**FINANCIAL ANALYSIS**

1. **National Infrastructure Development Company (NIDCO)**
2. **Ministry Of Environment and Water Resources (MoEWR)**
3. **Port Of Spain (POS) City Corporation**
4. **National Infrastructure Development Company (NIDCO)**
   1. **Description of NIDCO**

The National Infrastructure Development Company (NIDCO) was established in 2005 by the Government of the Republic of Trinidad and Tobago (GORTT), as a special purpose state enterprise. It is an incorporated, limited liability company which is 100 percent owned by the GORTT, and it is governed by the provisions of the Companies Act Chap 81:01 and its Byelaws. NIDCO is required to comply with the provisions of other statutes, inter alia, the provisions of the Securities Industries Act, 1995 Integrity in Public Life Act No.83 of 2000, the Occupational Safety and Health and the Freedom of Information Act.

Since its formation, NIDCO has been partnering with the Ministry of Works and Transport of the GORTT in providing procurement, project and contract management services for assigned projects. It was created to increase the rate of implementation of the Government’s expanded Public Sector Investment Program, and to undertake projects in areas critical to the overall national development. More specifically, NIDCO has been charged with responsibility for providing project management and construction management services, ensuring that the execution of Government’s initiatives is done in a manner that is timely, transparent, effective and efficient.

NIDCO, therefore, was mandated to create an organizational structure and an operations framework with appropriate facilities, systems and resources (human, financial and material) to be able to respond effectively and positively to the Government expectations and to the achievement of its corporate goals and objectives. In carrying out this mandate, consideration is given to the objectives of improving quality standards and equity of access to facilities and services throughout the country and to create and sustain a culture of continuous human and national development.

NIDCO’s core areas of business can be categorized as follows:

**Project Planning:**

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

**Procurement Management:**

Acquisition of goods and services through a process that reflects the highest level of integrity and that ensures value for money.

**Project Development:**

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

**Project Execution and Implementation:**

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

**Project Monitoring and Evaluation:**

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

**Management of the Water Taxi Service:**

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

As a State Agency, NIDCO receives its mandates for its program of works from the Government of the Republic of Trinidad and Tobago (GORTT), through its line Ministry, the Ministry of Works and Infrastructure. The organization, however, has established strong partnerships with other Ministries involved in public infrastructure development, namely, the Ministry of Environment and Water Resources (for drainage and flood mitigation projects); the Ministry of Community Development (for small drainage and community enhancement projects, such as play parks); and the Ministry of Transport.

**List of major national infrastructure development projects assigned to NIDCO:**

1. **Comprehensive land surface program:**

* San Fernando to Point Fortin Highway
* Port of Spain – East/West corridor transportation project
* San Fernando to Mayaro highway
* Churchill Roosevelt highway interchange upgrade program – package C & package D
* National Traffic Management System (NTMS) project
* Community outreach programs
* Major Bridges Reconstruction program
* Claude Noel Highway & Store Bay Local Road

1. **Drainage & Landslips repair program**

* Port of Spain Flood alleviation project
* Mamoral Dam
* Comprehensive National Drainage Development study
* Flood mitigation and coastal erosion program
* Major landslip repair

1. **Transportation**

* Water Taxi service
* Motor vehicle authority licensing transformation project
* East west corridor mass transit system
  1. **NIDCO Strategic Plan 2011- 2015**

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. The Plan set out the Company’s new vision, mission, and the strategic goals for the period 2011-2015. The plan also identified the initiatives that would be undertaken to achieve NIDCO’s goals, the potential performance outcomes the company was seeking, and possible measures that might be used to monitor performance toward achieving those goals.

The Corporate Strategic Plan, therefore, set a path for the future that has at its center integrity, initiatives that would deliver ‘value for money’, transparency and cohesiveness. It defines NIDCO’s purpose and sets out its vision[[1]](#footnote-1) and core strategic aims that reflect its distinctive mission[[2]](#footnote-2), recognizes its core competences and strengths while supporting a unique approach that reflects common cause and purpose.

Accordingly, NIDCO identified 4 major strategic objectives to be pursued over the Plan period:

**Objective #1: Provide consistently high quality project management and construction service**

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

**Objective #2: Become a model for corporate governance that operate in compliance with established policies and procedures**

* Ensure that all project services and organizational 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 its business operations.

**Objective #3: Become a model of corporate governance that can withstand scrutiny in all facets of its 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

**Objective #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
* A organizational structure that symbolizes systemic order
* Introduce communication systems to strengthen inter-departmental relationships and strengthen communication with external stakeholders
* Training

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

NIDCO and the GORTT are confident that the following scenarios will continue for the company to utilize its resources and apply best practices in the delivery of its tasks and services:

* Recognize the need for an interim revision of its Corporate Plan to accommodate any possible shifts in priority on the part of government as well as evaluating progress in implementation of corporate management plan;
* GORTT policies and strategies will remain the same over the duration of the Plan;
* Stakeholders will continue to be supportive of government programs;
* Good partnership with other government agencies, private sector and   
  non-governmental organization in areas of common interest;
* The GORTT provides sufficient resources to allow NIDCO to deliver its assigned portfolio responsibilities;
* The GORTT will continue to support and expand NIDCO’s corporate strategic plan.
  1. **NIDCO Historical Financial Statements 2010-2012**

The historical financial analysis is based on NIDCO’s Income Statement for the last 3 years closed[[3]](#footnote-3) (2010, 2011 and 2012), and converted to US Dollars (US$) with an exchange rate of TT$[[4]](#footnote-4)6.3147/US$ at 30 September 2012. For the years 2010 and 2011, the financial statements were audited by an external firm who has given a clear opinion, and they have been prepared in accordance with International Financial Reporting Standards (IFRS). For the year 2012, the financial statements are still unaudited, and are derived from NIDCO’s management account information.

* + 1. **NIDCO Income Statement 2010-2012**

The following Table 1 represents the Historical Income Statement of NIDCO for years   
2010-2012:

**Table 1. NIDCO Income Statement 2010 -2012**



***NIDCO operating activities***

*Operating Revenues.* As shown in the previous table, NIDCO operating revenues comes from 3 resources: Management Fees, Tender Fees and Other Income. NIDCO’s operating revenue is mainly obtained from the Management Fees, which are earned in compensation for services of infrastructure projects performed by NIDCO on behalf of the GORTT, and represent almost 98% of the operating incomes of the company during last year. Therefore, the Management Fees are fees paid from the GORTT to NIDCO based on both the approved value of all contracts necessary to accomplish the result for each project and an agreed upon tiered structure with the GORTT; thus, these managements fees are based on a sliding scale between 2% and 7.5% of the sum contract value (excluding VAT) of the projects that NIDCO have been awarded, normally following this disbursement schedule of the fee, previously agreed upon with the GORTT:



The estimated fee would be based on the agreed percentage of each contract sum (excluding VAT). The Actual fee would be the agreed percentage of the final project cost (excluding VAT).

The other operating revenue stream includes the Tender Fees (fees paid by the contractors to NIDCO when they submit offers for infrastructure projects that NIDCO will manage, and usually based on a lump sum paid at the moment of the submission of bids to NIDCO. Revenue is recognized upon sale of tender packages) and other operating Incomes.

Globally, throughout the 2010-2012 period all these operating revenues of the company have reached an average value of US$6 million, with a significant escalation in year 2011 of 130.8% due to the increase of the management fees in that year.

*Operational Expenses.* Throughout the 2010-2012 periods, the operating costs of NIDCO have reached an average of US$5.5 million, with an average increase of 35.1% in that period. Administrative expenses are divided in the following cost distribution in the last year closed: i) staff cost (represents 74% of the administrative expenses); ii) rental cost (represents 18% of the administrative expenses); iii) legal, professional and consultancy services costs (represents 7% of the administrative expenses); and iv) Director fees costs (represents 1% of the administrative expenses). Other Expenses items consists mainly of Utilities and Public Relations costs of the company.

*Operating Margin.* NIDCO’s operating margin has been positive in the last 2 years (2011 and 2012), reaching an average operating margin of 18% of NIDCO’s operating revenues, which represents an average Cost Coverage Ratio[[5]](#footnote-5) of 122% in that two year period.

*Depreciation and Amortization*. Comprise of the amortization and depreciation costs of NIDCO’s fixed assets which includes the property and equipment of NIDCO to deliver its activities (Amortization of buildings, furniture, and equipment, among others).

*Interest Income.* NIDCO is committed to employing prudence when dealing with excess funds in hand in relation 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. Only Banks, their subsidiaries and the Trinidad and Tobago Unit Trust Corporation are utilized since these are institutions regulated by the Central Bank under the Financial Regulatory Act. Revenue is recognized as interest accrues.

After considering all these previous elements, NIDCO’s *net profit before taxation* has reached a positive average value of 19.2% of NIDCO’s operating revenues in the 2010-2012 periods.

***Water Taxi services***

*Background of Water Taxi Services.* NIDCO was given the responsibility in 2007 for the establishment and operation of a Water 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 vessels each with a capacity of   
405 passengers. Expansion the service to new ports will be undertaken during the next phases of development of these services.

Within NIDCO’s organization structure includes a Water Taxi Service Department who has the following responsibilities:

* Manage and operate the Water Taxi Service
* Establish organization 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 operation practices
* Promote the Water Taxi Services
* Prepare the Management Report
* Prepare the Business Economic Performance Report

*Ticketing Income.* The revenues from the application of the fares that NIDCO charges to the users of the Water Taxi Service.

*Administrative expenses* are divided in the following cost distribution: Staff cost of the Water Taxi service, Repairs & Maintenance cost of the vessels, Fuel expenses for the vessels and Utilities and other operational cost.

As the Water Taxi Service is a subsidized activity, the GORTT provides NIDCO a monthly *Government grant* paid promptly to cover the operational deficits of the Water Taxi Service operational activities and thus reflect a zero operational result in NIDCO’s income statement.

*Government Capital Grant*. Capital Grant income is in accordance with the requirements of International Accounting Standard (IAS) 20, Accounting for Government Grants and Disclosure of Government Assistance. Under Sections 3 and 7, the funding provided by the Government of Trinidad and Tobago is considered as Government Grants for all projects. This IAS-20 guides that:

*The grants should be recognized in the profit and loss on a systematic basis over the periods in which the entity recognizes as expenses the related costs for which the grants are intended to compensate, which in the case of grants related to assets requires setting up the grant as deferred income or deducting it from the carrying amount of the asset*.

Funding for the capital aspect of the Water Taxi Service (mainly the vessels, pontoons and buildings to perform the Water Taxi services) is fully provided by the GORTT, and as such that portion of the cost of these fixed assets purchased plus the cost of the external funding associated with acquisition is offset during each year in recognition of the deferred income as provided by the GORTT.

*Depreciation.* Includes the amortization of the Water Taxi Assets (Vessels, Pontoons, Buildings and Leasehold improvements).

*Impairment of Property, Plant and Equipment*. The impairment loss in 2011 has arisen as a result of the decision of the Board of Directors of NIDCO to dispose of the four vessels attached to the Water Taxi Service. Since these vessels are no longer in use, the carrying value was reduced to the fair value as supported by the offers made for disposal. This adjustment is in accordance with IAS-36 Impairment of Assets.

Net book value of the old vessels before write-down 14,998,322 (US$)

Fair Value of the old vessels 945,633 (US$)

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Impairment loss 14,052,689 (US$)

*Loan interest.* Represents the interestcharges of the existing external debt loans with commercial banks related to the finance of the purchase of the vessels for the Water Taxi Service and of other activities.

The *net result of combined operations before taxation* is calculated by the addition of the net result of NIDCO operational activities and the net result of the Water Taxi Services. Consequently, the company has reached an average profit of US$1,100,000 globally in the last 3 years closed.

**1.3.2 NIDCO Cash-Flows Statement 2010-2012**

The following Table 2 represents the Historical Cash-Flows Statement of NIDCO for years 2010-2012:

**Table 2. NIDCO Cash-Flows Statement 2010 -2012**



As shown in the previous Cash-Flow Statement, internal cash generation (“Net Cash from operations”) has reached an average negative value of US$28.2 million during the 3 years of the analysis based mainly in the yearly movements of the line item “the decrease/increase in due from Government of Trinidad and Tobago” which represents outstanding request of funds from the GORTT for payment of costs and expenses related to projects assigned to the company and management fees. This operational cash-flow is financing a percentage of 31% of the investing activities during the year 2011. The investing activities of the company has totaled a lump sum of US$369.5 million over the last 3 years, and includes both the investment program on fixed assets and the movements on the expenditures of the infrastructure projects developed by the company (bridges, highways, drainage works) related to the value of the works certified to date.

In order to finance its investing activities, NIDCO, as a project management special purpose company of the GORTT, relied on the GORTT capital grant contributions for its financing activities; these capital grant contributions have averaged US$160 million over the last   
3 years. External debt financing facilities, with a GORTT guarantee, have also been provided to the company, mostly from local commercial banks, to finance capital expenditure activities related to the to the purchase of the vessels for the Water Taxi Service. The repayment obligations of these external debts are also guaranteed by the GORTT.

**1.3.3 NIDCO Balance Sheet 2010-2012**

The following Table 3 represents the Balance Sheet of NIDCO for years 2010-2012:

**Table 3. NIDCO Balance Sheet 2010 -2012**



*Assets.* The September 2012 financial statements show that the total assets of the company are approximately 822 USD million. The non-current assets represent 8% of the total assets and consist of: i) tangible assets (fixed assets in relation to: Water Taxi assets, equipment, furniture&fixtures, and leasehold improvements); ii) intangible assets (mainly computer software of both the company and the water taxi service assets); and iii) security deposit of the buildings. On the other hand, current assets can cover approximately 5 times the current liabilities; this indicates that the company can easily cover its short term obligations with current assets. The current assets are comprised mainly of the cash and cash equivalent of the company (cash in hand and balances with banks), as well as the due from the GORTT related to the outstanding request of funds from the GORTT for payment of costs and expenses related to projects assigned to the company and management fees. The rest of the total assets is comprised of the project expenses (the total value of the project infrastructure work in progress which has been certified to date), the investments (collateral posting of NIDCO’s aggregate exposure under hedging agreement with an international bank group), and the deferred tax.

*Equity and Liabilities.* Because NIDCO’s unique classification as a project management company of the GORTT for development of the country’s large infrastructure projects, the capital contribution from the GORTT represents 78% of the total equity and liabilities, and this is included in the non-current liabilities line item as capital deferred grants. On the other hand, the external borrowings (including short term and long term portions) represent 19% of the total equity and liabilities of the company; the external borrowings includes loans obtained from both local and international financial institutions that were used to fund various Government projects (vessels for the Water Taxi Service, Rail Road project, planning and management of the National Network of Highways project, among others). The loans are fully backed by the GORTT.

* 1. **NIDCO Income Statement Projections**

NIDCO income statement projections were calculated primarily using the expected infrastructure projects that the company will perform in the next several years, and based on an estimate of the management fees that the company will charge the GORTT in compensation for the services provided on each project. In this regard, Table 4 below represents the estimated number of projects and the total cost of each project for the period 2013-2017:

**Table 4. NIDCO expected Projects for the period 2013-2017**



Table 5 below, represents the estimated financial projections of the Statement of Revenue and Expenditure of NIDCO for the next 5 years:

**Table 5. NIDCO Income Statements Projections 2013 -2017**



As shown in the table above, it is worth mention that NIDCO’s operating margin will continue to be positive in the next several years, reaching an average operating margin of 24% of NIDCO’s operating revenues for the next 5 years. This represents an average Cost Coverage Ratio of 134% in the years of the projection.

1. **Ministry Of Environment and Water Resources (MoEWR)**

**BUDGET ANALYSIS**

Based on the recent establishment of the Ministry of the Environment and Water Resources (MoEWR) (i.e. in July 2012), the first financial year of the new Ministry corresponds to 2013 covering the period October 1, 2012 to September 30, 2013 (See Institutional Analysis). In this respect, the present analysis is based on “Estimates of Expenditure 2013” prepared and consolidated by the Ministry of Finance and the Economy (MoFE) of the GORTT.

**2.1 Recurrent Expenditures**

The total budget of the MoEWR for 2013 totaled US$432.6 million which based on the content of Table 6 below, presents the following characteristics:

(a) It was prepared by cost or expenditure “object” based on the chart of accounts of the MoFE for the Central Administration of the GORTT;

(b) It consolidates the general administrative costs of the MoEWR and those of its divisions as well as the transfers to its adjacent programs, units and statutory bodies;

(c) It incorporates the expenditure items transferred from the Ministry of Housing, Land and Marine Affairs (MoHLMA), Ministry of works and Infrastructure (MoWI), and Ministry of Public Utilities (MoPU), among others;

(d) It includes provisions for vacant posts to be filled with incumbents during the present financial year.

**Table 6. MoEWR Estimates of Expenditure 2013: Recurrent Cost** (in thousands of USD)



Source: MoEWR

The most important line of expenditure of the Ministry represents the current transfers to the Ministry’s statutory bodies which total USD 317.8 million in 2013 equivalent to 73.5% of the total budget. If other recurrent transfers and subsidies are added to such line   
(i.e. US$9.3 million or 2.2% of the total budget), it can be stated that a total of   
US$327.1 million (75.6%) correspond to automatic transfers to other public bodies and, thereby, not under the direct administration of the MoEWR.

With respect to goods and services which total US$77.4 million, equivalent to 17.9% of the total budget of the Ministry for 2013, US$43.5 million correspond to general administration costs. Notwithstanding, of such amount, US$41.8 million represent direct refunds to WASA[[6]](#footnote-6) under a “Water Improvement Rate” agreement subsidized by the MoFE. The Drainage Division, the Forestry Division and the Meteorological Services Division jointly account for US$32.4 million in goods and services which are in a large proportion allocated to the contract employment and other contracted external services.

With respect to personnel costs, the estimated level of expenditure for 2013 is   
US$27.4 million (6.3%) which mainly comprise payroll, cost of living allowance and other benefits of daily rated workers as well as public service employees. These costs are expected to increase as vacancies are gradually filled with personnel transferred to the Ministry.

Table 7 below, shows the breakdown of the current transfers for 2013. The single largest recurrent transfer corresponds to WASA as a statutory body of the MoEWR with   
US$313.2 million equivalent to 95.8% of the combined subsidies and transfers of the Ministry. It is important to note that this level of transfer comprises, on one side, the direct subsidies of the GORTT to the water and sewerage sector and, indirectly, the actual water and sewerage revenues collected by WASA but deposited in the Consolidated Fund of the MoFE. The rest of the budgetary transfers to the Ministry’s programs, units and statutory agencies directly tied to its organizational structures (i.e. EMA, Basel Regional Center, National Reforestation and Watershed Rehabilitation Program, and the IMA) reach USD$4.6 million or 3.7% of the total budgeted transfers of the Ministry for 2013.

**Table 7. MoEWR Estimates of Expenditure 2013: Current Transfers** (in thousands of US$)



Source: MoEWR

2.2 **Infrastructure and Capital Development Expenditures**

Based on the Exchequer and Audit Act of 1959, two main sources of infrastructure and capital development funds have been established by the MoFE; namely, the Development Program Fund Account from the Consolidated Fund and the Infrastructure Development Fund. Both sources classify the infrastructure development and capital project funding initiatives according to pre-investment, economic infrastructure, social infrastructure and multi-sectoral and other services based on the Chart of Accounts of the MoFE.

1. Development Program Fund Account

As can be seen in Table 8 below, the total estimated capital development costs of the MoEWR and its adjacent programs, units and statutory agencies for 2013 is US$21.3 million. Urban drainage infrastructure improvement capital investments directly associated to the Drainage Division account for US$5.1 million (23.9%), and include infrastructure rehabilitation investments and flood mitigation associated to the present Program as well as river clean-up programs. Water and Sewerage development costs (transmission and distribution, sanitary services, potable water and sewerage) attributed to WASA reach US$7.8 million (36.8%) and are allocated to the design, construction and refurbishment of water works, reservoirs and mains, among others. Direct investments of the Forestry Division represent US$3.0 million (14.0%) and include various activities of reforestation, forestry regeneration, access roads, community outreach and other.

**Table 8. MoEWR Estimates of Expenditure 2013: Development Fund Account** (in thousands of US$)



Source: MoEWR

2. Infrastructure Development Fund

As can be seen in Table 9 below, the allocation of budgetary resources to the MoEWR from the Infrastructure Development Fund of the MoFE totals US$38.8 million and corresponds to: (a) US$16.0 million (41.2%) to the Drainage Division for the execution of pre-investment actions including the development of a “Comprehensive Drainage Development Study”, as well as economic infrastructure development including the implementation of flood mitigation works, the upgrading of drainage channels and other; and (b) US$22.8 million (58.8%) to WASA for economic infrastructure investments in water sources and other projects including installation and refurbishment of mains, rehabilitation of wastewater treatment plants, network expansion and other.

**Table 9. MoEWR Estimates of Expenditure 2013: Infrastructure Development Fund** (in thousands of US$)



Source: MoEWR

**2.3 Sources of Funds**

All Recurrent Expenditures (US$432.6 million) as well as the Development Program capital investments (US$21.2 million) for financial year 2013 are financed from the resources of the Consolidated Fund of the MoFE. With respect to the capital investments from the Infrastructure Development Fund (US$38.8 million), this comprises US$35.7million in external/multilateral funding. All these resources are transferred annually by the MoFE to the MoEWR.

1. **Port Of Spain (POS) City Corporation**

The main source of income of the Port Of Spain City Corporation (POSC) is the “Revenue Account” with an income level of USD 30.6 million during fiscal year 2012 (see Table 10 below). It mainly comprises the municipal/property rates/taxes and government subventions channeled by the Ministry of Finance and the Economy (MoFE) of the GORTT with   
US$29.6 million (97.0%). Other strictly municipal revenues directly collected by the Corporation for cemeteries, markets, and rents and other represent only 3.0% of the total revenues of the Corporation.

Such level of revenue allows the Corporation to sustain a level of expenditures of   
US$29.6 million, which mainly comprises recurrent costs US$28.7 million (96.9%). and only US$0.9 million (3.1%) in equipment purchases. Furthermore, US$19.1 million (64.7%) are allocated to payroll.

**Table 10. POSC: Income and Expenditure Accounts for Fiscal Year 2012** (in US$)



Source: POSC

The “Net Revenue” account comprises income/revenues and expenditures that are carried over from the previous year and, even though of a lower magnitude, allows the Corporation to manage its accounts receivable and accounts payable within the fiscal year, while allowing for adjustments.

Finally, other minor sources of revenue and expenditure represent the various trust funds under the administration of the Corporation as well as the income generated from its financial investments.

With respect to infrastructure investments funded with budgetary allocations from the MoFE as part of the “Development Program”, these reached only US$0.9 million in 2012 in spite of the actual transfers from the Central Government (GORTT) of US$3.1 million (see Table 11 below). This undoubtedly denotes a low or limited execution capacity of the Corporation with only 30.1% of capital expenditures attained with respect to the budget and actual allocation of resources.

**Table 11. POSC: Development Program Expenditures for Fiscal Year 2012** (in US$)



Source: POSC

1. NIDCO’s Vision: *“To create a premier project management organization with competencies responsive to the delivery of strategic infrastructure projects, always mindful of our stakeholder’s best interest and the impact of our work on the environment.”* [↑](#footnote-ref-1)
2. NIDCO’s 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 response manner with our employees, our stakeholders and environmental policies.”* [↑](#footnote-ref-2)
3. Financial year ends at 30 September. [↑](#footnote-ref-3)
4. TT$: Trinidad and Tobago Dollar. [↑](#footnote-ref-4)
5. Cost Coverage Ratio = Operational Revenues / Operational Expenses. [↑](#footnote-ref-5)
6. WASA: Water and Sewerage Authority (WASA) was established by an Act of Parliament in 1965 to manage the water and sewerage sector of Trinidad and Tobago. An essential component of this mandate is the delivery of a safe, reliable and efficient water supply to satisfy the demand of all sectors of the economy. [↑](#footnote-ref-6)