,998
RBC Merchant Bank-TTD53M	Nat Traffic Management System	48,872,360
Scotia Bank – USD9.462M	National Network of Highways Programme	48,528,087
Citibank – USD52M	Rapid RAIL Project	236,390,139
<b>Total Borrowing</b>		<b><u>1,178,846,807</u></b>

### **10.3 BUDGET FORMULATION FOR THE YEAR ENDING SEPTEMBER 30, 2011**

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The operational expenditure budget was prepared by Finance Department based on historical trends with provisions for increased business activity in certain categories of expenses. Monthly Operating Expenditure budgets were prepared on a departmental level and consolidated at the company level.

The capital expenditure budget was prepared mainly by the Corporate Services Department in consultation with Executive Management.

NIDCO's revenue is mainly derived from Management Fees which are earned from the various infrastructure projects received from the Ministry of Works and Infrastructure, and the management of the Water Taxi Service. The other revenue stream includes Tender Fees based on expected new projects for the year and Interest Income. Our Management Fees are based on an agreed tiered structured with the Ministry of Works and Infrastructure and ranges between 2% to 7.5% of the contract value of projects that have been awarded.

The data received relative to Revenue, Operating and Capital Expenditure was then compiled to prepare the Financial Statements, namely the Statement of Comprehensive Income, Statement of Financial Performance and Statement of Cash Flow in accordance with International Financial Reporting Standards (IFRS) for SMEs.

Additionally, key performance ratios were calculated for:

1. Return on Equity
2. Current Ratio
3. Earnings per Share

# 11. Financial Statement

## 11.1 EXPENDITURE: ACTUAL vs BUDGETED FOR THE YEAR ENDING SEPTEMBER 30, 2011

	Expenditure		Variance	
	Budgeted, 2011	Actual, 2011	\$	%
<b>Operational Expenditure:</b>				
Personnel	20022,120	20598,309	(576,189)	(3)
Depreciation	1826,776	1207,436	619,340	34
Rent	6081,611	6558,500	(476,889)	(8)
Utilities	1999,128	2041,741	(42,613)	(2)
Repairs and Maintenance	261,279	580,924	(319,645)	(122)
Public Relations	4960,162	656,552	4303,610	87
Professional Fees	3198,760	2619,135	579,625	18
Office Expenses	616,914	1035,188	(418,274)	(68)
Finance Costs	67,166	76,676	(9,510)	(14)
Miscellaneous Expenses	34,775	870	33,905	97
<b>Total Operational Expenditure</b>	<b>39,068,691</b>	<b>35,375,330</b>	<b>3,693,361</b>	<b>9</b>



# **APPENDICES**



**APPENDIX 1:**  
**Organisational Chart (detailed)**



**APPENDIX 2:**  
**NIDCO's Procurement Policy and Procedures**