



The Government of the Republic of Trinidad and Tobago

Ministry of Finance

# STATE ENTERPRISES PERFORMANCE MONITORING MANUAL

'Improving the Corporate Governance  
Framework for State Enterprises'







The Government of the Republic of Trinidad and Tobago

# Ministry of Finance

'Improving the Corporate Governance Framework for State Enterprises'



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## FOREWORD

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This Manual outlines the framework within which State Enterprises and the Minister of Finance (Corporation Sole) interact. It defines:

- (i) the roles of the major interacting agencies involved in monitoring the State Enterprise Sector;
- (ii) the Monitoring Mechanism;
- (iii) the Performance Monitoring Indicators applicable to the Sector;
- (iv) Compliance as well as the inputs for generating synergies within the Sector.

The rationale for this document is to facilitate the Government of the Republic of Trinidad and Tobago (GORTT) thrust to enhance efficiency and effectiveness in the State Enterprise sector, of which a detailed listing is provided below.

This five-part manual is the result of extensive consultation with stakeholders and the collaborative effort of officials of the State Enterprises and the Ministries. It is structured along the following lines:

- SECTION I** outlines the general operating framework for State Enterprises;
- SECTION II** defines the reporting relationships among the various components of the Sector, elaborating on their functions and interrelationships;
- SECTION III** delineates the performance monitoring mechanism by which the Investments Division will assess and evaluate the performance of State Enterprises;
- SECTION IV** details the use made of the information received from State Enterprises;
- SECTION V** provides a database of State Sector resources which can be used to optimise resource use within the Sector.

The structure anticipates that adherence to the guidelines defined herein would allow for the efficient and effective allocation and use of the resources of the Sector and thereby the maximization of returns whether financial, economic or social.

This document effectively revises the former Performance Monitoring Manual by instituting the following changes in the Corporate Governance Protocol:

- General Operating Framework
- Approval of the Corporation Sole before incurring new investments in non-government securities or acquiring significant assets
- Quarterly information on investments in securities
- Quarterly information on litigation proceedings
- Board Minutes - new requirements
- Audit Committees
- Finance and Investment Committees
- e-Auction
- Integrity in Public Life
- Occupational Safety and Health
- Environmental Management
- Information System - submit reports online which are automatically collated.

## ACKNOWLEDGEMENTS

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- Ministry of Finance
- Line Ministries
- Parliament
- Trinidad and Tobago Bureau of Standards
- Caribbean Regional Technical Assistance Centre
- State Enterprises

The Investments Division acknowledges the sterling contribution of the Committee which was established to prepare this revised Manual comprising the following:

- Mrs. Gail Rampersad Director Research (Chairperson)
- Mr. Kesraj Seegobin Director Central Audit Committee
- Mr. Denis Cox Senior Investment Analyst
- Mrs. Kathy Holder-Bostic Senior Research Officer
- Mr. Louis Nurse Business Analyst

The Investments Division also acknowledges the expert advice received from the Consultant - Mr. Philip Marshall C.A. F.C.A. - on various aspects of this document.

This document was approved by the Minister of Finance (Corporation Sole).



## LIST OF STATE ENTERPRISES

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### WHOLLY

<b>COMPANY NAME</b>	<b>Ownership</b>
<b>Energy and Energy Based</b>	
1 Lake Asphalt of Trinidad and Tobago (1978) Limited	100% GORTT
2 National Quarries Company Limited	100% GORTT
3 Petroleum Company of Trinidad and Tobago Limited	100% GORTT
4 The National Gas Company of Trinidad and Tobago Limited	100% GORTT
5 Trinidad and Tobago National Petroleum Marketing Company Limited	100% GORTT
6 Union Estate Electric Generation Company Limited	100% GORTT
<b>Financial Services</b>	
1 Export-Import Bank of Trinidad and Tobago Limited	100% GORTT
2 First Citizens Holdings Limited	100% GORTT
3 Taurus Services Limited	100% GORTT
4 Trinidad and Tobago International Financial Centre Management Company Limited	100% GORTT 100% GORTT
<b>Manufacturing and Agro-Based</b>	
1 National Agricultural Marketing and Development Corporation	100% GORTT
2 Palo Seco Agricultural Enterprises Limited	100% GORTT
3 Seafood Industry Development Company Limited	100% GORTT
4 Tucker Valley Agricultural Enterprises Limited	100% GORTT
<b>Services</b>	
1 Community Improvement Services Limited	100% GORTT
2 East Port of Spain Development Company Limited	100% GORTT
3 Education Facilities Company Limited	100% GORTT
4 Estate Management and Business Development Company Limited	100% GORTT
5 Evolving TecKnologies and Enterprise Development Company Limited	100% GORTT
6 Export Centres Company Limited	100% GORTT
7 Government Human Resource Services Company Limited	100% GORTT
8 Government Information Services Limited	100% GORTT
9 National Commission for Self-Help Limited	100% GORTT
10 National Entrepreneurship Development Company Limited	100% GORTT

## LIST OF STATE ENTERPRISES

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11	The National Information & Communication Technology Company Limited	100% GORTT
12	National Infrastructure Development Company Limited	100% GORTT
13	National Maintenance Training and Security Company Limited	100% GORTT
14	National Schools Dietary Services Limited	100% GORTT
15	National Training Agency (1997) Limited	100% GORTT
16	Rural Development Company of Trinidad and Tobago Limited	100% GORTT
17	The CEPEP Company Limited	100% GORTT
18	The Sports Company of Trinidad and Tobago Limited	100% GORTT
19	The Trinidad and Tobago Solid Waste Management Company Limited	100% GORTT
20	The Vehicle Maintenance Corporation of Trinidad and Tobago Limited	100% GORTT
21	Tobago Special Projects Company Limited	100% GORTT
22	Tourism Development Company Limited	100% GORTT
23	Trinidad and Tobago Entertainment Company Limited	100% GORTT
24	Trinidad and Tobago Film Company Limited	100% GORTT
25	Trinidad and Tobago Free Zones Company Limited	100% GORTT
26	Trinidad and Tobago Health Sciences Initiative Company Limited	100% GORTT
27	Trinidad and Tobago Knowledge Assets Management Company Limited	100% GORTT
28	Urban Development Corporation of Trinidad and Tobago Limited	100% GORTT
29	Youth Training and Employment Partnership Programme Limited	100% GORTT

### Transport and Communication

1	Caribbean New Media Group Limited	100% GORTT
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**Total: 44**

### MAJORITY

#### COMPANY NAME

#### Ownership

#### Energy and Energy Based

1	Alutrint Limited	60% GORTT, 40% Sural Barbados Ltd
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#### Financial Services

1	Agricultural Development Bank of Trinidad and Tobago	96.9% GORTT, 3.1% Farmers
2	Business Development Company Limited	64.4% GORTT, 34.3% Fin. Institutions, 1.3% Other

## LIST OF STATE ENTERPRISES

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3 National Enterprises Limited 66% GORTT, 17% NGC, 17%  
Individuals

### Services

1 Point Lisas Industrial Port Development Corporation Limited 51% GORTT, 49% Individuals

### Transport and Communication

1 Caribbean Airlines Limited 84% GORTT, 16% Govt. of Jamaica  
2 National Helicopter Services Limited 82.3% GORTT, 17.7% NGC

**Total: 7**

### LESS THAN 50%

**COMPANY NAME** **Ownership**

#### Financial Services

1 DFL Caribbean Holdings Limited 28.1% GORTT, 38.8% Int'l Fin Inst.,  
33.1%Private  
2 Trinidad and Tobago Mortgage Finance Company Limited 49% GORTT, 51% NIB

#### Manufacturing and Agro-Based

1 Metal Industries Company Limited 46.7% GORTT, 14.9% DFL,  
38.4% Other

**Total: 3**

### INDIRECT

**COMPANY NAME** **Ownership**

#### Energy and Energy Based

1 La Brea Industrial Development Company Limited 83% NGC & 17% PETROTRIN  
2 National Energy Corporation of Trinidad and Tobago Limited 100% NGC  
3 NATPET Investments Company Limited 100% NPMC  
4 NGC E&P Investments Limited 100% NGC  
6 NGC NGL Company Limited 80% NGC 20% NEL  
7 NGC Pipeline Company Limited 100% NGC  
8 NGC Trinidad and Tobago LNG Limited 100% NGC  
9 Petrotrin EAP Services Limited 100% PETROTRIN

## LIST OF STATE ENTERPRISES

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10	Phoenix Park Gas Processors Limited	20% NEL, 31% NGC, 39% Conoco 10%PW
11	Trinidad and Tobago LNG Limited (formerly NGC LNG (Train 4) Limited)	62.16% NGC, 37.84% NEL
12	Trinidad and Tobago Marine Petroleum Company Limited	80% PETROTRIN, 20% NGC
13	Trinidad Nitrogen Company Limited	51% NEL & 49% Norsk Hydro
14	Trinidad Northern Areas Limited	100% PETROTRIN
15	Trintoc Services Limited	100% PETROTRIN

### Financial Services

1	Caribbean Leasing Company Limited	100% BDC
2	Development Finance Limited	28.1% GORTT, 38.8% Int'l Fin Inst., 33.1%Private
3	First Citizens (St. Lucia) Limited	100% FCB
4	First Citizens Asset Management Limited	100% FCB
5	First Citizens Bank Limited	100% FCH
6	Trinidad and Tobago Mortgage Agency Company Limited	100% TTMF

### Manufacturing and Agro-Based

1	National Flour Mills Limited	51% NEL & 49% Individuals
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### Services

1	Oropune Development Limited	100% UDECOTT
2	Point Lisas Terminals Limited	100% PLIPDECO
3	Port of Spain Waterfront Development Limited	100% UDECOTT
4	Rincon Development Limited	100% UDECOTT

### Transport and Communication

1	Telecommunications Services of Trinidad and Tobago Limited	51% NEL & 49% C&W
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**Total: 26**

## 1.0 GENERAL OPERATING FRAMEWORK

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### 1.0 GENERAL OPERATING FRAMEWORK

State Enterprises are established under the Companies Act Chapter 81:01 with the expressed objective of supporting GORTT Policy for the Sector. Today's economic environment is defined by a competitive global market place characterised by rapid technological changes, the on-going revolution in information technology, regional market integration, the emergence of trading blocs and cross-border production networks.

It is within this framework that the Republic of Trinidad and Tobago has been strategically pursuing a policy of integrating the domestic economy fully into the global environment. In adopting this outward looking development policy, it is imperative to re-examine and re-define the role of the State, particularly, as it relates to the State's involvement in commercial activity.

State Enterprises have made significant contribution to the economy, especially in areas such as employment, capital investment, gross domestic product, foreign exchange earnings and government revenue by way of taxes and dividends. The rationalization of the State Enterprise Sector is a deliberate policy initiative taken by GORTT. Its main objective is to boost economic efficiency and improve resource allocation. The policy employs several strategies, including divestment, restructuring, mergers and liquidation of enterprises.

Today, the State is seen primarily as the provider of good governance. In addition, the State is seen as the protector of the vulnerable sectors of the society and the environment, and from a broad perspective, the State must ensure the continuing existence of a stable and sustainable macro-environment.

The rapid developments in the global economy particularly in the financial sector and in renewed efforts to mitigate climate change require an effective State, one that plays a regulatory as well as a catalytic and facilitating role, and encourages the activities of the private sector. The changing responsibility of the State, therefore, necessitates a re-definition of its involvement in commercial activities.

#### **Rationale for involvement in State Enterprises**

Government will retain or acquire equity in the State Enterprise sector only where such ownership is integral to the achievement of policy objectives for the sector in which the Enterprise is located. GORTT will concentrate on providing facilitatory mechanisms, including the removal of constraints to investment in commercial activity and the establishment of the appropriate institutional, regulatory and incentive framework.

It is recognised, nonetheless, that there may be instances where state equity participation is necessary, or may become necessary, or where the private sector is not willing to take the risk in the absence of the State's direct participation. It is not envisaged, however, that such participation should be long-term in nature and enterprises should be divested to the private sector as soon as this becomes feasible.

## 1.0 GENERAL OPERATING FRAMEWORK

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### Strategic National Objectives

State participation in commercial enterprises would be limited to those activities which meet strategic national objectives and which cannot be achieved through the legal, regulatory, institutional, or incentive framework. Accordingly, existing state equity holdings, including the public utilities will be evaluated against the following set of prescribed criteria:

- Strategic National Significance
- Protection of the Public Interest
- Validity of Mandate
- Optimal Resource Utilization
- Viability of the Enterprise
- Market Efficiency
- Requirements of Long-Term Competitiveness
- Socio-Economic Implications

### Divestment

The process to be applied in the divestment of State Enterprises is characterised by a system of competitive bidding or public offering of shares to ensure the widest public participation and ownership resulting from the divestment process.

### Procurement

State Enterprises are guided by the manual entitled *Standard Procurement Procedures for the Acquisition of Goods, Provision of Services, Undertaking Works and Disposal of Unserviceable Items in State Enterprises/Statutory Bodies (State Agencies)* produced by the Ministry of Finance in undertaking all procurement of goods and services. In July 2005 GORTT removed the stipulation that all contracts valued over \$5.0Mn be approved by the Minister of Finance to ensure compliance with the best procurement practices. However, all State Agencies are now required to submit to the Ministry of Finance on a monthly basis, within fourteen (14) days after the end of the month, a listing of all contracts together with the value of each contract awarded by the agency during the month. Further, the Minister of Finance has the authority to review and audit contracts awarded by the State Agencies as considered necessary and appropriate.

### e-Auction – Revolutionizing Procurement for State Enterprises

GORTT is mandating all State Enterprises to use electronic auctions (or e-Auctions) to procure items of large spend. e-Auction is a far simpler, transparent method for improving efficiency in procurement and can generate savings of up to 25 to 30 percent on traditional costs of goods and services.

## 1.0 GENERAL OPERATING FRAMEWORK

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### State Enterprises with Specific Mandates

Some State enterprises have specific mandates from GORTT to undertake developmental projects in the areas of education, community development, national infrastructure, sporting infrastructure, rural and urban development. The responsibilities of the companies include:

- Project Management
- Sourcing contractors
- Certification of expenditures
- Overseeing project execution and completion

The mandates of these Companies are specified in Cabinet Minutes whereas the mandates of the other State Enterprises are specified in their respective incorporation documents.

### Monitoring Mechanisms

The main monitoring mechanisms are:

- The State Enterprises Performances Monitoring Manual
- Standard Procurement Procedures for the Acquisition of Goods, Provision of Services, Undertaking Works and for the Disposal of Unserviceable Item in State Enterprises/Statutory Bodies (State Agencies)
- Systems Audits at State Owned Enterprises

### Monitoring

In Act No. 5 of 1973, the Minister of Finance is incorporated as Corporation Sole authorised to manage all assets and liabilities of State Owned Enterprises. The Investments Division, Ministry of Finance acts on behalf of the Corporation Sole.

### Monitoring Manual

The Manual sets out the following details:

- Reporting relationships between State Enterprises, Ministry of Finance and Line Ministries
- Role of Directors
- Tendering Procedures
- Appointment of Auditors
- Dividend Policy
- Board Fees and Allowances

## 1.0 GENERAL OPERATING FRAMEWORK

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- Guidelines for approval of Overseas Business Travel
- Guidelines for Consultancy Contracts
- Approval to enter into Debt Obligations
- Negotiation/Revision of Remuneration Packages
- Litigation Proceedings
- Submission of Reports

### **Project Management Protocol (being developed)**

- Benchmark standards for infrastructure projects
- Reducing variances in costs, clear deliverables, pre-qualification of contractors
- Adopting Ministry of Works and Transport construction standards
- Developing appropriate limits with training agencies
- Adopting Electronic Information Systems

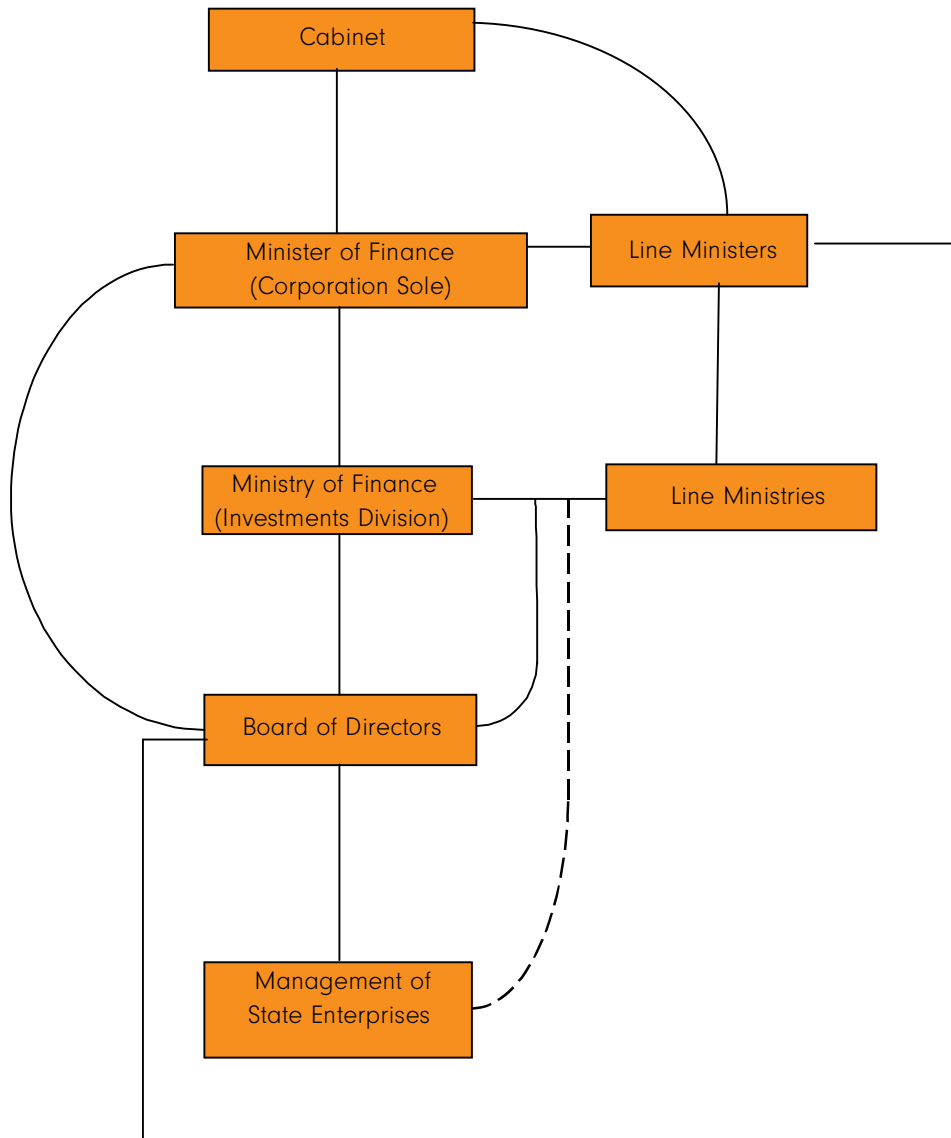
This manual therefore outlines the framework for compliance with official policy and the monitoring mechanisms to be used in assessing such compliance. GORTT will monitor the performance of State Enterprises to ensure that these enterprises successfully execute their mandates and maximise value for money for the national stakeholders and shareholders.



## 2.1 REPORTING RELATIONSHIPS

### 2.1 REPORTING RELATIONSHIPS

This section outlines the structural reporting relationships between State Enterprises and Central Government and the roles of various parties.



**Diagram 1:** The reporting relationships of the various components of the State Sector

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2 FUNCTIONS OF MONITORING AGENTS

**2.2.1 THE CABINET** under the principle of collective responsibilities approves Shareholder rights and the responsibilities of Line Ministries with respect to State Enterprises. It is accountable through Parliament to the public with regard to the management of the investments of the State.

### 2.2.2 THE MINISTER OF FINANCE (CORPORATION SOLE)

#### *Powers and Functions Under Act No. 5 of 1973*

By Act No. 5 of 1973 (Chapter 69:03), the Minister of Finance was incorporated as a Corporation Sole. This is a corporation constituted in a single person who by right of office or function has corporate status.

Accordingly, it is possible to attach rights and duties to the holder of the office or function, to convey real or personal property to him/her in his/her official capacity. In short, the Corporation Sole has the same characteristics of perpetual succession and separation of rights and duties of the corporate body as all corporations. Thus, the Minister of Finance (Corporation Sole) has similar legal existence as other corporations.

All land and other property, as specified in the Schedule to the Act, vested in the State or deemed to be vested in the State were transferred to the Corporation Sole. In addition, all the rights, privileges and advantages and all the liabilities and obligations in relation to the land and property were also transferred to and conferred or imposed upon the Corporation Sole.

The functions of the Corporation Sole include:

- (i) To hold such property vested in it by virtue of the Act, as well as other property which may be vested in it from time to time; and
- (ii) To exercise its corporate powers in relation thereto in such a manner as it thinks fit, subject to any special or general direction GORTT may specify.

In executing its corporate functions as mandated by the Act, the Corporation Sole is supported by the Investments Division of the Ministry of Finance which, can thus be viewed as the Corporate Head Office.

### 2.2.3 THE INVESTMENTS DIVISION

The Investments Division is responsible for executing the investment policy as prescribed by Cabinet. Accordingly, the mandate of the Division includes oversight, monitoring and where necessary, the rationalization of GORTT equity holdings in commercial enterprises. The Division acts on behalf of the Minister of Finance (Corporation Sole) and carries out the corporate function. This includes representation of the Minister at shareholders' meetings; establishment of new Enterprises and rationalization of the investments portfolio of the Shareholder.

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.3 THE INVESTMENTS DIVISION (continued)

Given its mandate to monitor and manage GORTT existing investment portfolio as described above, the activities of the Investments Division include the following:

- Establishment of performance criteria for all State Enterprises;
- Monitoring the adherence to the performance criteria;
- Ensuring consistency between Enterprise performance and GORTT macro-economic policy objectives;
- Management of a comprehensive database on the State Enterprise Sector;
- Commissioning of operational and management audits of State Enterprises;
- Appraising and evaluating investment plans of State Enterprises to ensure the profitability of investment projects;
- Analyzing of the operations of individual Enterprises to ensure consistency with GORTT macroeconomic and sectoral objectives;
- Preparing economic and financial appraisals of Enterprises;
- Preparing quarterly and annual forecasts and reviews of domestic investment activity;
- Providing overall strategic planning and co-ordination of the Sector; and
- Preparing Annual Reviews of the Sector.

With regard to the rationalization of GORTT equity holdings in corporate entities, the functions and responsibilities include:

- Design and formulation of a Comprehensive Divestment Policy;
- Development of a Divestment Action Plan;
- Continuous review and analysis of State Enterprises in the context of a structured and orderly Divestment Programme; and
- Monitoring and evaluating the fiscal, social and environmental impacts of the Divestment Programme.

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.3 THE INVESTMENTS DIVISION (continued)

The objectives of this Programme are to divest State Enterprises that do not meet the following set of prescribed criteria:

- Strategic National Significance
- Protection of the Public Interest
- Validity of Mandate
- Optimal Resource Utilization
- Viability of the Enterprise
- Market Efficiency
- Requirements of Long-Term Competitiveness
- Socio-Economic Implications

### 2.2.4 THE LINE MINISTRIES

While the Investments Division is responsible for Corporate Governance, Line Ministries determine the day to day operations on policy mandates of State Enterprises. The Line Ministries' role include technical supervision of planning, monitoring and evaluating project, plan and programme implementation and ensuring that State Enterprises adhere to the Sectoral policy guidelines of GORTT. Accordingly, allocations for developmental purposes detailed in the National Budget are assigned to respective Line Ministries. All public expenditure is approved ultimately by Parliament and the Ministry of Finance is responsible for all monies utilised by State Enterprises.

The Ministry of Finance and the Line Ministry collaborate in respect of:

- Communicating policy issues affecting the State Enterprises and ensuring compliance;
- Reviewing strategic plans and annual budgets;
- Ensuring consistency between GORTT macroeconomic policies and the plans of the enterprises;
- Reviewing proposals relating to investments and joint-ventures; and
- Providing updated information on the composition of Boards of Directors including the dates of appointment and termination of members.

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.5 OTHER REPORTING RELATIONSHIPS

#### *The Client Ministries*

A Client Ministry is one other than a Line Ministry on behalf of which a State Enterprise executes projects and / or programmes. The relationship between the State Enterprise and the Client Ministry is one that is based on a Memorandum of Understanding and customer expectations. All the participants are required to collaborate and communicate to resolve problems and enhance effective delivery of service by State Enterprises.

#### *Integrity Commission*

The reporting relationships also include the Integrity Commission. Directors and senior public officers must pay attention to the requirements of the Integrity in Public Life Act 2000 that requires not only specific disclosures but suggests transparent operating procedures especially in procurement matters (Section 3.1.18.2).

#### *The Public*

The reporting relationships extend to the timely publishing of the audited Financial Statements in the newspapers for public information (Section 3.1.16).

### 2.2.6 THE BOARD OF DIRECTORS AND FUNCTIONS

The Board of Directors, under the Companies Act 1995, directs the management of the business and affairs of the Company. The Board is appointed by the shareholder to control the overall direction of the Company. However, the Board must not usurp the responsibilities of executive management by involving itself in day to day management issues. It is an organ of review, appraisal and appeal.

The Board of Directors of the Company performs a specific set of functions which is directed to meet the mission of the Company. Its main responsibility lies in planning, monitoring and controlling the activities of the Company to ensure the optimal utilization of its resources and the achievement of its corporate objectives. It ensures that policies and business decisions taken at the Board level are implemented.

It is essential that the Board is thoroughly familiar with the Company and its various publics, in order to serve them effectively. It should ensure that the policies and objectives of the Company reflect the policy of GORTT and are well defined so as to rule out ambiguity. The Board further ensures that the Company is staffed by competent senior management personnel, sets standards and reviews managerial performance of such staff in the context of the Company's objectives.

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.6.1 The Chairman

The Chairman is charged *inter alia* with the responsibilities of:

- (i) Ensuring that activities of the Board are conducted in a manner which will facilitate the attainment of the objectives of the Company;
- (ii) Conducting the Board Meetings of the Company;
- (iii) Ensuring that all Board Members are encouraged to contribute to the deliberations of the Board;
- (iv) Acting as the executive voice of the Board between meetings;
- (v) Representing the Company at the highest level in dealings with outside agencies;
- (vi) Providing liaison between the Board and the Chief Executive Officer / Designate of the Company;
- (vii) Monitoring and appraising, in consultation with the other members of the Board, the performance of the Chief Executive Officer / Designate and taking corrective action as necessary;
- (viii) Ensuring at all times the recognition by the Board of the distinction between Board issues and management issues;
- (ix) Keeping the Shareholder informed on all matters significant to the operations of the Company within one (1) week of the confirmation of the decision; and
- (x) Observing the guidelines governing the other Board Members.

The Chairman shall not be a member of the Audit Committee or Tenders Committee of the Company.

### 2.2.6.2 The Members of the Board

The members of the Board of Directors are charged *inter alia* with the responsibilities of:

- (i) Familiarizing himself/herself with the By-Laws of the Company;
- (ii) Acquiring adequate knowledge of the business of the Company;
- (iii) Showing the degree of skill which may reasonably be expected from a person of his/her knowledge and experience;
- (iv) Contributing to the existence of a stable industrial environment in the Company;
- (v) Operating in the best interest of the Company;

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.6.2 The Members of the Board (continued)

- (vi) Refraining from participating in decisions where conflict of interest is involved. All interests of Directors must be disclosed on appointment to the Board;
- (vii) Assisting and supporting the management of the Company and offering advice as is warranted;
- (viii) Observing the ethical standards consistent with their fiduciary responsibility;
- (ix) Ensuring that the Company acts as a good corporate citizen;
- (x) Approving the Strategic Plan of the Company and ensuring that the objectives of the Plan are achieved; and
- (xi) Approving the corporate organizational structure of the Enterprise which should be geared towards achieving the mission and vision of the Company.
- (xii) Developing a risk analysis and mitigation strategy for the Company.

A Director who fails to attend three consecutive Board Meetings without an excuse shall be deemed to have vacated his/her office.

### 2.2.6.3 The Audit Committee of the Board

Every State Enterprise is required to appoint an Audit Committee. It shall be composed of a minimum of two (2) non-executive directors and other independent Company professionals. The Minister of Finance may appoint other independent professionals to the Committee.

#### ***Mandate***

The Audit Committee is appointed by the Board to assist it in monitoring:

- (a) the periodic financial reports and other financial information provided by the Company to management, any governmental body or the public;
- (b) the Company's systems of internal controls regarding finance, accounting, legal, compliance and ethics that management and the Board have established; and
- (c) the Company's auditing, accounting and financial reporting processes generally.

Consistent with the function, the Committee should encourage continuous improvement of, and should foster adherence to the Company's policies, procedures and practices at all levels. The Committee's primary duties and responsibilities are to:

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.6.3 The Audit Committee of the Board (continued)

- (i) Serve as an independent and objective party to monitor the Company's periodic financial reports and internal control system;
- (ii) Review and appraise the audit efforts of the Company's Statutory Auditors and Internal Audit;
- (iii) Provide an open avenue of communication among the Statutory Auditors, financial and senior management, the Internal Audit Department, and the Board of Directors; and
- (iv) To act in a consultative capacity to the Board in respect of those activities throughout the Company that give rise to credit, market and liquidity risks; to be fully apprised of these risks; to recommend general risk management strategies to govern these activities; to re-evaluate regularly the risk exposure to the Company, its risk tolerance and the established strategies to control risk exposure.

### 2.2.6.4 The Finance and Investment Committee of the Board

Every State Enterprise is required to appoint a Finance and Investment Committee. It shall be a sub-committee of the Board and act in an advisory capacity. Members of the Committee shall be appointed by the Board and ultimate responsibility for finance and investment matters shall lie with the Board.

#### Mandate

The Finance and Investment Committee is appointed by the Board:

- (a) To assist it in setting the investment policy to be adopted for the management of Company funds as approved by the Minister of Finance (Corporation Sole), and
- (b) To ensure that the investment of Company funds is conducted in accordance with the investment policy and best practice.

The Committee's primary duties and responsibilities are to:

- (i) Formulate and recommend investment policies and procedures to the Board for approval;
- (ii) Review on an ongoing basis the appropriateness of the policies and procedures in light of economic and business conditions affecting the Company, and make any recommendations for Board approval as may be appropriate;
- (iii) Ensure that investments are made in accordance with the investment policy and procedures;
- (iv) To appoint and supervise investment managers;



## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.6.4 The Finance and Investment Committee of the Board (continued)

- (v) To monitor the performance of investment managers to ensure that investment returns fall within acceptable limits;
- (vi) To establish and monitor compliance with investment operating guidelines relating to custody of investments, internal controls and accounting;
- (vii) To appoint and supervise investment custodians;
- (viii) To provide to the Board quarterly reports on investment performance;
- (ix) To meet at least monthly; and
- (x) To act in a consultative capacity to the Board in respect of those activities in the financial markets that give rise to credit, market and liquidity risks; to be fully apprised of these risks; to recommend general risk management strategies to govern these activities; to re-evaluate regularly the risk exposure to the Company, its risk tolerance and the established strategies to control risk exposure.

### 2.2.6.5 The Chief Executive Officer

The duties of the Chief Executive Officer include:

- (i) manage the business and affairs of the Company except anything referred to in Section 84 (2) of the Companies Act No. 35 of 1995;
- (ii) perform any duties and exercise any power delegated by the directors of the Company;
- (iii) in discharging their duties and exercising their powers Chief Executive Officers shall
  - act honestly and in good faith with a view to the best interest of the Company;
  - exercise the care, diligence and skill that a reasonable, prudent person would exercise in comparable circumstances;
  - give no information about the business or affairs of the Company except:
    - for the purpose of the exercise or performance of his / her functions as an officer;
    - for the purpose of any legal proceedings;
    - pursuant to the requirement of any written law; or
    - when authorised by the Company.
- (iv) comply with the Companies Act, the Regulations and with the Articles and By Laws and any unanimous Shareholders' Agreement of the Company where appropriate.

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.6.5 The Chief Executive Officer (continued)

The Chief Executive Officer is responsible for implementing the strategic objectives established by the Board. He / she establishes intermediate goals consistent with the ultimate objectives and assumes responsibility for the employees in the organization. He / she further communicates the objectives and the goals to the officers of the Company.

The Chief Executive Officer:

- (i) Is accountable to the Board through the Chairman for the achievement of the Company's declared purposes, policies, performance targets and for the implementation of Board decisions;
- (ii) Ensures that management information is prepared in a manner which will assist the Board in its deliberations;
- (iii) Ensures the maintenance of a level of morale conducive to achieving the goals of the organization;
- (iv) Ensures that the organizational structure of the Company is tailored to meet the needs of the organization;
- (v) Is responsible for formulating the strategic plan of the organization for approval by the Board;
- (vi) Is responsible for the design of control techniques and systems which will readily highlight deviations from plans and ensures that corrective action is taken;
- (vii) Continuously reviews the total operations of the Company;
- (viii) Sets standards and reviews the performance of senior management personnel so that the goals of the Company are achieved; and
- (ix) Ensures that there are mechanisms in place for the development of human resources in the organization.

### 2.2.6.6 The Management Team

The management team is headed by the Chief Executive Officer and is accountable to the Board.

## 2.2 FUNCTIONS OF MONITORING AGENTS

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### 2.2.6.7 The Corporate Secretary

The Corporate Secretary is an officer of the Company and in addition, he/she is specifically responsible for:

1. Maintaining statutory and other records including:
  - (i) Minutes of Board of Directors Meetings and Shareholders Meetings
  - (ii) Register of Shareholders
  - (iii) Register of Charges
  - (iv) Register of Debenture Holders
  - (v) Register of Board decisions
2. Convening any Meeting under the provisions of the Companies Act requested by Directors, Shareholders and Creditors, e.g. Directors' Meetings, Annual Meetings, Extra-Ordinary Meetings, Meetings of Creditors and Special Meetings.
3. Complying with the requirements of the Companies Act on behalf of the Company.
4. Executing any other duties and powers delegated by the Board of Directors.

## 3.1 GUIDELINES

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### 3.1.1 APPOINTMENT, REMOVAL AND RESIGNATION OF BOARD DIRECTORS

#### *Policy*

**Strong Boards are vital for the effective governance of State Enterprises. GORTT appoints and removes Directors of Boards of State Agencies which must be done via the respective Line Ministers of State Agencies incorporated under the Companies Act, Chap 81:01 and by statute. The statutes specify the composition and required skills/experience of Directors. Letters of resignation of Directors of State Enterprises incorporated under the Companies Act, Chap. 81:01 must be forwarded to the Minister of Finance (Corporation Sole) under whose responsibility this lies.**

The Investments Division maintains a register of Boards of Directors of State Agencies.

### 3.1.2 ANNUAL MEETINGS

The Agenda of Annual Meetings (AM) should include the following:

1. Confirmation of minutes of the previous AM
2. The consideration of the financial statements
3. The directors' report
4. The auditors' report, if any
5. The sanction of dividends
6. The election of directors
7. The election of auditors

### 3.1.3 APPOINTMENT AND REMOVAL OF AN AUDITOR

#### *Policy*

**State Enterprises are no longer required to appoint the Auditor General as their Auditor unless required under the relevant statute of incorporation or if so desired. Auditors are appointed at an AGM with prior approval of the Corporation Sole.**

In order to remove an Auditor prior to an AGM, a Special Meeting of the shareholders must be called. The shareholders must be given twenty-one (21) days notice of this meeting and the notice must state the nature of the business to be discussed in sufficient details. A majority of the votes cast by the shareholders is sufficient to remove an Auditor. The Auditor is entitled to receive notice of every Meeting, which includes a Meeting to remove him / her as an Auditor. **Appendix A** provides additional details on the procedures for the appointment and removal of an Auditor

## 3.1 GUIDELINES

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### 3.1.4 BY-LAWS

Special provisions are included in the Model By-Laws of State Enterprises to govern the interaction between the Minister and Companies. Changes to the By-Laws of Companies are to be approved by the Minister of Legal Affairs then accepted by the Corporation Sole and presented at an Annual or Special Meeting.

### 3.1.5 PROCUREMENT PROCEDURES

#### *Policy*

**GORTT has agreed that the Minister of Finance review and audit contracts awarded by State Enterprises as considered necessary and appropriate.**

#### *Compliance Requirement*

State Enterprises are required to submit to the Minister of Finance within fourteen (14) days following the end of each month, lists of all contracts which were awarded during the month, together with the value of each contract. Tender rules and any amendments must also be submitted to the Minister of Finance for approval. Details on the 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) are given at **Appendix B**.

### 3.1.6 e-AUCTION

#### *Policy*

**All State Enterprises have been mandated to use e-Auctions to procure items of large spend.**

#### *Compliance Requirement*

The Ministry of Finance, in keeping with its initiative to reform Public Sector Procurement, is facilitating the implementation of e-auctions among State Enterprises. The e-Auction system is a procurement tool using web-based software that allows suppliers to bid online for a contract to supply goods and services. The e-Auction or online/electronic reverse auction (e-RA) is a bidding event sponsored by a buying organisation and forms a single part of the greater e-Procurement strategy. It is an online dynamic negotiation or bidding process between suppliers who compete to supply products by successively bidding prices downward.

## 3.1 GUIDELINES

### 3.1.7 DIVIDEND POLICY

#### *Policy*

**GORTT has agreed that the profitability of the Enterprise, its liquidity, legal restrictions/loan covenants and the replacement cost of essential capital goods are considered in determining the quantum of dividends that a Company would be required to pay. State Enterprises are also required to pay interim dividends based on semi-annual financial results. Actual distributions of profit are to be agreed with the Minister of Finance and appropriately disclosed in the financial statements. State Enterprises with Retained Earnings in excess of Working Capital requirements may be required to pay a Special Dividend.**

### 3.1.8 APPROVAL FOR OVERSEAS BUSINESS TRAVEL

#### *Policy*

**Managers (include Managing Directors and Executive Directors) and other senior personnel of State Enterprises who are required to travel obtain the approval of the Board of Directors of their Companies, who may delegate this authority. Chairmen and Non-Executive Directors who are required to travel obtain the approval of the Line Ministers responsible for their respective Companies.**

#### *Compliance Requirement*

The Company is required to meet only the expenditure related to official business. The costs associated with foreign travel should comply with the guidelines published by the Comptroller of Accounts or the Company's Business Travel policy approved by the Minister.

### 3.1.9 BOARD FEES AND ALLOWANCES

#### *Policy*

**Board Fees and Allowances for State Enterprises are determined by GORTT. The monthly rates are as follows:**

#### *Scale of fees*

	Chairman	Deputy Chairman	Director
Group A	\$10,000.00	\$7,500.00	\$5,000.00
Group B	\$8,000.00	\$6,000.00	\$4,000.00
Group C	\$6,500.00	\$4,800.00	\$3,200.00

## 3.1 GUIDELINES

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### 3.1.9 BOARD FEES AND ALLOWANCES (CONTINUED)

#### *Travelling Allowances*

Chairman	\$1,000.00
Deputy Chairman	\$750.00
Other Directors	\$500.00

#### *Tobago/Trinidad Representatives on Boards*

The Company will meet all reasonable costs associated with the attendance at Board meetings of persons appointed as Tobago representatives who are required to travel to Trinidad. The same applies to Trinidad representatives appointed to Boards based in Tobago.

#### *Executive Directors*

Executive Directors / Executive Chairmen are not eligible for Board Fees.

#### *Subsidiary Companies*

Monthly Fees and Allowances for Directors in Subsidiary Companies are not to exceed Fees and Allowances approved for Group 'C' Companies.

#### *Date of Implementation*

Fees and Allowances were revised on June 1, 2008 and shall be the full compensation paid to Board Members in consideration for services on the Board and any sub Committees of the Board.

#### *Car Loans*

Company cars or car loans should not be granted to Chairmen or Directors.

#### *Classification of Boards*

GORTT delegated responsibility for the Classification of Boards to the Minister of Finance. The specific criteria are as follows:

- (i) Complexity of organisation
- (ii) Level of responsibility and accountability
- (iii) Scope of operations
- (iv) Size of organisation
- (v) Importance to the national development thrust
- (vi) Special qualification required

## 3.1 GUIDELINES

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### 3.1.10 USE OF CELLULAR PHONES AND LAPTOP COMPUTERS

#### *Policy*

State Enterprises may wish to utilise wireless portable communication devices at the level of the Board of Directors to enhance the efficiency of their operations. State Enterprises may therefore adopt the policy approved by GORTT on the use of Cellular Phones and Laptop Computers for the members as outlined at Appendix C.

### 3.1.11 APPOINTMENT OF EXECUTIVE DIRECTORS AND CONSULTANCY CONTRACTS

#### *Policy*

Boards of Directors are required to obtain the written non-objection of the Minister of Finance (Corporation Sole) to authorise the following:

- (i) appointment of Directors to be the holder of any executive position;
- (ii) entry of Directors into consultancy contracts with their companies.

In each case, the detailed rationale for the proposal must be provided.

### 3.1.12 PROCEDURES REGARDING NEGOTIATION OF PAY AND OTHER TERMS AND CONDITIONS OF EMPLOYMENT

#### *Policy*

GORTT has agreed that:

- the monitoring of wage and salary negotiations, the establishment and/or revision of pay and other terms and conditions of employment of employees of State Enterprises, including managerial staff and persons employed on contract should fall under the purview of Ministerial Committee for monitoring remuneration arrangements, a sub-committee of Cabinet.
- terminal benefits such as separation packages and gratuities, other than those already specified in Collective Agreements, which State Enterprises propose to pay to employees be also subject to the approval of the Ministerial Committee for monitoring remuneration arrangements.



## 3.1 GUIDELINES

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### 3.1.13 PAYMENT OF BONUSES

#### *Policy*

**Bonuses are payable on the attainment of a minimum of eighty percent (80%) of the approved performance targets, after approval by the Line Minister. The bonus to be paid to each employee is limited to one (1) month's salary annually. Payments which do not conform to the policy require specific approval of the Ministerial Committee for monitoring remuneration arrangements.**

This is subject to any existing policy or agreement that is already in place.

#### *Compliance Requirements*

At the beginning of the fiscal year, each State Enterprise is required to provide the respective Line Minister with identified performance targets, which could include, but not necessarily be limited to:

- Profits
- Quality of product and service delivery
- Productivity

The targets to be used in the evaluation of progress in achieving objectives should be verifiable, feasible, measurable and consistent with the Business Plan of the State Enterprise. These targets must be agreed upon with the Minister to whom the State Enterprise is required to report on its performance. The Annual Performance Review and Appraisal Reports (**Appendix K**) certify the Company's performance. Requests for approval of the payment of bonuses should be made within four (4) months of the end of the Company's financial year and the response time from Line Ministries is within six (6) weeks after receipt of requests.

## 3.1 GUIDELINES

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### 3.1.14 APPROVAL OF NEW ASSETS/ INVESTMENTS, DEBT AND CONTRACTS

#### *Policy*

**State Enterprises or their subsidiaries are required to obtain prior approval of the Minister of Finance for the acquisition of significant assets, new investments in non-government securities, the incurrence of new/additional long-term debt and entering into significant contracts (relative to the Company).**

This is in accordance with the Incorporation Act No 5 of 1973, Chap 69:03 whereby the Minister of Finance (Corporation Sole) has power:

- (a) "with the permission of the President, to acquire, purchase, take, hold and enjoy movable and immovable property of every description, and to convey, assign, surrender and yield up, mortgage, demise, re-assign, transfer or otherwise dispose of, or deal with, any movable and immovable property vested in the Corporation upon such terms as the Corporation sees fit."
- (b) "to accept surrenders, assignments or re-conveyances and to exchange any property and to enter into contracts."

**In addition, all GORTT guaranteed borrowings of State Enterprises under the Guarantee of Loans (Companies) Act, Chap 71:82 are to be negotiated by the Ministry of Finance on behalf of the enterprises.**

### 3.1.15 INTER – AGENCY DEBT

State Enterprises are to inform the Ministry of Finance on matters related to Inter-Agency Accounts Receivables and Payables that are unmanageable as detailed in the Quarterly Returns Report (Section 3.2.8).

### 3.1.16 LITIGATION PROCEEDINGS

#### *Policy*

**State Enterprises are to utilise avenues other than the courts for resolution of disputes. Under no circumstances should legal action be initiated by one State Enterprise against another without prior approval of the Minister of Finance.**

#### *Compliance Requirement*

State Enterprises are to inform the Ministry of Finance on matters related to litigation proceedings as detailed in the Quarterly Status Report (Section 3.2.8).

## 3.1 GUIDELINES

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### 3.1.17 PUBLISHING OF FINANCIAL STATEMENTS

#### *Policy*

**State Enterprises are required to publish in at least one (1) major daily newspaper a summary of its audited financial statements within four (4) months following the completion of the financial year and a summary of the un-audited half-yearly statements within two (2) months of the mid-year date subject to the approval of the Minister of Finance. These summary statements should contain the disclosures required by the Securities Industry Act, 1995.**

### 3.1.18 SHARES AND TRANSFERS

#### *Policy*

**State Enterprises are required to submit to the Investments Division original Share Certificates in the name of Corporation Sole and the Government Nominee Shareholders within five (5) weeks after the allotment of these shares and within two months after the date on which a transfer of any of these shares is presented to the Company for registration. The issuance of Government Shares must be with the approval of the Minister.**

The Investments Division maintains a State Enterprises Share Register

### 3.1.19 STATUTORY COMPLIANCE

State Enterprises are expected to comply with the relevant laws and regulations of the country. The Management of State Enterprises should ensure compliance by:

- (i) Reviewing the Company's systems for monitoring compliance with laws and regulations including money laundering and the results of management's investigations and follow-up in any fraudulent acts or accounting irregularities;
- (ii) Periodically obtaining updates from management and general counsel regarding compliance issues;
- (iii) Ensuring that all regulatory compliance matters have been considered in the preparation of financial statements; and
- (iv) Taking appropriate corrective action on the findings of examinations communicated by regulatory agencies.

## 3.1 GUIDELINES

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### 3.1.19.1 PAYMENT OF ROYALTIES AND TAXES

Companies are required to make timely payments of royalties and taxes to avoid unnecessary charges and interest payments. These include Corporation, Income, Production Profit, Supplementary Petroleum, Value Added, Withholding, Excise and Land and Building Taxes, Customs and Import Duties, Business Levy, Green Fund Levy and National Insurance. Compliance is monitored *inter alia* by the Investments Division during a Systems Audit of the Payroll and in the quarterly Returns Reports.

### 3.1.19.2 INTEGRITY IN PUBLIC LIFE

The Integrity in Public Life Act No. 83 of 2000, Part IV outlines the Code of Conduct which applies to persons in public life and to persons exercising public functions. Essentially, it states that high standards of behaviour in public office must be upheld. Details are provided at **Appendix D**.

### 3.1.19.3 OCCUPATIONAL SAFETY AND HEALTH

The Occupational Safety and Health Act lays the responsibility for safety and health at work with employers and employees, not with the Ministry of Labour, the OSH Authority or the Agency.

#### **Compliance Requirements**

State Enterprises are required to comply with the Act (as amended), which came into force in February 2006. The Act brought safety and health protection for all employees and extended the work area and the legal powers of inspectors. It also defined the obligation for employers and employees. The OSH Authority and Agency are responsible for monitoring compliance with the provision of the Act. It requires prevention programmes, an effective OSH inspection system and intensive cooperation between and commitment of all stakeholders.

## 3.1 GUIDELINES

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### 3.1.19.4 ENVIRONMENTAL MANAGEMENT

The goal of the Environmental Policy is the conservation and effective use of the environment to provide adequately for meeting the needs of present and future generations and enhancing the quality of life.

#### *Compliance Requirement*

In accordance with the Environmental Management Act, Chapter 35: 05, State Enterprises are required to collaborate with the Environmental Management Authority to facilitate the proper management of the environment and to achieve the goal and objectives of the National Environmental Policy. GORTT approach to attaining this goal is to pursue a strategy of sustainable development to improve the quality of life while living within the carrying capacity of supporting ecosystems.

The specific objectives of the Policy are to:

- Prevent, reduce or eliminate various forms of pollution to ensure adequate protection of the environment and consequently the health and well-being of humans;
- Conserve the biological diversity of the country and the stability and resilience of the ecosystems;
- Undertake retrospective analyses or evaluations to correct past development decisions that might be inimical to the continued environmental health of the country.

When undertaking major investments, State Enterprises must also do Environmental Impact Assessments (EIAs) where necessary. For example, EIAs will be mandatory for the development of low-lying lands that are natural flood plains of major rivers in order to mitigate the impact of flooding. Companies, where relevant, are also encouraged to adopt ISO 14000 Environmental Management System Standards. The Trinidad and Tobago Bureau of Standards assists companies to implement these standards and audit them. Companies are also required as part of their operations to reduce or eliminate pollution especially in cases where their output causes it. Collaboration with SWMCOL is recommended for the proper disposal of waste.

## 3.2 PERFORMANCE MONITORING

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### 3.2 PERFORMANCE MONITORING

The mechanism for monitoring State Enterprises by Central Government (Investments Division and Line Ministries) is presented in this section. It was developed around a clear understanding by all parties that the Minister of Finance (Corporation Sole) has a responsibility to ensure that:

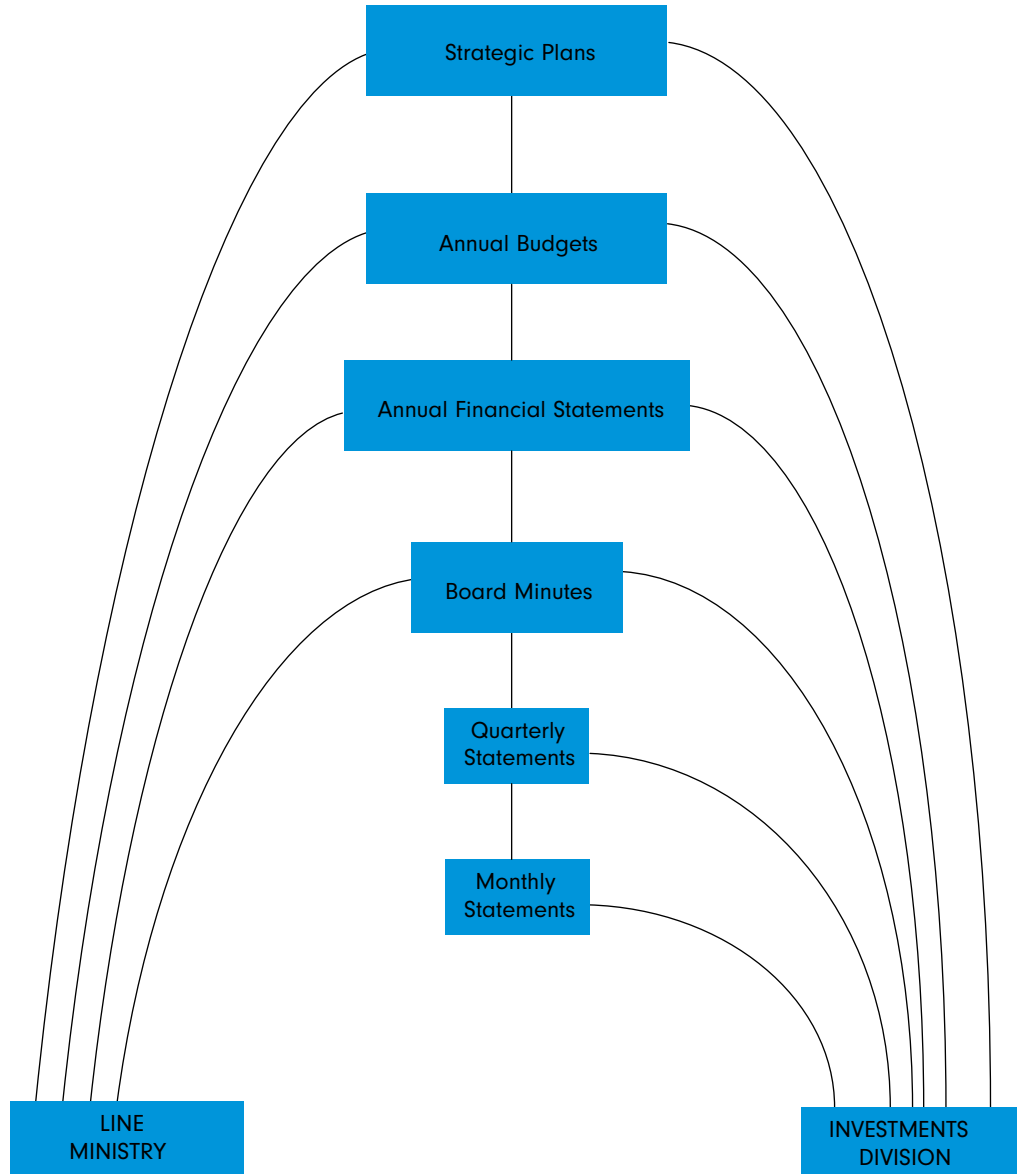
- All investments generate optimal returns. As such, it is necessary that there is a formal mechanism for monitoring of State Enterprises by GORTT.
- Information disclosure and reporting on the performance of State Enterprises is necessary to promote responsibility, transparency and accountability, improve the standards of corporate governance and allow the effective sharing of information among local, regional and international authorities and other stakeholders.

Effective monitoring as defined here takes into consideration:

- (i) The use of performance indicators acceptable to GORTT and State Enterprises;
- (ii) Performance indicators which may vary from Company to Company but are based on objective and measurable international industry standards;
- (iii) Periodic review of indicators;
- (iv) The Investments Division and Line Ministry are responsible for monitoring the activities of individual companies; and
- (v) Feedback is provided on the information supplied.

### 3.2 PERFORMANCE MONITORING

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**Diagram II:** The essential reports required from State Enterprises and the receiving Ministries

## 3.2 PERFORMANCE MONITORING

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### 3.2.1 STRATEGIC PLANS

Strategic Planning is the process of developing organisation wide statements of policy, strategies and goals so communicated as to ensure participation by the entire organisation. It involves the establishment by the Company of objectives, guiding policies and strategies for reaching the goals, which are to be in alignment with the Strategic Plan of the respective Line Ministry. Changes in long range Strategic Plans alter the character and direction of an organisation.

The planning process is designed to produce guidelines for action. It defines what the Company should be doing in order to reach its targeted position in the medium to long term. Strategic Planning encompasses plans for acquisition and disposition of major facilities, divisions or subsidiaries, the market to be served and distribution channels for serving them, the organisation structure, research and development activities, sources of long term capital and the dividend policy.

In addressing the issue of performance monitoring the fundamental reference is the Strategic Plan. It must provide an indication of programmes and targets in critical areas of enterprise performance. It is against these targets that subsequent monitoring will assess their performance. Enterprise specific monitoring indicators and targets will be determined on the basis of the plans submitted.

#### Assessment Procedure

**Companies are required to submit their Strategic Plans to both the Investments Division and the respective Line Ministry at least six (6) months prior to the start of the implementation period of the plan, for those receiving subventions to allow for National Budgetary Preparation activities and one (1) month for others.**

The Investments Division and Line Ministry will assess plans and where necessary, hold discussions with the Enterprise to ensure that plans are specific, measurable, feasible, realistic and conform to the policy established for the Company. Upon approval of the Minister of Finance (Corporation Sole) and the respective Line Minister, the Investments Division and Line Ministry will respond to Enterprises within six (6) weeks of submission. The Company's Board and Management will be invited to make a presentation of the Plan. After review, a Business or Operational Plan should be submitted to both the Investments Division and the respective Line Ministry. **Appendix E** provides details on Outcome Focused Strategic Planning.



## 3.2 PERFORMANCE MONITORING

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### 3.2.2 ANNUAL OPERATING BUDGETS

**Companies that require subventions from GORTT are required to submit their annual Budgets to the Investments Division and respective Line Ministry for assessment at least six (6) months prior to commencement of the Fiscal year. The Investments Division and Line Ministry will review the Budget and respond within one (1) month prior to the start of the Fiscal Year.**

The Annual Budget operationalises the activities and objectives set out in the Strategic Plan. The targets presented in the annual Budget should be consistent with those defined in the Strategic Plan. Any deviations from the Plan should be clearly identified and justified against the long term objectives of the Company and changes in the socio-economic environment. Annual Budgets should include such details as:

- Operating Budget – items of revenue and expenditure
- Capital Budget – identification of capital projects
- Financing Arrangements – sources/methods of finance
- Cash flows – timing of receipts and payments
- Liability obligations – capital and interest payments
- Returns to the shareholder

### 3.2.3 PROJECT MANAGEMENT PROTOCOL

**GORTT has agreed that a Project Management Protocol be adopted as part of the governance framework for the management of some of the State Enterprises with specific mandates. The Protocol will include:**

- Benchmark standards for infrastructure projects
- Reducing variances in costs, clear deliverables, pre-qualification of contractors
- Adopting Ministry of Works and Transport construction standards
- Developing appropriate standards with training agencies
- Adopting Electronic Information Systems

## 3.2 PERFORMANCE MONITORING

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### 3.2.4 RISK MANAGEMENT

The ability to manage risk is one of the core competencies of any organisation and its employees. The success of risk management will depend on the effectiveness of the management framework providing the foundations and arrangements that will embed it throughout the organisation at all levels. The framework assists in managing risks effectively through the application of a risk management process at the varying levels and within specific contexts of the organisation.

**Appendix F** provides guidance to improve risk management.

### 3.2.5 AUDITED FINANCIAL STATEMENTS

**State Enterprises are required to submit the following:**

- (a) Audited Financial Statements (2 originals and 120 copies) to the Minister of Finance within four (4) months of their financial year end. These reports are to be laid in Parliament and subsequently submitted to the Public Accounts and Enterprises Committee for consideration;**
- (b) Copies of their Management letters issued by Statutory Auditors.**

State Enterprises are also required to submit audited Annual Financial Statements to the Registrar of Companies not less than twenty-one (21) days before each annual meeting of the shareholders or within such other time limits specified. Failure to comply will attract a penalty of one hundred dollars (\$100.00) for every day, or part thereof.

### 3.2.6 ADMINISTRATIVE REPORTS

Under Section 66D of the Constitution of the Republic of Trinidad and Tobago, Act No 29 of 1999, State Agencies are required to report to the public on their performance annually. These reports on the exercise of their functions and powers in the previous year are to be submitted to the President before July 1st each year via their respective Line Minister and be laid within sixty days in each House of Parliament.

**Appendix G** provides details to guide State Agencies in their reporting to the public.

## 3.2 PERFORMANCE MONITORING

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### 3.2.7 BOARD MINUTES

**Board Minutes should be made available to the Investments Division and respective Line Ministries to ensure that the Board is proceeding within the framework of the Strategic Plan and GORTT policy decisions.**

Minutes of Meetings of the Board of Directors will inform GORTT of the consistency between the deliberations and proceedings of the Board and the Company's objectives. Board Minutes should include the following:

- (i) Business decisions to further achievement of strategic objectives;
- (ii) Financial Performance – actual versus planned performance and reason(s) for variances;
- (iii) Human Resource Management Issues;
- (iv) Capital Expenditure – planned versus actual and reason(s) for variances;
- (v) Litigation Issues;
- (vi) Statutory Matters; and
- (vii) Any other performance matters.

Board Minutes are to be submitted within one (1) week of confirmation.

## 3.2 PERFORMANCE MONITORING

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### 3.2.8 ADDITIONAL MONITORING INDICATORS

**State Enterprises are required to submit reports to the Investments Division to facilitate ongoing monitoring. These are:**

<b>Monthly</b>	-	Cash Statement of Operations
	-	Return of Award of Contracts
<b>Quarterly</b>	-	Quarterly Returns Reports
	-	Status of Loan/ Overdraft and Investments in Securities Portfolios and Litigation Proceedings
	-	Internal Audit Reports
<b>Annually</b>	-	Financial Statements
	-	Investment Policy document

Formats of the Monthly Cash Statement of Operations, Quarterly Returns and Status of Loan / Overdraft, Investments in Securities Portfolio and Litigation Proceedings Reports are at **Appendices H, I & J** respectively. Section IV provides details on the use of the information in these reports.

### 3.2.9 MONITORING PROCESS FLOW

The table below outlines the monitoring process by the agencies responsible for the State Enterprise. It identifies the reports required, the submission dates, the receiving agencies and where necessary, the response date. It is expected that the Investments Division will review annually the time frames identified in the Table for submission of the various reports by State Enterprises.

## 3.2 PERFORMANCE MONITORING

## MONITORING PROCESS

DOCUMENT	SUBMISSION DATE	RECEIVING AGENCY	RESPONSE DATE
Strategic Plan	Six (6) months prior to start of period of the Plan (for companies receiving Subventions) One (1) month for others	Investments Division and Line Ministry	Six (6) weeks after submission
Annual Budget	Six (6) months prior to start of Financial Year (for companies receiving Subventions) One (1) month for others	Investments Division and Line Ministry	One (1) month-prior to start of Financial Year (Approved Allocations)
Annual Financial Statements/ Annual Reports	Four (4) months after end of Financial Year	Investments Division and Line Ministry	
Annual Performance Appraisal Report	Four (4) months after end of Financial Year	Line Ministry	
Administrative Reports	End of June	Line Ministry	
Board Minutes	One (1) week following Confirmation	Investments Division and Line Ministry	
Monthly Cash Statements of Operations	Within three (3) weeks after month end	Investments Division and Line Ministry	
Quarterly Returns Report	End of first month after Quarter	Investments Division	
Quarterly Status of Loan/ Overdraft / Investments in Securities Portfolios and Litigation Proceedings	End of first month after Quarter	Investments Division	
Return of Award of Contracts	14 days after month end	Investments Division	
Internal Audit Reports	14 days after end of the Quarter	Investments Division	

## 4.1 MONITORING AND EVALUATION

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### 4.1 MONITORING AND EVALUATION

The Investments Division (the Division) has been structured to effectively execute the functions specified in this manual. It comprises a core cadre of Accountants, Economists and Business Administrators designated as Research Officers, Business Analysts, Audit Analysts and their Directors. The Ministry's Information Technology Unit provides support services to the Division.

The Performance Monitoring System collects, collates and analyses performance indicators from the information submitted by the Enterprises. The Officers review the Strategic Plans, Annual Budgets, Financial Statements, monthly Cash Statements of Operations, monthly Returns of Award of Contracts, quarterly Returns Reports, quarterly Internal Auditors Reports and Loan/Overdraft/Investments in Securities Portfolios and Litigation Proceedings Statements. They examine such issues as practicality, feasibility, adherence to policy guidelines and objectives, plans for maximising efficiencies and returns, revenue and expenditure, methods of financing, nature of loans, debt servicing requirements and risk management issues.

As part of the national budgetary exercise, the Division is required to project the fiscal and monetary impact of planned activity in the Sector. At the end of each year, a report on the Sector is produced. The officers of the Division interact regularly with the Enterprises to ensure that their mandates are discharged in a timely fashion.

#### ***Procurement***

The exchange of information between the Ministry of Finance and the State Agencies (State Enterprises and Statutory Authorities) are guided by the principles of confidentiality of client information, transparency and accountability to the Minister of Finance (Corporation Sole) under the provisions of the Exchequer and Audit Act and the Corporation Sole Act.

Consequently, procurement practices are monitored through the examination of monthly returns of award of contract by State Agencies. In instances where awards appear not to be transparent, follow-up through audit procedures at the State Agencies are pursued. This may take the form of a focused audit investigation of the particular award or a full systems audit of the procurement system of the Enterprise.

## 4.1 MONITORING AND EVALUATION

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### 4.1 MONITORING AND EVALUATION (CONTINUED)

#### *Evaluation of Internal Controls*

The Central Audit Committee of the Investments Division use data collected to inform decision making on which enterprise internal controls should be examined periodically. The Committee was charged with the overall responsibility of monitoring internal controls of the State Agencies. It provides the Minister of Finance with in-house capabilities of:

- Evaluating internal control processes and procedures to ensure compliance by State Agencies with applicable laws, instructions and regulations.
- Evaluating and analyzing the procedures and practices relating to the procurement of goods and services by State Agencies.
- Keeping under review the performance and effectiveness of internal control systems within State Agencies.
- Knowing that appropriate arrangements are in place to promote economy, efficiency and effectiveness within State Agencies.
- Performing investigations as required by the Minister of Finance (Corporation Sole).

## 4.2 REPORTING

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### 4.2 REPORTING

The Division produces several reports to inform decision making both internally and externally. Details of these reports are given below.

#### 4.2.1 CASH STATEMENTS OF OPERATIONS

These Reports are produced quarterly and annually and are based on the Monthly Cash Statements of Operations (**Appendix H**) of wholly and majority owned State Enterprises. The indicators examined are Operating Surplus/Deficit, Current Transfers, Capital Expenditure and Capital Transfers. These indicators are reviewed for any slippages since these will directly impact GORTT policies.

#### 4.2.2 QUARTERLY RETURNS

These Reports contain information from the Companies' Balance Sheets and Income Statements (**Appendix I**). The information provided is used to calculate or estimate a number of key performance monitoring indicators. These indicators will be reviewed by the Investments Division and the Line Ministries to ensure that the targets of the Annual Budgets and in the final analysis, those of the Company's Strategic Plan are being met.

These indicators can be categorised under the sub headings:

- Balance Sheet items
- Revenue and Expenditure items

Listed below are some of the **Balance Sheet and Profit and Loss** indicators which will be used for evaluation purposes:

**(a) General Performance Indicators:**

- Profitability
- Net Earnings
- Return on Assets
- Return on Shareholders' Equity
- Foreign Exchange Earnings and Usage
- Levels of Employment by Industry



## 4.2 REPORTING

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### 4.2.2 QUARTERLY RETURNS (CONTINUED)

***(b) Financial Performance Indicators:***

- Working Capital
- Current Ratio
- Interest Cover

***(c) Investment Performance Indicators:***

- Financial Gearing Ratio
- Dividend Cover
- Earnings per Share

***(d) Debt Performance Indicators:***

- Debt Burden Ratio
- Levels of Inter-Agency Debt

### 4.2.3 LOAN/OVERDRAFT/INVESTMENTS IN SECURITIES PORTFOLIOS AND LITIGATION PROCEEDINGS

These Reports are produced quarterly and are based on loan/overdraft, investments in securities portfolios and Litigation Proceedings of State Enterprises (**Appendix J**). The Division reviews these reports to monitor inter alia the level of indebtedness of the sector. Some of the loans are guaranteed by the GORTT of which there is a Statutory Limit under the Guarantee for Loans (Companies) Act, Chap. 71:82. This is an effective mechanism to ensure sustainability of the sector's Public Debt.

The Division uses these Reports to remit Principal and Interest Payments to the Lending Institutions on or before the due date of payment to avoid late payment penalties. At the end of each financial year, a Status Report on State Enterprises Debt (Government Guaranteed and Letters of Comfort) is submitted to the Comptroller of Accounts after reconciliation with the Economic Management Division of the Ministry (responsible for GORTT overall debt management). This information is inputted into the Annual Public Debt Statement Reports.

The quarterly reports on State Enterprises Investments in Securities are used by the Division to monitor the Companies' investments in securities portfolios, improve the overall investment strategies of the Sector and enhance risk management practices associated with these investments. The quarterly reports on Litigation Proceedings are used to monitor Litigation proceedings made both by the Company and against it.

## 4.2 REPORTING

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### 4.2.4 PERFORMANCE FINANCIAL INDICATORS

These Reports are produced annually and are based on State Enterprises Annual Financial Statements. Key indicators are extracted from these statements and used to maintain a database which will facilitate the provision of up-to-date information with respect to the State Sector. Such a database will also facilitate the flow of information to the Line Ministries.

### 4.2.5 REVENUE AND EXPENDITURE

These Reports are produced quarterly and annually and are based on the GORTT Revenues and Expenditures in State Enterprises. The Investments, Budget and Treasury Divisions and Auditor General Department review these reports in accounting and auditing for Revenues received through Dividends and Other Non-Tax Revenue from State Enterprises, which are paid to the Comptroller of Accounts. They also monitor and review Capital and Current Transfers and Subsidies paid to State Enterprises to fund Capital Expenditure programmes, equity injections, recurrent expenditures and deficit financing. The Budget Division also uses this information in preparing the Annual Estimates of Expenditure for the National Budget.

### 4.2.6 SUPPLEMENTARY PUBLIC SECTOR INVESTMENT PROGRAMME

The SPSIP Reports are produced annually and outline the capital programmes of State Agencies that are financed by the agencies either through retained earnings or loan financing. These Reports are included among the annual National Budget documents that are produced for use by all stakeholders including the public.

The information in the above Reports is used internally inter alia by the Minister of Finance (Corporation Sole), the Line Ministers, the Ministry of Finance and the respective Line Ministries. The Reports are used to enhance the efficiency and effectiveness of the Sector and in the preparation of several National Budget documents.

The above reports are also used in the Ministry's Annual Article IV Consultation with the International Monetary Fund. These Consultations provide a mechanism for the international financial community to review recent macroeconomic developments, identify potential vulnerabilities to the national economy, examine the social and political climate of the country, develop medium-term projections for key economic variables and provide a platform for communicating Trinidad and Tobago economic policy agenda to the international community of investors. In addition, the country reaffirms its commitment to participate in international surveillance arrangements, which is useful for research purposes. Rating Agencies also use these reports to grade the country for investment purposes.

## 4.3 COMPLIANCE

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### 4.3 COMPLIANCE

Measures taken to ensure compliance by State Enterprises in submitting the various reports include oral and written communication, meetings at the Ministry of Finance Head Office and site visits to the Companies.

The Board of Directors will assess the compliance of the Company on the following basis:

- Achievement of the Objective/Mandate of the Company
- Establishment of an Audit Committee
- Establishment of a Finance and Investments Committee
- Establishment of a Tenders Committee
- Holding of Annual General Meetings
- Board Meetings Attendance
- Statutory Compliance
- Performance Monitoring Compliance

These Reports are to be completed and submitted to the respective Line Ministers for certification within four (4) months of the end of the Company's Financial Year. The format of the Board of Directors of State Enterprises Annual Performance Appraisal Report is at **Appendix K**.

The Minister of Finance (Corporation Sole) enforces actions of the Board of Directors through the laws and regulations of Trinidad and Tobago including:

- The Companies Act of 1995 under which the Minister of Finance (Corporation Sole) has rights of a Shareholder
- By-Laws of the State Enterprise which regulates its business affairs
- Standard Procurement Procedures for the Acquisition of Goods, Provision of Services, Undertaking Works and Disposal of Unserviceable Items in State Agencies (**Appendix B**)
- The Freedom of Information Act No. 26 of 1999 which gives members of the public a general right (with exceptions) of access to official documents of public authorities and for matters related to them.
- The Integrity in Public Life Act of 2000 (**Appendix D**), 2009 Amendment
- The Proceeds of Crime Act 2000 (which links to the Integrity in Public Life Act of 2000 and applies to Directors and public officers)
- The Proceeds of Crime (Amendment) Act 2010
- The Financial Obligations Regulation 2010 made pursuant to Section 56 of the Proceeds of Crime Act
- The Income Tax Act and other relevant Acts

In the event that the performance of a Company continues to be unsatisfactory the GORTT as shareholder can then exercise its right to replace the Board of Directors.

## 5.1 RATIONALE

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A major recommendation coming out of discussions with the State Sector was a need for sharing resources and development of strategic linkages or synergies. As such, the need for a database of goods and services produced and available and consultancies offered from each Company was identified.

It is anticipated that access to information in the database would facilitate greater efficiency, increased productivity and sharing of resources through:

- Transfer of Technology
- Human Resource Development
- Sharing of Information
- Treasury Management
- Foreign Exchange Usage
- Bulk purchasing / E-Auction
- Funding Arrangements

The inputs into the database are provided in the matrix in **Appendix L**. It is envisaged that this will be updated at intervals to maximise the use of the resources in the Sector.

## SUGGESTED PROCEDURES FOR APPOINTMENT/ REMOVAL OF AUDITOR

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1. Follow Tender procedures of your Company and select an Auditing Firm.
2. Inform the Ministry of Finance of your Tender and Evaluation procedure and recommend your preferred candidate.
3. The Minister of Finance (as shareholder) will forward a Notice of Resolution to the Company Secretary giving notice of intention (Section 166):
  - i. To remove the existing Auditor
  - ii. To appoint a new Auditor
4. The Company will issue Notice of a Special Meeting to all shareholders and the existing Auditor outlining the business to be transacted at the Meeting (Change of Auditor) giving the Statutory Notice of twenty-one (21) days (Sections 113 and 169).
5. At the Special meeting resolutions would be approved to:
  - i. Remove Auditor
  - ii. Appoint new Auditor

## PROCEDURES TO REMOVE A COMPANY'S AUDITOR

---

Section 166 of the Company Act 1995 as amended by the Companies (Amendment) Act 1997 states inter alia that:

- (1) "The shareholders of the company may by ordinary resolution at a special meeting remove an auditor other than an auditor appointed by the Court under Section 168."

### A. **Ordinary Resolution (Defined)**

"Ordinary resolution means a resolution passed by a majority of the votes cast by the shareholders who voted in respect to that resolution."

### B. **Notice of an Ordinary Resolution**

#### *Section 113*

- (1) "Subject to the giving of at least twenty-one days notice of a special resolution, notice of the time and place of a meeting of shareholders shall be sent not less than ten days nor more than fifty days before the meeting:
- (a) to each shareholder entitled to vote at the meeting;
  - (b) to each director; and
  - (c) to the auditor of the company."

Interpretation of Section 113 (1): A minimum of ten (10) days notice must be given for an Ordinary Resolution.

### C. **Special Meeting**

#### *Section 109*

"The directors of a company -

- (a) ...
- (b) may at any time call a special meeting of shareholders."

#### *Section 114*

- (1) "All business transacted at a special meeting of shareholders, and all business transacted at an annual meeting of shareholders, is special business, except:
- (a) the consideration of financial statements;
  - (b) the director's report, if any";
  - (c) the auditor's report, if any;
  - (d) the sanction of dividends;
  - (e) the election of directors; and
  - (f) the reappointment of the incumbent auditor.

## PROCEDURES TO REMOVE A COMPANY'S AUDITOR

---

- (2) Notice of a meeting of shareholders at which special business is to be transacted shall state
- (a) the nature of that business in sufficient detail to permit the shareholder to form a reasoned judgment thereon;"

Interpretation of Section 114 (1) and (2): The business mentioned in Section 114 (1) must be dealt with at an annual meeting; any other business is special business and must be dealt with at a special meeting. The notice for a special meeting to deal with special business must state the nature of that business in sufficient detail to permit the shareholder to form a reasoned judgment thereon.

### **D. Auditor entitled to Notice**

#### *Section 169*

"The auditor of a company is entitled to receive a notice of every meeting of the shareholders of the company, and, at the expense of the company, to attend and be heard at the meeting on matters relating to his duties as auditor."

### **Conclusion**

In order to remove an auditor a special meeting of the shareholders must be called. The shareholders must be given twenty-one (21) days notice of this meeting and the notice must state the nature of the business to be discussed in sufficient details. A majority of the votes cast by the shareholders is sufficient to remove an auditor. The auditor is entitled to receive notice of every meeting, which includes a meeting to remove him/her as an auditor.

# PROCEDURES TO REMOVE A COMPANY'S AUDITOR

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MINISTRY OF FINANCE

GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

Investments Division, Level 15, Eric Williams Finance Building,

Independence Square, Port-of-Spain, Trinidad and Tobago, W.I.

Telephone: (868) 627-9700; Fax: (868) 623-6338; E-mail: mofinv@tstt.net.tt

Date.....

**Corporate Secretary**

Name of Company .....

Address of Company .....

**NOTICE OF RESOLUTION**

Pursuant to Section 166 of the Companies Act 1995 (as amended) I, (Member's Name) a member of (Name of Company) hereby give notice of my intention to move at the Annual General Meeting and Special Meeting of the Company to be held on (Date and Address of the Meeting) or any adjournment thereof, the following Ordinary Resolutions.

- I. Be it resolved that the firm of (Current Auditors) be removed as the Company's auditors; and
- II. Be it resolved that (New Auditors) be appointed Statutory Auditors of the Company until the conclusion of the next annual General Meeting.

Name of Member .....





Government of the Republic of Trinidad and Tobago

STANDARD PROCUREMENT PROCEDURES  
FOR THE ACQUISITION OF GOODS, PROVISION OF  
SERVICES, UNDERTAKING WORKS AND  
DISPOSAL OF UNSERVICEABLE ITEMS  
IN STATE ENTERPRISES/STATUTORY BODIES  
(STATE AGENCIES)

July 2011

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## SECTION I: BACKGROUND AND INFORMATION

---

### 1.1 PREFACE

Procurement activities directly impact an entity's profitability and operational success. Procurement has a key strategic role within organizations as it:

- Improves the profitability
- Acts as an information source
- Increases efficiency and productivity
- Improves competitive position and customer satisfaction
- Impacts on the organisation's image and social policy
- Assists in the attainment of strategic objectives.

Procurement is an important element to the success of an organisation therefore, it is imperative that adequate controls are in place to ensure that these benefits are fully realised.

### 1.2 GENERAL PROCUREMENT POLICY

The procurement function shall obtain appropriate Materials as well as Works and Services for (the State Agency), at the best value, in a timely manner, abiding by applicable laws while maintaining both fairness to vendors and the highest ethical standards.

This goal operates on the principles of **Value for Money**, **Transparency** and **Accountability**.

Where,

**Value for Money** is the achievement of the best combination of price and quality to meet the particular needs of (the State Agency) within an acceptable time frame.

**Transparency** allows potential suppliers to have full access to information on procurement requirements, rules and decision making criteria.

**Accountability** requires that all personnel involved in the procurement function be accountable to their reporting authority for their actions.

### 1.3 PURPOSE

To outline the rules governing the procurement function at (the State Agency) and the roles and responsibilities of personnel involved.

### 1.4 SCOPE

This policy guide covers the acquisition of goods, provision of services, undertaking works and the disposal of unserviceable items. It applies to all employees participating in the procurement function at (the State Agency).

## SECTION I: BACKGROUND AND INFORMATION

## 1.5 DEFINITIONS

<b>Bid</b>	Means an offer made by a bidder(s) to supply required Materials or conduct specified Works and/or Services in response to a request by a Company.
<b>Board</b>	Means the Board of Directors of a Company.
<b>Chairman</b>	Means the Chairman of the relevant Committee.
<b>Company</b>	Means (the State Agency).
<b>Committee</b>	Means the Committee charged with all matters relating to Tenders within its scope and authority.
<b>Contract</b>	Means Purchase Order/Agreement and Form of Agreement.
<b>Consultant</b>	Means a consulting firm or individual expert who provides services of an intellectual and/or advisory nature using his or her professional skills to study, design, and organize specific projects, provide project management services, advise clients, conduct training and transfer knowledge. Consulting services may vary from routine tasks to highly specialized and complex assignments.
<b>Executing Unit</b>	Means the person or persons charged with direct responsibility and accountability for execution of the Works and/or Services or the person or persons on whose behalf the Materials are being acquired.
<b>Invitation to Bid (ITB) Documents</b>	Means the Company's request for Bids and includes instructions to Bidders, scope of works, specifications, drawings, conditions of contract, form of bid, form of bonds where applicable and any other relevant information.
<b>Material</b>	Means a tangible product, commodity or piece of equipment that is manufactured or grown and available through common supply sources. May be stock or custom fabricated. Software and software licenses are also included.
<b>Minister</b>	Means the Minister of Finance unless otherwise specified.
<b>Open Tendering</b>	Means tenders invited through advertisements or other forms of public notice from any eligible party.
<b>Procurement Documents</b>	Means the invitation for pre-qualification, ITB / RFQ, Request for Proposal (RFP) issued by the Company for a specific procurement transaction.

**SECTION I: BACKGROUND AND INFORMATION**

---

<b>Procurement</b>	Means all functions that pertain to the obtaining of any goods, services or construction, including description of requirements, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration.
<b>Related Party</b>	Means a party, whether an individual, corporation, partnership, association, limited liability company or any other form of business association or other entity whatsoever related to any Vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership, or other interest with the Vendor, so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a Vendor contract with the party receiving an amount.
<b>Request for Quotation (RFQ)</b>	Means the same as Invitation to Bid (ITB).
<b>Services</b>	Means administrative, financial, engineering and all other technical services including consultancy services, in accordance with the State Agency's mandates.
<b>Selective Tendering</b>	Means invitations are issued directly to the State Agency's pre-qualified Vendors.
<b>Tender</b>	Means the same as Bid.
<b>Vendor</b>	Means a legal entity (firm, company, sole trader, joint venture) on the State Agency's pre-qualified list including consultants.
<b>Works</b>	Means construction, maintenance engineering and works of all kinds in accordance with the State Agency's mandates.

## SECTION II: ADMINISTRATION

---

### 2.1 APPLICATION

- (i) These Procedures shall not apply to State Agencies which fall under the purview of the Central Tenders Board Ordinance.
- (ii) These Procedures shall apply to all State Agencies (except those referred to in (i) above) for the procurement of Goods and Services and/or the undertaking of Works of a Recurrent or Capital Nature and/or the disposal of Unserviceable Items.
- (iii) These Procedures shall be placed before the Board of Directors to be approved.

### 2.2 ORGANISATION OF PROCUREMENT

- (i) Procurement in State Agencies is the responsibility of the Board of Directors. However the Board may delegate some of this responsibility to a Tenders Committee and the Chief Executive Officer/Designate.

### 2.3 COMPOSITION OF THE TENDERS COMMITTEE

The Committee shall comprise a minimum of five (5) members who shall be:

- (i) Two members of the Board excluding its Chairman, one of whom shall be elected as Chairman of the Committee;
- (ii) The Chief Executive Officer/ Designate of (the State Agency).
- (ii) The Financial Comptroller
- (iv) The Legal Officer or functionary

A Senior Officer shall be appointed Secretary to attend all meetings but shall not be a Member nor entitled to vote.

### 2.4 AUTHORITY

The Committee shall act in (the State Agency's) name for and on behalf of (the State Agency):

- (i) In inviting, considering accepting or rejecting offers for the supply of goods or any service or for the undertaking of works in connection therewith, necessary for carrying out the functions of (the State Agency).
- (ii) In disposing of unserviceable goods belonging to (the State Agency) in accordance with procedures established for this purpose.

The Committee shall have such procurement functions and duties as the Board may assign from time to time.



## SECTION II: ADMINISTRATION

---

### **2.5 APPEALS AGAINST TENDERING AND CONTRACT DECISIONS**

Applicants, suppliers and contractors who have sound reason to believe that they have been unfairly treated by (the State Agency) in respect of the application of these rules may appeal in writing to the Chairman of the Board outlining their complaint and provide reasons/evidence.

The Chairman at the next Board Meeting shall inform the Board of the receipt of the complaint and the Board shall appoint a Sub-Committee to investigate same. The decision of the Sub-Committee shall be communicated to the Board for consideration. The decision of the Board shall be communication to the appellant in writing.

### **2.6 AMENDMENT TO RULES**

These rules may be adopted, rescinded or amended by resolution of the Board. Any amendment or rescinding of these rules must be approved by the Minister.

### **2.7 GENERAL OR SPECIAL DIRECTIONS OF THE MINISTER**

In the exercise of its powers and the performance of its duties, the Board shall conform to general or special directions given it by the Minister under the provisions of the Exchequer & Audit Act and Corporation Sole Act No 5 of 1973.

State Agencies are required to obtain prior approval of their respective Minister (the Minister of Finance and/or Line Minister) before entering to significant contract (relative to the Company).

### **2.8 MONTHLY REPORTS**

(The State Agency) shall submit monthly Reports to the Minister, of all contracts awarded together with the information specified at the appendix for each contract awarded.

## SECTION III: ROLES AND RESPONSIBILITIES

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The successful operation of the procurement function requires a commitment by all involved parties to work in partnership, which is possible if responsibilities and expectations are clearly delineated. The purpose of this section is to outline the roles and responsibilities of all those involved in the procurement process.

### 3.1 PROCUREMENT UNIT/FUNCTION

The Procurement Unit/Function shall be responsible for:

1. Ensuring that all procurement is made in accordance with the provisions of applicable laws and the Company's approved policies and procedures.
2. Developing procurement objectives, policies, programs and procedures for the acquisition of Materials and Works and / or Services.
3. Reviewing the specifications and descriptions before soliciting bids to ensure that, except in cases of merit transactions, they do not favour a particular brand or Vendor and that the specifications comply with standards required by (the State Agency).
4. Coordinating procurement activities with other Units.
5. Acting as (the State Agency's) representative on matters pertaining to Procurement of Materials and as otherwise determined.
6. Consolidating purchases of like or common items to obtain maximum economic benefits.
7. Promoting goodwill between (the State Agency) and its Vendors.
8. Providing an ongoing strategic procurement program of value analysis to maximise savings and improve efficiency.
9. Drafting, revising and updating of policies and procedures governing the administration of the Procurement function at (the State Agency).
10. Maintaining the Database of Registered Vendors.
11. Communicating policies and procedures to the organization.

## SECTION III: ROLES AND RESPONSIBILITIES

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### 3.2 EXECUTING UNIT

The Executing Unit shall be responsible for:

1. **Communicating the Unit's Needs:** The Unit's needs must be communicated to the Procurement Unit/Function in order to begin the procurement process. This communication is most often best accomplished by completing a purchase requisition.
2. **Understanding the Purchasing Cycle:** A complete understanding of how the Executing Unit's role and responsibilities match with those of the Procurement Unit/Function.
3. **Allowing for Adequate Lead Time:** Planning purchasing needs so that "rush" orders or emergency orders will be unnecessary or minimal. Adequate solicitation time is an essential element of good procurement procedures.
4. **Inspection and Performance:** Users shall notify Procurement staff of damages or other errors or defaults upon receipt and inspection of supplies or equipment. Users must immediately notify Procurement staff of unsatisfactory performance of contractors and/or failure of Materials.
5. Preparation of scope of works for ITB.
6. Completing bid evaluations when required and making recommendations for award.
7. Service Entry preparation for Works and Services (work certification, progress monitoring etc).
8. Conducting Vendor performance evaluations in collaboration with the Procurement Unit/Function, as required.

## SECTION IV: STANDARD PROCUREMENT METHODS

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### 4.1 FORMS OF TENDERING

#### 4.1.1 Open tendering

Open Tendering is a process where invitations are issued through advertisements or other forms of public notice. Open tendering shall be used in the following instances:

- (i) When the Company's list of approved Vendors does not cater or adequately cater for particular types of Materials, Works and/or Services.
- (ii) Where it is competitively more advantageous.
- (iii) Where the terms and conditions of Company borrowings so require.

#### 4.1.2 Selective tendering

Selective Tendering is a process where Tenders are invited from the Company's list of approved Vendors and/or where justified, Vendors specifically approved by the committee responsible for the pre-qualification of vendors.

A minimum number of invitees shall be set so as to allow adequate competition in the procurement process. The invitees selected shall be the top 10 ranked Vendors registered to provide the particular Materials, Works and/or Services. In cases where there are less than ten (10) registered Vendors, all the Vendors registered to provide the particular Materials, Works and/or Services shall be invited.

Vendors shall be continually evaluated on their performance, inclusive of responsiveness to tender invitations and overall compliance with contract terms and conditions.

### 4.2 ELECTRONIC AUCTION (E-AUCTION)

E-Auction is an online dynamic bidding process through which selected pre-qualified Vendors submit quotes electronically via a secure, interactive IT-based system. It is a subset of the greater e-Procurement cycle that is used to drive acquisition cost to real market prices.

E-auction shall be used in cases where the procurement is of sufficient value to attract competition, with criteria, which can be accurately specified and for which there is a competitive market. Only elements, which can be expressed as a value suitable for incorporation within a formula, shall be included at the auction stage.

Authority to utilise e-auction as the method of procurement shall be in accordance with the Schedule of Financial Authorities and such approval shall be on a case-by-case basis.

## SECTION IV: STANDARD PROCUREMENT METHODS

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### **4.3 ELECTRONIC PROCUREMENT (E-PROCUREMENT)**

E-procurement is the use of the Internet and digital technology to execute the traditional procurement cycle. Each stage from needs identification and specification to the monitoring of contract performance and the effectiveness of Purchase Order delivery can be improved through e-Procurement, which ensures that best practice is utilized. It also provides an organized way to keep an open line of communication with potential suppliers.

E-Procurement shall be used to help control costs and assure maximum supplier performance.

Authority to utilise e-procurement as the method of procurement shall be in accordance with the Schedule of Financial Authorities.

### **4.4 EMERGENCY PURCHASES**

When an emergency situation occurs, that is, where there is a natural disaster or industrial disaster and/or the safety of people, and/or property, and/or plant and/or equipment and/or community and/or environment are in jeopardy such that it requires immediate action, the most senior Company official on duty, if unable to contact the person(s) with the appropriate authority, may authorise the purchase of Materials or Works and/or Services necessary to avert danger or to bring the situation under control.

Within two (2) working days of the termination of the emergency, a written application shall be made to the relevant financial authority for ratification of the action taken. Such application shall include but not be limited to:

- (i) A Statement of the emergency circumstance that prevailed;
- (ii) Company's estimate;
- (iii) Actual Cost, and
- (iv) Reasons why the particular Vendor was chosen.

## SECTION IV: STANDARD PROCUREMENT METHODS

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### 4.5 EXEMPTIONS / MERIT AWARDS

Merit awards for purchases of Materials, Works and/or Services including consultancy services shall be issued without inviting competitive bids in any of the following circumstances:

- (i) Where the Materials are non-interchangeable spares or replacement parts for Materials already in use.
- (ii) When the Works and/or Services are to be carried out on a site where the employment of another Vendor may hinder the progress of work already being performed by an existing Vendor, taking due account of cost effectiveness of the approach adopted.
- (iv) When the Material, Works and/or Services represent a natural or direct continuation of an agreement previously awarded competitively and completed, taking due account of the incumbent Vendor's/Consultant's performance and cost effectiveness of the approach adopted.
- (v) Where only one (1) Vendor/Consultant is capable or available or identified as having the qualifications or special proficiency, experience and skill of exceptional worth, expertise and/or equipment to supply the required Materials, Works and/or Services or is the agent/representative for the Materials, Works and/or Services.
- (vi) Where the Materials, Works and/or Services are of an urgent and critical nature, that is, there is some measure of risk to people, property, plant, equipment or the environment or the community and the profitability of the Company's operation demand.
- (vi) When significant cost savings can be achieved by using a Consultant who is familiar with the Company having worked on a similar project.
- (vii) Where a Vendor was selected out of a competitive bidding process and, within thirty (30) days, additional items are required. Vendor prices must be valid and repeat purchases shall not exceed \$10,000.

Prior approval shall be required for all merit awards in accordance with the Schedule of Financial Authorities. A detailed description of the Materials to be purchased or Works or Services to be performed must be presented along with a certification of at least one of the merit circumstances listed above.

Executing Units shall prepare a Company estimate as well as relevant documentation, which may include the scope of work, specifications, form of bid, conditions of contract or form of agreement and any other relevant information. The Vendor shall be required to submit a Bid or written proposal, which must be evaluated for reasonableness against the Company estimate.

## SECTION V: PRE-QUALIFICATION

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### **5.1 REGISTRATION/ DEREGISTRATION**

#### ***Registration***

- (i) All applications for registration as a Contractor shall be in accordance with the Proceeds of Crime Act of 2000 and be submitted to the Secretary of the Pre-qualification / Registration Committee (or other relevant Committee).
- (ii) The Secretary shall issue a registration form to the applicant for completion and return to the Pre-qualification/Registration Committee (or other relevant Committee).
- (iii) An acknowledgement shall be issued to the applicant.
- (iv) The applicant shall be informed of the decision of the Committee.

#### ***Reclassification of Contractors***

- (i) Applications for an increase in scope of work capability by a Contractor must be submitted on a prescribed form and considered by the Committee.
- (ii) Such an increase in scope of work capability may address either:
  - An increase in the type of service(s) being offered by the Contractor or
  - An increase in the range of tenders for which the Contractor may be invited to bid as determined by the dollar value.

#### ***Change of Name and Updated Information***

- (i) Applications for a change of name shall be scrutinized for any changes in the Contractor's technical and financial capabilities and must be accompanied by a Certificate of Registration from the Registrar of Companies in the case of limited liability companies.
- (ii) The advice of the Legal Division/Officer must be obtained before submission to the Pre-qualification/Registration Committee (or other relevant Committee) for approval.
- (iii) Registered Contractors shall be required on an annual basis to submit updated relevant information including but not limited to technical and financial capabilities.

## SECTION V: PRE-QUALIFICATION

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### 5.1 REGISTRATION/ DEREGISTRATION (CONTINUED)

#### ***De-Registration***

The Pre-qualification/Registration Committee (or other relevant committee) may de-register contractors based on its deliberations in respect of Registered Contractors:

- (i) Continual failure to respond to tender invitation.
- (ii) Unsatisfactory work.
- (ii) Poor conduct of the Contractor and/or his employees on the job.
- (iv) Non-adherence to safety regulations.
- (v) History of unsuccessful Tenders due to high quotations.
- (vi) Refusing to execute work at tendered prices.
- (vi) Failure to observe the terms and conditions of the Contract.
- (viii) Evidence of collusion between the Contractor(s) and/or Entity's employee(s).
- (ix) Notification of the Contractor's bankruptcy by the Registrar of Companies.
- (x) Failure to immediately notify the Entity of any change in the data supplied by the Contractor upon which his/her registration was based, e.g. receivership.
- (xi) At the request of the Contractor.
- (xii) Any other reason which may adversely affect the Entity's interest.

The Pre-qualification/Registration Committee (or other relevant committee) shall afford the Contractor an opportunity to be heard.

### 5.2 DISQUALIFICATION FOR AWARD OF CONTRACT

Any person who, with the intention of gaining any advantage for himself or herself or any other person whether he has made an offer or not, offers any member of the Committee or officer of (the State Agency) a gift or money or other consideration or approaches any member of (the State Agency) in respect to any matter that is before the Committee or that is expected to come before the Committee shall be disqualified from being awarded a contract. This should be stated in the Invitation to Tender.

The person or firm on whose behalf the representation was made will also be disqualified.

A Member of the Board of the Supplier or a member of the staff of the Supplier shall not enter into any Contract for the supply of goods or services to (the State Agency) while a Contract exists between the Supplier and (the State Agency).



## SECTION V: PRE-QUALIFICATION

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### **5.3 CONFIDENTIALITY OF INFORMATION**

Every Person having an official duty or being employed as Committee members shall regard and deal with all documents and information relating to the functions of the Committee as confidential.

## SECTION VI: THE AWARD PROCESS

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### 6.1 FUNCTIONS OF THE TENDERS COMMITTEE

The Tenders Committee/Chief Executive Officer/Designate shall, in accordance with the levels of authority, invite and consider Tenders for the supply of goods or services or works to be undertaken which are necessary for carrying out the objectives of (the State Agency) and shall make decisions or recommendations on the acceptance or rejection of such Tenders.

The Tenders Committee/Chief Executive Officer/Designate shall not for the purpose of giving them authority to act, subdivide the quantity of goods or services or Works to be undertaken in portions which fall within their respective financial limits.

The Committee shall:

- (i) Act for (the State Agency) in inviting and considering offers and tenders for the supply of goods or services or works to be undertaken of all kinds necessary for carrying out the functions of (the State Agency).
- (ii) Make decisions on behalf of (the State Agency) on the acceptance or rejection of tenders.
- (iii) Make recommendations to the Board on the disposal of obsolete or unserviceable items.
- (iv) Implement the policy and procedures on Tendering, Procurement and Contracting.
- (v) Ensure that procurement is geared to achieve the highest quality of goods, services and construction, commensurate with the objectives of (the State Agency).
- (vi) Ensure accountability and transparency in all matters pertaining to tendering, procurement and contracting.
- (vii) Ensure the selection of all contractors and service providers is made on sound, transparent, fair and cost-effective bases.

### 6.2 MEETINGS OF THE COMMITTEE

The Committee shall meet as often as may be necessary or expedient for the transaction of their business.

The Secretary of the Committee shall fix the date, time and place of the meeting.

### 6.3 MINUTES OF MEETINGS

The Minutes of each Meeting of the Committee shall be prepared in proper form and kept at (the State Agency's) office.

Copies of confirmed Minutes of the Committee's meeting shall be submitted for the information of the Board.

## SECTION VI: THE AWARD PROCESS

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### **6.4 DECISIONS OF THE COMMITTEE**

- (i) Decisions shall be taken at Committee meetings or where the Chairman so directs by circulation of papers.
- (ii) Papers should not be circulated to any member who has declared an interest in the matter being considered.
- (iii) Decisions shall be by majority vote and in the event of an equality of votes, the Chairman shall have an original and casting vote.
- (iv) Any member who dissents shall request for such dissent to be recorded.
- (v) Three (3) members including a Director shall constitute a quorum.

### **6.5 REQUESTS FOR PURCHASE (PURCHASE REQUISITIONS)**

Except for Emergency purchases, all other purchases of Materials, Works and/or Services shall be initiated via purchase requisitions.

### **6.6 SPECIFICATIONS**

The purpose of a specification is to serve as a basis for obtaining Materials, Works and/or Services suitable to (the State Agency's) needs. Specifications shall be drafted with the objectives of clearly describing (the State Agency's) requirements and, except for merit awards, they shall be written to facilitate maximum competition.

The Procurement Unit/Function shall have the authority to discuss the quality, quantity and kinds of items requisitioned and suggest changes to specifications, where deemed to be in (the State Agency's) best interest. No changes shall be made without concurrence of the Executing Unit.

## SECTION VI: THE AWARD PROCESS

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### 6.7 INVITATION TO TENDER

The Secretary shall be responsible for all invitations to tender whenever goods / services are required or works are to be undertaken on behalf of (the State Agency).

The Secretary shall:

- (i) Invite members of the public in general to make offers for the supply of such goods or services by notice published in the daily newspapers or subject to the approval of the Chairman of the Committee invite such bodies or persons from a list of pre-qualified contractors, suppliers and consultants.
- (ii) The Suppliers and Contractors list should be approved by the Pre-qualification/Registration Committee (or other relevant Committee).
- (iii) The notice referred to in (i) above shall be signed by the Secretary of the Committee and shall contain:
  - (a) Sufficient description of the goods and services required or scope of works to be undertaken and shall whenever necessary also indicate the place where and the time when additional information relating thereto can be obtained.
  - (b) The form in which an offer is to be made.
  - (c) Date of completion for the supply of goods or services or works to be undertaken.
  - (d) The date and time within which the offer is to be submitted.
  - (e) The place where the offer is to be submitted.
  - (f) A request for the submission of clearance certificates issued by the Board of Inland Revenue certifying satisfaction of all obligations in respect of taxes and VAT where applicable and a request for the submission of certificates from the National Insurance Board (NIB) certifying satisfaction of the National Insurance Scheme (NIS) obligations.
  - (g) A request that any person who is desirous of making a Bid in response to a public notice to deposit with (the State Agency) a Tender Deposit.
  - (h) A request for a non-refundable tender document deposit, the amount to be fixed by the Secretary.
  - (i) A list of critical and non-critical criteria.

### 6.8 INVITATION TO BID

- (i) Procurement personnel shall invite bids or quotations from Vendors through the use of Request for Quotation (RFQ) or Invitation to Bid (ITB).
- (ii) Electronic ITBs may be issued to Vendors with the technical capability where deemed beneficial and expedient to so do. The relevant financial authority must approve the use of electronic ITBs.

## SECTION VI: THE AWARD PROCESS

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### **6.9 FORM OF TENDER**

- (i) (The State Agency) may prepare and print such forms or documents as in its opinion are necessary and appropriate for the submission of Tenders for the supply of goods or services or works to be undertaken.
- (ii) Offers for the supply of goods and services may be made on the appropriate form supplied by (the State Agency) and shall be signed by the person making the Bid and enclosed in a sealed envelope addressed to the Secretary.
- (iii) Alterations or erasures in any Bid made to (the State Agency) shall be initialed by the person making the Bid or by whoever is authorized so to do.

### **6.10 COMPLIANCE WITH THE INVITATION TO TENDER**

The Committee may reject any offer which does not comply with any critical criteria outlined in the Invitation to Tender.

### **6.11 TENDER BOXES**

- (i) The State Agency shall keep at its offices in accessible locations specially constructed boxes in which all tenders shall be placed.
- (ii) Each box shall be marked 'Tender Box' and shall be so built so as to ensure the security of the documents placed in it.
- (iii) Each box shall have two (2) independent locks. The key of one (1) lock shall be kept by the Secretary and the other shall be kept by any other member of the Committee as the Committee may decide.
- (iv) The Secretary shall assign a box for receipt of tenders on any matter up to the date and time fixed in the relevant notice and shall cause the box to be marked so as to be readily identified by persons delivering tenders.
- (v) A register of tenders must be provided by the office of (the State Agency) to record the date, time and the name of the person who delivered the tender.
- (vi) Tenders which cannot be accommodated in the tender boxes provided must be lodged for safekeeping with the Secretary of the Committee or the Company Secretary. A written acknowledgement of all such Tenders will be issued by the designated State Agency official receiving same and shall include the name of the bidder, the name of the person delivering the Tender, the name of the person receiving the tender, the date and time of delivery and the signatures of both parties.

## SECTION VI: THE AWARD PROCESS

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### **6.12 COMPANY'S ESTIMATE**

An estimate of the contract cost or (State Agency's) expectation in accordance with the Bid Documents should be prepared by a technically competent officer of (the State Agency) and approved by the Committee.

### **6.13 TENDER SUBMISSIONS**

- (i) The Company shall accept hardcopy tenders or, where prior approved in accordance with the Schedule of Financial Authorities, electronic tenders. The tenders must be submitted in a Company determined depository, which shall include tender boxes, or secure electronic addresses as instructed on the ITB or RFQ.
- (ii) All depositories must be accessible and must have adequate security to ensure the confidentiality and integrity of the tendering process. Contingency arrangements for depositing bids shall be communicated to the bidders in the event the specified depository is inaccessible or cannot accommodate the bid.
- (iii) Except in the cases of merit awards and emergency acquisitions, and where expressly allowed in the Instructions to Bidders, Bids shall not be delivered to or accepted by any Company official or employee. Any Bids delivered to or accepted by any Company official or employee, which is not in conformance with the requirements as stated herein, may result in disqualification of the Bid.

### **6.14 VIEWING AND OPENING OF TENDER SUBMISSIONS**

The Company shall set thresholds and assign committees for the opening of Bids. Only the designated Opening Committee shall retrieve and open Bids from the assigned Company depository on the specified closing date and time.

The Procurement Specialist or Contracts Representative as applicable shall chair the Opening Committee. The Chairman shall convene Committee meetings and advise on Company's policies and procedures and other related matters.

A Bidder returning a quotation marked "no bid" shall be considered as responsive, and the Bid shall be noted as such.

## SECTION VI: THE AWARD PROCESS

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### **6.15 TENDERS IN SEPARATE ENVELOPES**

- (i) The Board may require an offer to comprise of a technical bid and a financial bid to be submitted in separate sealed envelopes.
- (ii) Where both technical and financial bids have been received, the financial bids will remain sealed. The financial bids shall be opened sequentially in the order of the technical ranking until a suitable Bid is obtained. The unopened Bids will be returned to the tenderers.
- (iii) In the case where both technical and financial bids are received, the tenderer shall be entitled to be present at the opening of the Financial Bid.

### **6.16 TENDER DEPOSITS**

- (i) The Committee may require any person who is desirous of making an offer to deposit with the company a sum in an amount to be fixed by the Secretary before any offer is made;
- (ii) The Committee shall forfeit any sum so deposited if:
  - (a) Any person making the deposit fails to make an offer;
  - (b) Any person whose offer is accepted fails or refuses to enter into a formal contract;
  - (c) Any person to whom a contract is awarded fails to execute and fulfill the terms thereof;
- (iii) After a contract is awarded the Board shall arrange for the refund of any deposits to persons whose offers have not been accepted.
- (iv) The deposits may be refunded to anyone who withdraws an offer by writing to the Secretary or Secretary of the Tenders Committee before the closing date and time for receipt of tenders.

### **6.17 SITE VISITS AND CLARIFICATION**

- (i) Site visits and pre-bid clarification meetings, where required, shall be arranged so that all bidders could attend collectively. Where possible, a pre-determined date, time and place shall be stated in the ITB. Where it is mandatory to attend the site visit or pre-bid meeting, this shall also be stated in the ITB.
- (ii) Any request for clarification or information by bidders shall be submitted in writing before the time stipulated in the ITB. Responses shall be forwarded as written addenda to all bidders through the Procurement Unit/Function or, where authorised, the Executing Unit, and shall include the details of the request for clarification or information, without identifying the source.

## SECTION VI: THE AWARD PROCESS

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### 6.18 EVALUATION OF TENDERS AND RECOMMENDATION FOR AWARD

- (i) Evaluations are to be carried out in accordance with the prior approved and /or predetermined criteria and in accordance with Section 24 (1) of the Integrity in Public Life Act 2000. These written evaluation criteria must be established by the Executing Unit and/or the Procurement Unit/Function prior to the closing date (submission deadline date) of the Bids, must be uniformly applied and may not be changed after opening of Bids.
- (ii) In an effort to achieve Value for Money, procurement personnel/Award Committees must take into account all relevant costs and benefits over the whole procurement cycle. Accepting the lowest price is not necessarily an indicator of achieving best Value for Money.
- (iii) Procurement personnel shall be responsible for the commercial evaluation of tenders for the purchase of Materials. The Executing Unit shall be responsible for technical evaluation of the Material purchase tenders
- (iv) Executing Unit personnel shall be responsible for both commercial and technical evaluations of Service purchase tenders.
- (v) Where required a team comprising members from other disciplines, e.g. Finance, Law or HSE, shall be included to evaluate both Material and Service tenders. Executing Unit personnel shall serve as team lead in these cases.



## SECTION VI: THE AWARD PROCESS

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### **6.19 ACCEPTANCE OF TENDER**

- (i) Where a tender has been accepted by the Committee/Chief Executive Officer/ Designate the person or body who submitted the tender shall be notified in writing by the Secretary/Chief Executive Officer/Designate of its acceptance.
- (ii) A contract shall be in such form and contain such terms, conditions and provisions, as (the State Agency) may determine, and shall specify, inter alia, whenever applicable:
  - a. a description of the goods and services to be provided or works to be undertaken;
  - b. the price to be paid for the supply of such goods or services or works to be undertaken;
  - c. the period within which the matters contemplated in the contract is to be performed;
  - d. the amount of damages payable for delay or non-completion within the period stipulated; and
  - e. provisions for termination or breach of contract.
- (iii) The Company may require a person to whom any contract is awarded to provide security in such form and to such extent as may be specified in the Invitation to Bid (ITB).
- (iv) At least once a month the Tender Committee shall inform the Board of Directors of all contracts within their limits which were awarded for their information.
- (v) All unsuccessful bidders must also be notified in writing.

### **6.20 LATE BIDS/ PROPOSAL SUBMITTAL**

Late bids shall be considered to be non-responsive and shall not be accepted. Late bids shall be returned to the Vendors unopened.

## SECTION VI: THE AWARD PROCESS

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### 6.21 CANCELLATION OF TENDERING PROCESS

Where there is a recommendation to cancel a tendering process after bid opening and prior to award, a justification shall be submitted to the appropriate financial authority for review and approval. The Procurement Unit/Function shall notify the bidders in writing that the tendering process has been cancelled.

### 6.22 ALTERNATE TENDERS SUBMISSION

Alternative tenders may be solicited or unsolicited.

#### a. Solicited

Where it is deemed beneficial to the Company to solicit alternatives to that outlined in the ITB/RFQ, the Company may invite the Vendor(s) to submit a base Tender and/or an alternative Tender.

The Buyer and/or Committee for the award shall consider all Tenders received. The Company shall be under no obligation to make an award of an alternative Tender.

#### b. Unsolicited

Where unsolicited alternative Tenders are received on the initiative of the bidder and not requested in the ITB/RFQ, consideration will only be given to the alternative Tender submitted by the lowest evaluated responsive bidder for the base Tender.

### 6.23 SUBSTITUTION

- (i) Bids shall be based upon the requirements/specifications as stated in the ITB. However, Materials specified by a trade name or name of manufacturer or Vendor to establish the standard required may be substituted by any other Material considered acceptable by the Executing Unit. The option to allow substitution should be specified in the ITB to ensure fair competition amongst bidders.
- (ii) Where a substitute is offered the Vendor shall provide information necessary for a complete evaluation by the Executing Unit. These should include but not be limited to a description of the proposed substitute, the name of the Material, etc. for which it is to be substituted, drawings, samples, performance and test data, references and other test data.

## SECTION VI: THE AWARD PROCESS

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### **6.24 CANCELLATION OF ORDERS AND AGREEMENTS**

Purchase orders and Outline Agreements may be cancelled at the discretion of the Company within the provisions of the Agreement/Law. Vendors must be informed of decisions to cancel. Cancellation can occur for a number of reasons including breach of contract, or changes in Company's requirements. All decisions to cancel must be communicated to the Vendor.

### **6.25 VARIATIONS OF PURCHASE ORDER**

(i) Subsequent to the commencement of a contract but prior to the expiration, circumstances arise which result in a variation. Such variation may result in an addition or deletion to the original contract includes but is not limited to the following:

- a. Change in the Scope of Work
- b. Change in Specifications
- c. Change in the method or manner of performance
- d. Accelerating Work Performance
- e. Extension of Time;

A request by the Contractor for variation may be considered. The request shall be in writing and adequately justified.

(iii) Variation requests shall be approved by the due financial authority before instructions to effect the variations are given to the Vendor.

## SECTION VII: DISPOSAL OF UNSERVICEABLE STOCKS

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- 7.1** Whenever the Chief Executive Officer/Designate determines that any article which is the property of (the State Agency) and which was originally valued at more than one thousand dollars is unserviceable or is surplus to the requirements of (the State Agency) the Chief Executive Officer/Designate shall provide a Report to the Tenders Committee.
- 7.2** The report shall contain a full description of the articles, the quantity thereof and the places where the articles are stored, its physical state and reason for disposal.
- 7.3** The Board may determine the written down value of Assets that require its approval and that of the Minister before disposal.
- 7.4** A Report on the goods sold/disposed of and its proceeds shall be provided to the Board of Directors.

## SECTION VIII: PROCUREMENT GUIDELINES

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### **8.1 PURCHASE TYPES**

Purchases can be classified as either a Material purchase or a Service purchase. However, there may be instances where the order includes both Material and Service components, as in the case of “build and supply” or “supply and install” or “supply and maintain” requirements.

The following criteria shall be utilised to distinguish when to treat the request as a Material purchase or a Service purchase:

Material Purchases are those transactions where:

- a. There is no major design considerations associated with the request. The item is not designed specifically for (the State Agency).
- b. Where there is a single point physical transfer of the item.
- c. “Supply and install” orders where the costs of the Material component is 90% or more of the order value.

Other purchases shall be treated as Service purchases.

The State Agency may develop separate Procedure Guides for each Purchase type.

### **8.2 LOCAL CONTENT**

The Company recognizes its obligation in developing local capability, including skills, resources and expertise. In this regard, local businesses that bid for the supply of locally produced Materials, Works and/or Services may be granted a margin of price preference of up to 5% over foreign bidders where the ITB is open to international bidding. Margins of preference shall not be given on matters of quality and health, safety and environmental matters. Such margins of preference shall be at the sole discretion of the Company and must be clearly stated in the invitation to bid documents.

## SECTION IX: ETHICAL PROCUREMENT STANDARDS

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It is important that employees conducting procurements on behalf of the Company avoid improprieties, as well as the appearance of such improprieties. The integrity and credibility of the procurement system requires the Company employees to be impartial, fair and free of any relationships that may cause them to be unduly partial to any Vendor or product. It is up to each individual to ensure they do not violate the spirit of procurement ethics.

Procurement ethics shall include, but may not be limited to the following considerations:

- a. Legitimate Business Need. The procurement of Materials, Works and/or Services will be limited to those necessary to the operation and mission of the Company, and its business interests.
- b. Conflict of Interest. Any director, officer and employee of the Company who is a Related Party to a person submitting an offer or has an interest in a company, firm or partnership or other body, or individual submitting an offer for the supply of Materials or Works and/or Services which is the subject of consideration by the Company shall be required to disclose such interest as specified in the State Enterprises Performance Monitoring Manual and Section 29 (1) of the Integrity in Public Life Act 2000, and shall not take part in the consideration or discussion of the offer, nor vote on any consideration concerning such offer.

Any director, officer and employee of the Company is prohibited from:

- i. Directly or indirectly establishing an improper business relationships with any bidder for his/her own personal benefit or the benefit of the bidder or any other person;
- ii. Directly or indirectly influencing or seeking to influence the tendering process to further his/her own interest and/or the interest of the bidder or any other person;

The obligation not to take part in the consideration or discussion of neither offer, nor vote on any consideration concerning such offer shall be binding for a period of two (2) years from the date such director, officer or employee ceases to have an interest.

- c. Gifts. No director, officer or employee having official responsibility for procurement shall solicit, demand, accept, or agree to accept from a bidder, offeror, contractor, or subcontractor, any payment, donation, loan, subscription, advance, deposit of money, services or anything, present or promised, that would be considered influential in the making of a decision, as specified in the State Enterprises Performance Monitoring Manual and Section 27 (1) of the Integrity in Public Life Act 2000.

## SECTION IX: ETHICAL PROCUREMENT STANDARDS

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- d. Disclosure of Previous and/or Subsequent Employment. Any director, officer or employee having official responsibility for procurement who was previously employed or accepts employment with a bidder, offeror, or Vendor with whom he/she has dealt in any official capacity, must provide written notice to the Company of his/her past employment or intention to accept such employment.

The disclosure of previous employment shall be binding for a period of two (2) years from the date of separation from said Company.

- e. Kickbacks. Kickbacks involve getting something of value from a bidder, offeror, contractor, or subcontractor in an attempt to influence the award of business and are prohibited.
- f. Misrepresentations. Any director, officer or employee having official responsibility for procurement is prohibited from knowingly falsifying, concealing or misrepresenting material facts concerning a procurement transaction.
- g. Insufficient Authorization. No employee shall obligate the Company without having received prior written authorization from an approved official. To do so is a misrepresentation of authority.
- h. Confidentiality. Directors, officers and employees of the Company shall regard all documents and information relating to the procurement process as confidential except for the purposes of the exercise or performance of his/her functions; when authorised by the company; unless compelled by law or an order under the law to furnish to any competent judicial or administrative authority a portion or the entirety of the confidential information.

The willful violation of any of the above provisions may lead to disciplinary and/or legal actions.

## SECTION X: VENDOR MANAGEMENT

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The Company shall strive to maintain strong and enduring relationships with Vendors of proven ability and those who desire to meet its needs. To accomplish this, procurement activities will be conducted so that Vendors will place a high value on Company business and make every effort to meet these requirements on the basis of quality, service and price.

### 10.1 VENDOR RELATIONS

Sound business relations with Vendors are essential for maintaining a dependable, competent source of supply for the uninterrupted flow of quality commodities or Works and/or Services.

The Procurement Unit/Function shall be the primary channel of communication with Vendors. Honesty, integrity, confidence and tact should be employed by Procurement personnel to establish and maintain mutually satisfactory bonds of respect and understanding with Vendors.

In this regard, all Vendor relations shall be governed by guidelines outlined in the State Enterprises Performance Monitoring Manual and the Integrity in Public Life Act 2000. The following should be observed when dealing with Vendors and their representatives:

- i. Executing Units may in the absence of product history e.g. price information, contact Vendors to obtain product prices solely for budgetary purposes.
- ii. Procurement personnel are the sole officers authorized to obtain competitive quotes or bids from Vendors, except in emergency and merit situations, where the Executing Unit shall have such authority.
- iii. Executing Units interviewing sales representatives regarding details of their products shall record specific information relating to such visits.
- iv. During interviews with sales representatives no one shall commit himself or herself on preference for any product or give any information regarding performance or price, which might in any way give one Vendor an advantage over another Vendor.
- v. All correspondence with Vendors shall be through the Procurement Unit/Function, except in special cases where the technical details involved make it advisable to delegate authority to others. In such cases the Procurement Unit/Function will be provided with an information copy of all correspondence.
- vi. Give all sales representatives a full, fair, prompt and courteous hearing.
- vii. Keep competition open and fair.
- viii. Keep specifications fair and clear.
- ix. Cooperate with the Vendor and consider any difficulties expressed.
- x. Keep free from obligation to any Vendor.



## SECTION X: VENDOR MANAGEMENT

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### **10.2 VENDOR VISITS**

Procurement personnel shall if required make purposeful visits to Vendors' plants. Such visits serve to cement good relations, enable buyers to know their sources of supply, the calibre of service, quality, progressiveness and manufacturing methods and broaden their knowledge of the commodities they purchase.

### **10.3 PRE-QUALIFICATION OF VENDORS**

It is the intent of (the State Agency) to buy only from Vendors who have adequate financial strength, high ethical standards and a record of adhering to specifications, maintaining shipping promises and giving a full measure of service.

Vendors wishing to do business with (the State Agency) shall undergo the Vendor credentialing or registration process and shall agree to abide by the Company's Procurement process. An adequate list of competent Vendors must be maintained to ensure continuity of supply and to foster competition.

### **10.4 VENDOR PERFORMANCE EVALUATIONS**

Performance evaluations shall be utilized to measure the efficiency and effectiveness of Vendors and to provide information/feedback to inform the future engagement of such Vendors. Assessments may involve several factors such as variations to purchase order terms and conditions, quality of Materials/Services supplied, responsiveness of Vendor to tender invitations, changes to delivery schedule, health, safety and environmental performance, general housekeeping, and general risk management. Other factors may be considered where applicable.

### **10.5 APPEAL PROCEDURE**

Vendor appeals shall be made in writing and directed to the relevant authorities as outlined in Section II - 2.5: Appeal against Tendering and Contract Decision.

## SECTION XI: RISK MANAGEMENT

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### 11.1 BONDS

#### a) BID BOND

Where the degree of risk of an offer being withdrawn and potential loss to the Company is assessed as high, a bid bond may be used to mitigate the risk and possible loss to the Company. In cases where there is the requirement for a bid bond, such requirement must be clearly stated in the ITB. The bid bond validity period shall exceed the duration of the bid a formal demand on the bond if the bidder defaults on the Bid.

A bid bond is intended to ensure that bidders will exercise due care in preparing their Bids and that they will honour their Bid submissions if selected for award of a contract. The amount of the bid bond shall be a fixed sum and shall not normally exceed 1% of the Company's estimate on purchases over \$5 million or up to 3% for lower amounts.

#### b) PERFORMANCE BOND

A Performance bond shall be used as a performance security intended to protect the Company against losses that may result from failure of the Vendor to satisfy the conditions/specifications of the purchase agreement / contract.

Where a performance bond is assessed as required, the requirement for it shall be clearly stated in the ITB. The bond shall cover the period from award up to final acceptance of the Materials, Works and/or Services.

### 11.2 RETENTION

- a) Retentions may be used in the event the Vendor fails to remedy any defects in the Material, Works and/or Services. Retentions shall be a percentage of the value of the Materials, Works and/or Services for a stipulated period and shall be released upon certification of the satisfactory acceptance of the Materials, or completion of the Works and/or Services and the expiration of the defects liability period stated in the Contract.
- b) Where retentions are applicable, the requirement for it shall be specifically stated in the ITB and shall not be less than 10% of the value of the Materials delivered, or the Works and/or Services completed.

## SECTION XI: RISK MANAGEMENT

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### **11.3 INSURANCE REQUIREMENTS**

All providers of Materials, Works and/or Services shall be required to maintain insurance as may be appropriate at the time of award, such as Workmen's Compensation, Motor Vehicle Insurances, Comprehensive General Liability Insurance and any other as deemed appropriate.

### **11.4 LIQUIDATED DAMAGES**

Liquidated damages may be implemented to cover instances where the Vendor fails to complete the contract/agreement within the agreed timeframe. Liquidated damages may be a fixed specified sum or a variable amount deducted from money owed to the Vendor for each day beyond the agreed completion date.

## SECTION XII: CONTRACTS

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The Procurement Unit/Function shall arrange suitable type contracts with Vendors to protect the Company against significant fluctuations in labor or Material costs. The contract type selected shall be appropriate to the circumstances of the acquisition/construction being undertaken and shall vary according to the degree and timing of the responsibility assumed by the Vendor for the costs of performance.

### 12.1 AGREED FIXED PRICE OR LUMP SUM CONTRACTS

This type of contract shall be used where the nature or scope of work to be performed by the Vendor is clearly defined at the time the Tenders are solicited and price escalation risks are minimal. The bidder undertakes to supply the Materials, Works and/or Services specified for a fixed or lump sum price.

### 12.2 UNIT RATE CONTRACTS

This type of contract utilises pre-set unit rates or price lists and the total value of the contract is a function of the quantities required either to complete the Material Order, Works and/or Services for a specified duration. Bidders price lists are evaluated by comparing them with published price lists (where available), historical prices and other market data, as applicable. The Tenders Committee shall review all recommendations to use a Vendor's pricelists, and shall be the sole authority for approving use of such price lists. Approvals shall be for a specified duration and Vendors shall be notified of the period for which approval to use the pricelist has been granted.

This type of contract is generally employed for

- (i) Re-measurable Works and
- (ii) Frequent or Repetitive Material Orders, Works and/or Services:

#### i) **Re-measurable Works**

Where the bulk of the Works can be ascertained with reasonable accuracy, unit rates are entered by the bidder in a bill of quantities giving totals that are added resulting in the tender price. The final value is determined by actual measurement of the Work completed. This type of contract is commonly used for construction works.

#### ii) **Frequent or Repetitive Material Orders, Works and/or Services**

Where the Material Orders, Works and/or Services are of a frequent or repetitive nature and may involve several unit rates in the form of a price list that is utilized on an as required basis when a job arises within a specified period. This type of contract can be used for 'call out' arrangements to satisfy operational requirements, and Works and/or Services to be performed by common carriers, for waste removal, specialized oil services and repairs, janitorial services etc.

## SECTION XII: CONTRACTS

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### **12.3 REIMBURSABLE COST**

Where the scope of Work or Services cannot be clearly defined with sufficient accuracy to ensure a fair and reasonable fixed price is obtained or when there is an inordinate degree of risk associated with the work, this type of contract may be required. These types of contracts can be used for pollution control, revamp work, consultancy services etc.

It allows for payment of all incurred costs (direct costs- incurred exclusively for the project and indirect costs or overhead costs- cost allocated by the bidder as a cost of doing business, usually calculated as a percentage of direct costs), within a predetermined ceiling, that can be allocated to the contract, are allowable within cost standards, and are reasonable.

Reimbursable cost contracts must be closely monitored, to ensure that the Vendor is efficient and uses effective cost controls, since the Vendor's cost risk is minimal under this type of contract.

### **12.4 MODIFIED FIXED PRICE**

This type of contract is a combination of (12.1) and/or (12.2) and/or (12.3) above, and may be used where there is a high risk associated with portions of the work or only a portion of the work can be accurately defined (e.g. a tank cleaning contract where there is a fixed price for opening the tank and a unit rate price for cleaning based on the quantity of Material to be removed).

## SECTION XIII: FORMS OF AGREEMENTS

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### 13.1 PURCHASE ORDERS

Purchase orders shall be used to execute a purchase transaction with a Vendor where the quantity of Materials or Works and/or Services required is certain and the period covered is within the Company's financial year.

### 13.2 OUTLINE AGREEMENTS

Outline Agreements shall be used to fill anticipated needs for Materials or Works and /or Services by establishing longer term purchasing agreements with Vendors. Outline Agreements can be used for any of the Contract types listed in Section XII above in cases where:

- The Contract duration spans more than one financial year,
- The quantity required is uncertain before hand,
- Frequent repetitive purchases are done.

The value of these Agreements is based on estimated or anticipated consumption or need and is not intended as a guarantee to purchase from the Vendor.

The Company recognizes two forms of Outline Agreements, viz:

- (i) Scheduling Agreements - a longer-term agreement between (the State Agency) and a Vendor regarding the supply of Materials or Works and/or Services. Delivery of the total quantity of Material specified or provision of Service in a scheduling agreement is spread over a certain period in a delivery/performance schedule, consisting of lines indicating the individual quantities or Service type with their corresponding planned delivery/performance dates.
- (ii) Price Agreements - a longer-term agreement between (the State Agency) and a Vendor regarding the price of Materials or Works and/or Services required for the duration of the Agreement.

Outline Agreements shall be terminated at the Company's discretion for unsatisfactory performance.

### 13.3 SPECIALLY DRAFTED LEGAL AGREEMENTS

Specially drafted legal agreements may be used in cases where there are special conditions of purchase/contract or where deemed necessary. Consideration should be given to the value of the purchase and the risks associated with the project.

## SECTION XIV: CONSULTANCY SERVICES

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### **14.1 CONSULTANCY FIRMS**

Except for Merit Consultancy contracts (Section 4.5), all consulting services shall be competitively tendered out. Consultancy firms must be pre-qualified based on criteria provided by the Executing Unit in addition to the normal registration credentialing process.

### **14.2 INDIVIDUAL CONSULTANTS**

Individual Consultants are normally hired to carry out assignments for which the experience and qualifications of the individual are crucial to the task. They are selected on the basis of their qualifications for the assignment. Advertisement is not required and Consultants do not need to submit proposals.

Consultants shall be selected through comparison of qualifications of at least three (3) candidates among those who have expressed interest in the assignment or who have been approached directly by the Company. Individuals considered for comparison of qualifications shall meet the minimum qualifications deemed relevant for the assignment and those selected by the Company shall be the best qualified and shall be fully capable of carrying out the assignment. Capability is judged on the basis of academic background, experience, and, as appropriate, knowledge of the local conditions, such as local language, culture and administrative system.

## SECTION XV: GENERAL

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### **15.1 STRATEGIC PROCUREMENT**

The goal of Strategic Procurement is to build relationships, seek out opportunities to deliver cost savings and efficiencies and to help deliver value for money.

This may include identifying potential partnerships and alliances, market capability, performance measures, stakeholders, internal organisational requirements, preliminary costs and risk management issues as well as building capabilities and adopting strategies to control cost.

The Company shall put strategies in place to analyse costs, trends, price forecasts and gather market intelligence.

### **15.2 PROCUREMENT FILES**

The relevant Purchasing Section(s) shall be responsible for maintenance and storage of procurement files including electronic files in accordance with Section 55 of the Proceeds of Crime Act 2000. The files are to be in sufficient detail to enable reconstruction of the events and decisions applicable to the process from invitation to award including all relevant documents. Electronic files must be adequately protected and backed up to ensure their availability and integrity. A register of all contracts issued should also be maintained.



AWARD OF TENDER FORM

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**AWARD OF TENDER**

SUBMITTED FOR THE INFORMATION OF THE MINISTER OF FINANCE

STATE AGENCY	DATE OF CONTRACT	
FORM OF TENDER: <input type="checkbox"/> OPEN <input type="checkbox"/> SELECTIVE	DURATION OF CONTRACT	
NATURE OF CONTRACT		
NAME OF TENDERERS	BID	COMMENTS
SELECTED BIDDER		
RATIONALE FOR SELECTION		
(Sign where applicable) <div style="text-align: center; margin-top: 20px;">                     _____                      CHAIRMAN OF THE BOARD OF DIRECTORS                 </div> <div style="text-align: center; margin-top: 20px;">                     _____                      CHAIRMAN OF TENDERS COMMITTEE                 </div> <div style="text-align: center; margin-top: 20px;">                     _____                      CHIEF EXECUTIVE OFFICER / DESIGNATE                 </div>		

## USE OF CELLULAR PHONES AND LAPTOP COMPUTERS ISSUED BY THE STATE

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Given the advance in technology and the need to be able to access information and to communicate readily with certain office holders, the issue of cellular phones and laptop computers to office holders has become necessary for the effective performance of their duties. The policy in respect of the use of these items is set out below:

### **Cellular Phones**

Cellular phones are to be issued to Government Ministers, Permanent Secretaries, Deputy Permanent Secretaries, Heads of Departments, Deputy Heads of Departments, Heads of Divisions and such employees deemed by the Permanent Secretary/Head of Department/Statutory Authority to require the use of cellular phones based on demonstrated need and job function.

Limits may be set as to the maximum expenditure which may be met in respect of telephone calls.

### **Laptop Computers**

Laptop computers are to be provided to officials/employees based on requirement and job function as determined by the Permanent Secretary/Head of Department/Statutory Authority. This may include, but is not limited to, persons whose positions involve on-call duties, persons who during the normal course of their employment perform their duties away from their assigned work place and persons who have demonstrated a need to be in contact with their office via e-mail and communication interfaces.

Laptops may also be made available temporarily to staff members for use when attending:

- special meetings/assignments;
- conferences and other professional development activities;
- training programs (if a requirement of the course).

## USE OF CELLULAR PHONES AND LAPTOP COMPUTERS ISSUED BY THE STATE

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### **Assignment Procedures**

Each assignee must read and sign a Statement, which sets out the policy and any other general instructions and procedures for the use of the item/s as determined by the Permanent Secretary Head of Department/Head of Statutory Authority. This signed document constitutes agreement with the policy/instructions/procedures specified at the time of assignment. Laptops should be used only by the individual to whom it has been assigned.

Persons must take every effort to ensure the security, safety and maintenance of the laptop computer. It should be treated as a delicate piece of equipment to be handled with care. The user should have a record of the model, serial number and should know key characteristics. Any misuse of a laptop computer may result in disciplinary action in accordance with the appropriate regulations.

### **Maintenance and Repair**

All malfunctions should be reported immediately to the IT Division. Under no circumstances should a user attempt repairs or authorize repairs to equipment.

If any equipment is lost or stolen, it must be reported to the Permanent Secretary/Head of Department/Head of Statutory Authority and Police immediately. In the case of cellular phones, the appropriate service provider (e.g. TSTT) should be notified in order to deactivate the handset.

### **Return and Disposal of Laptop Computers and Cellular Phones**

Laptop computers and cellular phones are to be returned to the relevant Ministry/Department/Statutory Authority in any of the following circumstances:

- a) where the user
  - proceeds on extended periods of leave of absence without pay or is seconded/reassigned to another Ministry/Department/ Organization;
  - resigns, retires, dies or in any way, demits office;
- b) upon expiration or termination of the employment, on contract, of the user;
- c) where the item was issued for temporary use and the period of such use has expired.

## USE OF CELLULAR PHONES AND LAPTOP COMPUTERS ISSUED BY THE STATE

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Users may be given the option to purchase the item/s issued to them on the following conditions:

### **Cellular Phones**

- i) where the item is up to one-year old - 50% of its purchase price
- ii) where the item is over one year and up to three years old - 25% of its purchase price
- iii) where the item is over three years old - 5% of its purchase price

### **Laptop Computers**

- i) where the item is up to one year old - 66% of its purchase price
- ii) where the item is over one year and up to three years old - 33% of its purchase price
- iii) where the item is over three years and up to five years old - 10% of its purchase price
- iv) where the item is over five years old - 5% of its purchase price

Permanent Secretaries/Heads of Departments/Head of Statutory Authorities are required to ensure that all persons who are provided with cellular phones and/or laptop computers are informed of the policy enunciated above.

**INTEGRITY IN PUBLIC LIFE ACT NO. 83 OF 2000**

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**CODE OF CONDUCT**

- 23.** This Part applies to a person in public life and to all persons exercising public functions.
- 24.** (1) A person to whom this Part applies shall ensure that he/she performs his/her functions and administers the public resources for which he/she is responsible in an effective and efficient manner and shall-
- (a) be fair and impartial in exercising his/her public duty;
  - (b) afford no undue preferential treatment to any group or individual;
  - (c) arrange his/her private interests whether pecuniary or otherwise in such a manner as to maintain public confidence and trust in his/her integrity.
- (2) A person to whom this Part applies shall not-
- (a) use his/her office for the improper advancement of his/her own or his/her family's personal or financial interests or the interest of any person;
  - (b) engage in any transaction, acquire any position or have any commercial or other interest that is incompatible with his/her office, function and duty or the discharge thereof;
  - (c) use public property or services for activities not related to his/her official work;
  - (d) directly or indirectly use his/her office for private gain.
- (3) No person to whom this Part applies shall be a party to or shall undertake any project or activity involving the use of public funds in disregard of the Financial Orders or other Regulations applicable to such funds.
- 25.** A person to whom this Part applies shall not use information that is gained in the execution of his/her office and which is not available to the general public to further or seek to further his/her private interests.
- 26.** A person to whom this Part applies shall not use his/her office to seek to influence a decision made by another person or public body to further his/her own private interests.

INTEGRITY IN PUBLIC LIFE ACT NO. 83 OF 2000

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- 27.** (1) A person to whom this Part applies shall not accept a fee, gift or personal benefit, except compensation authorized by law that is connected directly or indirectly with the performance of his or her duties of office.
- (2) Subsection (1) does not apply to a gift or personal benefit that is received as an incident of the protocol or social obligations that normally accompany the responsibilities of office.
- (3) Where however, a gift or personal benefit referred to in subsection (2) exceeds two thousand dollars in value or where the total value received directly or indirectly from one source in any twelve month period exceeds two thousand dollars, a person in public life shall file with his/her declaration, a statement indicating the nature of the fee, gift or benefit, its source and the circumstances under which it was given or accepted.
- 28.** Matters of a confidential nature in the possession of persons to whom this Part applies, shall be kept confidential unless the performance of duty or the needs of justice strictly require otherwise, and shall remain confidential even after separation from service.
- 29.** (1) For the purposes of this Act, a conflict of interest is deemed to arise if a person in public life or any person exercising a public function were to make or participate in the making of a decision in the execution of his/her office and at the same time knows or ought reasonably to have known, that in the making of the decision, there is an opportunity either directly or indirectly to further his/her private interests or that of a member of his/her family or of any other person.
- (2) Where there is a possible or perceived conflict of interest, a person to whom this Part applies, shall disclose his/her interest in accordance with prescribed procedures and disqualify himself/herself from any decision-making process.
- 30.** (1) A person holding office under the Public Service, Judicial and Legal Service, Police Service, Teaching Service or Statutory Authorities' Service Commission, shall upon his/her appointment and from time to time as may be required, declare to the appropriate Commission in such form as may be prescribed-
- (a) all business, commercial and financial interests and activities in which he/she is engaged; and
- (b) all personal property, assets and liabilities in respect of himself/herself, his/her spouse and dependent children

provided that all information so given shall be treated as confidential.

INTEGRITY IN PUBLIC LIFE ACT NO. 83 OF 2000

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- 31.** (1) The Commission shall report any breach of this Part to the appropriate House of Parliament, Service Commission, Board, or other Authority and to the Director of Public Prosecutions setting out such details and particulars as it thinks fit.
- (2) The appropriate House of Parliament, Service Commission, Board or other Authority may take such disciplinary action in relation to a report made pursuant to subsection (1) as it thinks appropriate in any particular case.

## OUTCOME FOCUSED STRATEGIC PLANNING

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## OUTCOME FOCUSED STRATEGIC PLANNING

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### PURPOSE STATEMENT - OUTCOME FOCUSED STRATEGIC PLANNING

The section describes how an outcome-focused approach can be included in the three phases of a generic strategic planning process: context, strategy formulation and strategy evaluation. As each State Enterprise is unique it will have a strategic planning process that best meets its needs and guidance must be adapted to meet individual needs.

### MANAGEMENT OVERVIEW

With a renewed emphasis on Managing for Outcomes (MfO), State Enterprises must focus their strategic planning on improving outcomes. The aim is for enterprises to link outcomes to outputs more clearly, and optimise their mix of outputs to maximise benefits to citizens and society (outcomes). State Enterprises will make decisions on how they will define, test and refine their strategic plans.

Strategic planning is 'the continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success will be gauged'. Outcome goals and targets lie at the heart of good strategic planning and decision-making processes. While the methods used to produce strategic plans may not change much, the strategy, the 'cause and effect' logic and the actions that result, may change markedly.

A generic planning cycle starts with defining the desired outcomes, setting priorities, assessing where outcomes are poor or could be improved, and identifying where change is wanted. Cause and effect hypotheses and evidence is used to identify the portfolio of products and services (output mix) likely to improve outcomes most, within the enterprise's capability and funding constraints. After delivery of planned outputs to the respective stakeholder groups, their actual impact should be assessed, and whether indicators change as expected, should be determined.

### STRATEGIC PLANNING CYCLES

Strategic planning cycles generally have three main elements: context, formulation and evaluation.

**Context** - Defining outcomes that are aligned to mission, using outcome indicators to decide where gains are sought, and setting goals. Scanning for internal and external factors that help, hinder or condition how an enterprise can act, including capability and performance.

**Strategy Formulation** - Good strategies start with clearly defined outcomes. This involves using structured processes such as 'cause and effect logic' and 'evidence of effectiveness' to identify options that should improve outcomes the most. These are then translated into high-level action plans and budgets, with specific output commitments. If a company were to introduce a strategy planning methodology such as the balanced scorecard, BSCD 'strategy maps' would portray the required alignment of an organisation's capabilities with the strategic options formulated. The balanced scorecard methodology and the development of BSCD 'strategy maps' are discussed later on in this Appendix.

## OUTCOME FOCUSED STRATEGIC PLANNING

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**Strategy Evaluation.** This involves specifying in the strategic plan how the enterprise will measure whether the plan and selected options are working effectively and translating any required performance adjustments into actions and resource re-allocation decisions. Where a continuous strategic planning and management cycle exists, the enterprise's direction may be modified based on the evaluation and feedback obtained from the measures of the financial and non-financial objectives, across the different perspectives of the enterprise's operations. Again the use of a management tool such as the BSCD should measure and report on those activities identified as 'performance drivers' of the desired outcomes.

Strategic plans must drive action, coordination and reflection on performance. An outcome focused strategic planning process helps managers gather the right information and make informed decisions on critical areas such as annual business plans, outputs, resource needs, inter-agency and inter-Ministry collaboration.

Gains for State Enterprises include: improved engagement with Ministers and the Corporation Sole; improved information to support decision-making, shifting resources to services likely to deliver most gain in areas of high need and more focused interactions both between stakeholder / customer communities and with Central Agencies.

### **Management Applications and Strategic Planning Systems**

Context is important but the value of strategic planning is gauged against how plans improve outcomes, shape capability and outputs, improve coordination, and build consensus on why, how and when the enterprise should act. Value lies in how the enterprise works.

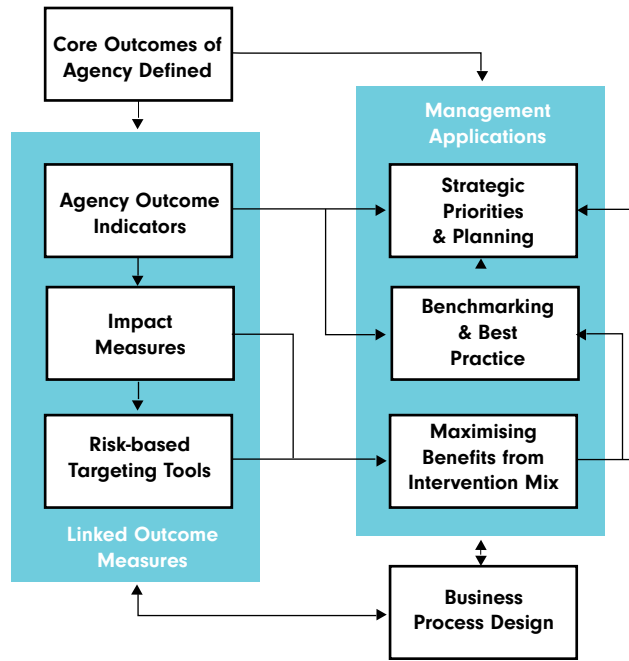
Improved outcomes for the public are the *raison d'être* for State Enterprises. Good strategic planning draws together different elements of information, and processes it to make decisions on future results, actions and needs. Managing for Outcomes emphasises the planning process as the starting point for building a results-focused organisation.

Strategic planning is a process that brings together disparate bits of outcome, operational and resource information, and drives decisions on future direction. Planning starts by defining the outcomes we want, assessing where outcomes could be improved and where risks are high, and deciding where change is wanted. Cause and effect analysis is used to find the output mix likely to improve outcomes the most. After delivery, the impact must be assessed and whether indicators change as expected.

OUTCOME FOCUSED STRATEGIC PLANNING

Mapping Links Between Outcome Information and Business Decision

Chart 1



NZ-Govt Pathfinder Project

There are limits to where and how well outcomes can be measured. Enterprises may start with little outcome information. Some enterprises may be able to measure indicators and set goals, but not assess impact. Others may be able to measure indicators and assess impact only in selected areas. Measurement systems do not have value in themselves. Their worth lies in the impact they have on the enterprise and in their ability to create a work environment that reaches out to customers and colleagues in a positive way [Frank Fairbanks, Public Management (US)].

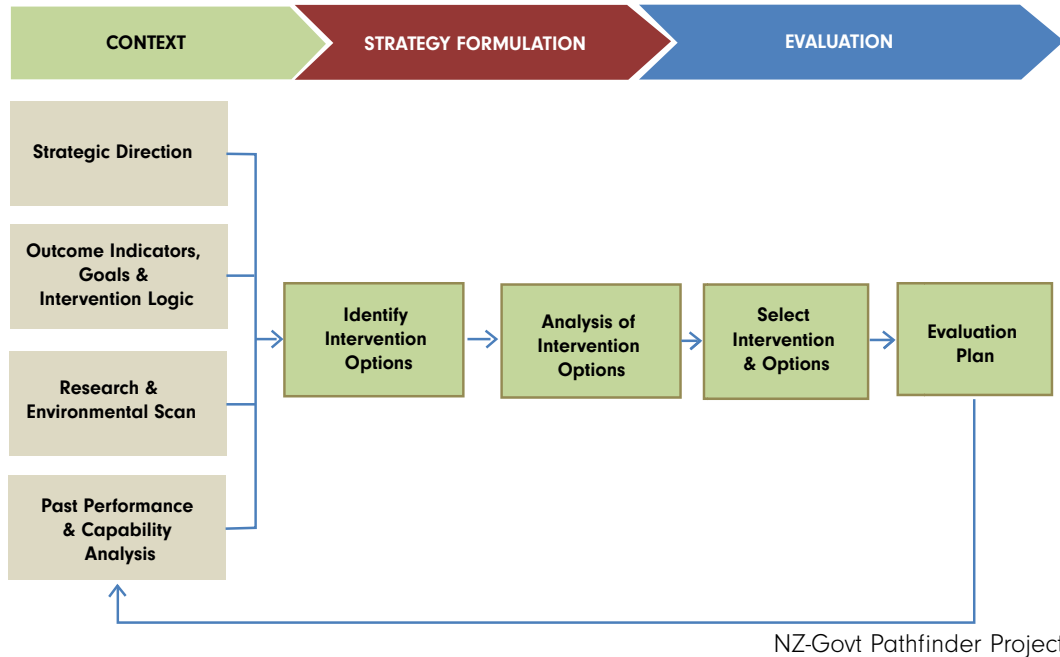
**INTEGRATING OUTCOMES INTO STRATEGY PLANNING**

A conventional strategic planning approach generally recognises three phases: context setting, strategy formulation, and strategy evaluation. Most elements of existing planning processes will remain although the focus will be centered on improving outcomes. State Enterprises are not expected to develop Strategic Initiatives or Programs (initiatives) using ‘outcome criteria’ alone. Decisions will also be influenced by other criteria such as change management, costs, capabilities, Line Ministry and public expectations.

# OUTCOME FOCUSED STRATEGIC PLANNING

A Generic Strategic Planning Model- Context, Formulation, Evaluation

Chart 2



**Setting the Context** The ‘context’ has four main components: direction, cause and effect analysis, environmental scan and analysis.

**Strategic Direction.** Vision statements will often be stated in outcome terms. Outcomes should therefore be strongly aligned to your mission. Goals and targets are stated in outcome terms. Value statements reflect the culture needed to improve outcomes.

**Outcome Indicators and cause and effect logic.** These are key inputs which must be prepared for the Strategy Formulation phase - clear outcome definitions and measures, and cause and effect analysis (evidence-based rationale underpinning the enterprise’s choice of strategies and outputs). Cause and effect analysis links outcomes to outputs, provides a framework for selecting among strategic choices, and outlines how the enterprise will assess results.

**External Research and Environmental Scan.** State Enterprises can learn from the experience of others, paying particular attention to strategic approaches that are supported by clear evidence of effectiveness. Other factors that will be mandated include Line Ministry and Corporate Sole expectations and decisions as well as social, economic and technology trends that present new needs, operational requirements and opportunities.

## OUTCOME FOCUSED STRATEGIC PLANNING

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**Analysis of Past Performance and Capability.** Analysing the design, delivery and impact of current strategies and outputs provides the information base needed to make decisions on the mix of outputs and services that should be delivered into the future. Needs should be matched to effective initiatives and delivery constraints identified. Analysis should evaluate performance against previous strategic plans including outcome goals or targets. Good analysis supports decisions on all the main areas of capability. These include decisions on leadership style, structure, accountabilities, skills mix, asset mix, decision-making systems, information systems, processes, resources and relationships.

**Outcomes in Strategy Formulation** In the strategy formulation phase management identifies intervention options that maximise the outcome impact for target groups. New initiatives are identified, described (e.g. target group, mode of operation, likely impact and cost) and compared to existing initiatives. Initiatives are prioritised and allocated resources and budgets. Evaluations of existing initiatives are used to inform decisions about which group of strategies is likely to be best and where capability should be built.

The starting point for strategy formulation is needs analysis. It gives a baseline to confirm proposed initiatives are strategically aligned and it creates a 'success factor' to focus on in the evaluation plan.

Good option identification, outcome information and strategic analysis helps make the selection of outputs transparent and build confidence that alternatives ways of doing business have been considered. Good analysis helps make any trade-offs between immediate results and long-term goals quite explicit.

Likely impact is a key criteria used to select the best initiatives. But other criteria will also be used. Managers will want to consider other potential trade-offs including cost-effectiveness, budget, past experience, implementation and capability issues and Line Minister and public expectations.

**Strategy Evaluation** Evaluation is the most neglected art in strategic planning. Evaluation helps an enterprise judge whether the strategy achieved its objectives, which bits of the strategy worked as planned and where changes need to be made to improve operations and the next plan. Evaluation planning starts before implementation and shows how progress will be tracked against the strategy and how an enterprise will show that major initiatives are delivered well and produce the anticipated results.

Incorporating evaluation into the plan helps an enterprise focus assessment resources on the 'big picture'. As initiatives are selected, identify priorities for evaluation and feed these into the plan.

The evaluation plan should ensure that over the term of the plan, enterprises get timely information on:

- how outcomes improve overall, particularly in areas of focus of initiatives ;
- whether initiatives get designed, delivered well and reach the intended areas;

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- which initiatives work (ideally, which initiatives work best in comparative terms);
- what did not work so well and why; and
- how the portfolio, targeting and performance of initiatives can be improved.

A management culture that looks only for positive results is likely to resist learning and change. Positive feedback helps show what was not well and what ought to be repeated. But negative feedback drives one to improve initiatives and redistribute resources for better results.

### SUCCESS FACTORS FOR OUTCOME-FOCUSED STRATEGIC PLANNING

In terms of process, critical success factors for different types of strategic planning are similar.

**Personal Involvement and Leadership.** Enterprises undertaking benchmarking studies have the active involvement of senior management, both at the corporate level and across operating units. The CEO is nearly always active in the lead strategy group, playing a leading role in creating the vision, identifying assumptions and setting expectations for the whole enterprise.

**Vision and Values.** Top leaders convey the enterprise's mission, strategic direction and vision clearly and consistently to employees and external stakeholders. Action speaks loudly. Management must lead by example if it really expects employees to follow.

**Sense of Urgency.** Good leaders create a sense of urgency for improved outcomes through aggressive communication of the vision at all levels and emphasis of strategic objectives.

**Results depend on good management and good planning, supported by good implementation. It takes time to build capability and experience.**

**Engaging with stakeholders.** Use planning processes as a catalyst for engaging stakeholders. This improves both the process itself and the quality of relationships with stakeholders. Both planning and relationships improve as the enterprise learns more about the views of stakeholders. When their views and needs are accommodated, stakeholders can support the enterprise in many different ways.

**Learning culture.** Strategic planning, implementation and assessment processes should build a 'learning organisation'. Outcome-focused enterprises need a culture of learning. They use evidence-based approaches to select, implement and test initiatives and actively manage risks and occasional errors.

## OUTCOME FOCUSED STRATEGIC PLANNING

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**Performance management systems.** Rewards and incentives that form part of an established performance management and compensation process should be targeted to the institutionalization of behaviours that drive the accomplishment of the 'vital few' outcomes.

**Adaptive planning.** An outcome focused strategic planning process must be flexible. It is always adjusting to performance feedback. A plan is just that – we act, learn and reconsider. Make sure you gather and use the performance information you need to act and react.

**Integrated planning.** Strategic planning with an outcome focus will provide a platform to ensure that the annual budget process and the underpinning annual business planning are integrated as part of the process. Linking outcomes to outputs more clearly and optimising the output mix are determinants for the direction and prioritisation for the budgeting and business planning elements of the overall process.

### IDENTIFYING OUTCOMES AND THE SUPPORTING PERFORMANCE MEASUREMENT FRAMEWORK

Once management have agreed the 'vital few' outcomes for their enterprise or, in the case of a diversified enterprise their business units, then they are ready to proceed to identifying outcome measures. The following paragraphs cover the identification of those 'vital few' outcomes. This is the essential first step that must be completed before an enterprise sets about developing its outcome measures and indicators.

Good definitions of the vital few outcomes drive the usefulness of all subsequent work. A poorly defined or inappropriate outcome is of little use in decision-making, and at worse could result in decisions that have an adverse impact on the target group(s) or entities.

Outcomes are not visionary or aspirational statements that are difficult to measure. Outcomes are the end result of what the enterprise is attempting to achieve for stakeholders and describe 'why' it is delivering certain interventions on their behalf. Outcomes therefore must be clearly defined before management attempts to define what outputs and impacts will help achieve these outcomes.

A well defined outcome is tightly linked to the mission and actions of the organisation, and guides decisions on future action. Well defined outcomes are outcomes that:

- are well aligned with the enterprise 's (or business unit's) mission or purpose;
- are tangibly linked to outputs and inputs (the things an enterprise manages);
- measure the benefits experienced by clients or entities the enterprise manages;
- support critical business decisions, including resource decisions; and
- can be measured using reliable data, obtainable at a reasonable cost.

## OUTCOME FOCUSED STRATEGIC PLANNING

### Identifying The Vital Few Outcomes

Managing for results may require an enterprise to measure and manage different outcomes in different business units. This may mean defining a hierarchy of outcomes spanning a number of enterprises and outcomes.

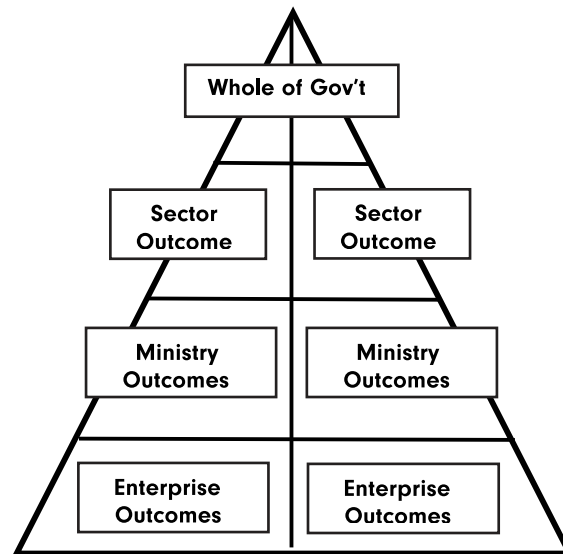


Chart 3

NZ-Govt Pathfinder Project

The enterprise's mission and services should focus management's attention on a small number of crucial outcomes. At any level of organisation these outcomes should specify the set of results expected from core services and identify the target group or entity those services are designed to benefit. Major business units may need to identify how their 'vital few' outcomes drive the enterprise's 'vital few' outcomes. These 'vital few' underpin all later steps in establishing a results-driven organisation. Given that multiple measures may be required for each outcome selected, it is important to focus on what matters most.

### Getting Stakeholder "Buy-in"

It is important to ensure the outcome information will be valued by internal users, as well as useful for external reporting purposes. This will provide incentives for the enterprise to continue measuring and using outcome information. It will also foster a support base within the enterprise as measurement problems and outcome management issues are encountered and worked through.

Internal and external stakeholders must accept the validity of an enterprise's outcome measure and have confidence in the integrity of the underlying data before they will have confidence in decisions made on the basis of outcome measures. Enterprises must engage with the Line Ministry and the Ministry of Finance as they work through which outcomes will be used as the 'vital few' outcomes. The concept of the 'vital few' is a prioritisation tool. Engagement is the key to stakeholder acceptance.



## OUTCOME FOCUSED STRATEGIC PLANNING

### Steps for Developing an Outcome Definition

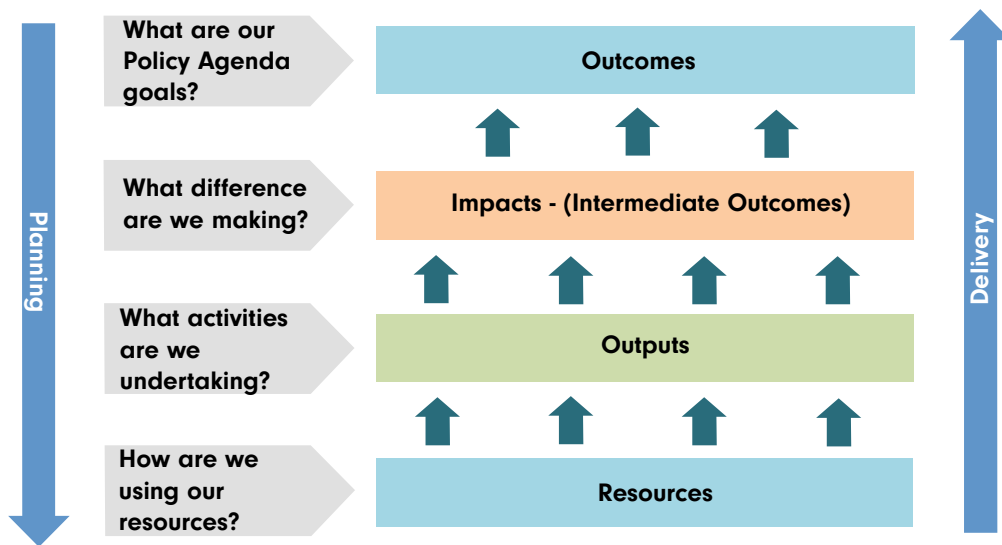
Once an enterprise has agreed its vital few outcomes it will need to produce a clear definition of its outcome(s). The purpose of defining outcomes is to ultimately produce “feedback” data that informs management of the impact (or effectiveness) of the enterprises outputs. To achieve this a clear set of outcome definition(s) is the essential first step. An outcome definition that is ambiguous is unlikely to provide feedback information that can be useful to managers.

### MANAGING PERFORMANCE - LINKING MEASUREMENT TO RESOURCES, PLANNING AND DELIVERY

The financial performance of State Enterprises will be measured in respect of the outputs – products and services delivered and the resources consumed in production. However, the impact of the enterprise’s performance in terms of outcomes aligned with GORTT’s policy agenda should be evaluated through outcome measures and impact assessments through intermediate indicators. Management’s focus on these desired intermediate and final outcomes should be at the core of their enterprise’s strategy formulation processes.

Linking the three levels of measurement to planning and delivery

Chart 4



NZ State Services Commission -Treasury

Information should be required to be collected in respect of outcome measures and intermediate outcomes on an ongoing basis, in order to monitor trends over time, on whether the chosen portfolio and mix of outputs are fulfilling stakeholder needs and expectations, as intended. At all the three levels, results must be linked back to resources (funding and capabilities) so that internal and external decision-makers can assess value-for-money.

## OUTCOME FOCUSED STRATEGIC PLANNING

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### **MAPPING OUTPUTS TO OUTCOMES**

Outcomes and intermediate outcomes differ from outputs in that they do not specify what is being provided (goods and services), but rather the changes expected in users lives after outputs are delivered. By definition, intermediate outcomes and outcomes are future-looking, and generally reflect how much value is delivered to users and can be measured only after outputs are delivered.

The relationship between outputs and outcomes can be complex. In fact a key challenge in developing any performance monitoring approach is to link outputs to the impacts at the immediate and intermediate outcome levels and to end outcomes expected. A clear articulation of outcomes is necessary to determine the types of outputs (services) that should be delivered. It is equally important that outputs are clearly specified so that their influence on achieving outcomes can be measured. In the absence of a clear mapping between outputs and outcomes, it is difficult to determine the cause and effect relationships (intervention logic) between actions and results.

Intervention logic is a systematic and reasoned description of the casual links between an entity's activities, outputs, intermediate and end outcomes. The purpose of applying intervention logic is to select major initiatives/interventions that are most likely to be effective and to identify the key results that can be monitored to show that the interventions/initiatives when formulating strategy work.

### **ACCOUNTABILITIES**

#### **ACCOUNTABILITY FOR DELIVERING OUTCOMES**

GORTT's Policy Agenda has established a number of social, economic and environment outcomes to provide a whole of government focus for services that represent long-term and enduring benefit to citizens, requiring allocation of significant resources. These desired outcomes are derived by the causal link between a desired state for a stakeholder group and the selected portfolio of goods and services to be delivered through the mandate, vision and mission of a Ministry, Agency or State Enterprise. Outcomes should be measured for effectiveness of results.

The mapping of outputs to outcomes will highlight that there are clusters of outputs, delivered by multiple Ministries, Agencies or State Enterprises, which will contribute to a particular outcome. As the responsibility for delivering outcomes is generally shared, it is to be expected that all agencies involved would collaborate in prioritising combined strategies to achieve the best overall results.

Outcome Measures and Outcome Indicators, which are respectively lagging and leading indicators of performance provide the means for tracking success in achieving Outcomes.

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### ACCOUNTABILITY FOR DELIVERING OUTPUTS

Outputs are the goods and services which have been identified and are delivered by State Enterprises and Agencies to achieve the outcomes being sought. Outputs need to be clearly specified. From a government perspective, clarity about the outputs being funded and performance information related to the cost efficiency and cost effectiveness of those services will be crucial in ensuring well informed policy and funding responses from government. From the customer/ stakeholder or community perspective, transparency about the types of services being delivered and the standards being achieved, will enhance confidence in the way public resources are being allocated.

While accountability for outcomes may be shared, State Enterprises and Agencies are responsible for the efficiency and effectiveness with which they deliver their particular outputs.

An output should be specified in a way which:

- describes the type of service to be delivered
- identifies the recipients (and where relevant beneficiaries) of the activity or service
- states the intended result or benefit (the purpose or objective of the output)

The above provides guidance for State Enterprises / Agencies integrating outcome information into their strategic planning and decision-making processes. The source content of this document was produced by New Zealand's Pathfinder Project.

### THE USE OF THE BALANCED SCORECARD APPROACH FOR STATE ENTERPRISES (SES)

Leading organizations agree on the need for a structured methodology for using performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, confirm or change current policy or program directions to meet those goals, and report on the success in meeting those goals.

The balanced scorecard is a conceptual framework for translating an organization's strategic objectives into a set of performance indicators distributed among four perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth. Some indicators are maintained to measure an organization's progress toward achieving its vision; other indicators are maintained to measure the long term drivers of success.

Through the balanced scorecard, an organization monitors both its current performance (finance, customer satisfaction, and business process results) and its efforts to improve processes, motivate and educate employees, and enhance information systems—its ability to learn and improve.

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### **Performance Management Strategy**

This section (based on the guidelines of the Procurement Executives of US federal departments and agencies) sets forth the definitional baselines for performance measurement and performance management, provides a brief overview of the goals of a performance management system and discusses a BSCD conceptual framework for performance measurement and management.

### **What is Performance Management?**

There are a wide range of definitions for performance objective, performance goal, performance

measure, performance measurement and performance management. To move forward with a common baseline, certain key concepts need to be clearly defined and understood such as:

- Performance objective: This is a critical success factor in achieving the organization's mission, vision, and strategy, which if not achieved would likely result in a significant decrease in customer satisfaction, system performance, employee satisfaction or retention, or effective financial management.
- Performance goal (target): A target level of activity expressed as a tangible measure, against which actual achievement can be compared.
- Performance measure: A quantitative or qualitative characterization of performance.
- Performance measurement: A process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied) and outcomes (the results of a program activity compared to its intended purpose), and the effectiveness of government operations in terms of their specific contributions to program objectives.
- Performance management: The use of performance measurement information to effect positive change in organizational culture, systems and processes, by helping to set agreed-upon performance goals, allocating and prioritizing resources, informing managers to either confirm or change current policy or program directions to meet those goals, and sharing results of performance in pursuing those goals.
- Output measure: A calculation or recording of activity or effort that can be expressed in a quantitative or qualitative manner.
- Outcome measure: An assessment of the results of a program compared to its intended purpose.

## OUTCOME FOCUSED STRATEGIC PLANNING

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### **Performance Management System Goals**

A proactive SOE seeks to create an efficient and effective performance management system to:

- Translate enterprise vision into clear measurable outcomes that define success, and that are shared throughout the enterprise and with customers and stakeholders;
- Provide a tool for assessing, managing, and improving the overall health and success of business systems;
- Continue to shift from prescriptive, audit- and compliance-based oversight to an ongoing, forward-looking strategic partnership involving agency headquarters and field components;
- Include measures of quality, cost, speed, customer service, and employee alignment, motivation, and skills to provide an in-depth, predictive performance management system;
- Replace existing assessment models with a consistent approach to performance management.

### **The Four Perspectives of the Balanced Scorecard**

- **Financial:** In the government arena, the “financial” perspective differs from that of the traditional private sector. Private sector financial objectives generally represent clear long-range targets for profit-seeking organizations, operating in a purely commercial environment. Financial considerations for public organizations have an enabling or a constraining role, but will rarely be the primary objective for business systems. Success for public organizations should be measured by how effectively and efficiently they meet the needs of their constituencies. Therefore, in the government, the financial perspective emphasizes cost efficiency, i.e., the ability to deliver maximum value to the customer.
- **Customer:** This perspective captures the ability of the organization to provide quality goods and services, the effectiveness of their delivery, and overall customer service and satisfaction. In the governmental model, the principal driver of performance is different than in the strictly commercial environment namely, customers and stakeholders take preeminence over financial results. In general, public organizations have a different, perhaps greater, stewardship/fiduciary responsibility and focus than do private sector entities.
- **Internal Business Processes:** This perspective focuses on the internal business results that lead to financial success and satisfied customers. To meet organizational objectives and customers’ expectations, organizations must identify the key business processes at which they must excel. Key processes are monitored to ensure that outcomes will be satisfactory. Internal business processes are the mechanisms through which performance expectations are achieved.

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- Learning and Growth: This perspective looks at the ability of employees, the quality of information systems, and the effects of organizational alignment in supporting accomplishment of organizational goals. Processes will only succeed if adequately skilled and motivated employees supplied with accurate and timely information, are driving them. This perspective takes on increased importance in organizations that are undergoing radical change. In order to meet changing requirements and customer expectations, employees may be asked to take on dramatically new responsibilities, and may require skills, capabilities, technologies, and organizational designs that were not available before.

### Implementing a Balanced Scorecard

#### A. Collaborative Efforts

To realize the full benefits of the BSC, the Investments Division encourages the adoption of the BSC for all key enterprise functions. Implementing the BSC enterprise-wide will provide (1) a common methodology and coordinated framework for all enterprise performance measurement efforts; (2) a common “language” for enterprise managers; (3) a common basis for understanding measurement results; and (4) an integrated picture of the enterprise overall. The BSC will provide sound data on which to base business decisions, from allocation of available resources to future direction. This will enable the enterprise to manage its activities and its resources more effectively.

#### B. Pathway to Success

A state enterprise can take several steps to encourage support for BSC activities or any performance measurement and improvement efforts within its organization:

##### 1) **Make a commitment at all levels – especially at the top level.**

Strong leadership is paramount in creating a positive organizational climate for nurturing performance improvements. Senior management leadership is vital throughout the performance measurement and improvement process. By senior management is meant the organizational level that can realistically foster cross-functional, mission-oriented performance improvements – from senior operating or functional managers in the various program initiatives throughout an enterprise. Senior management should have frequent formal and informal meetings with employees and managers to show support for improvement efforts and implementation initiatives. Also, they should frequently review progress and the results of improvement efforts.

##### 2) **Develop organizational goals.**

Goals need to be specified and publicized to provide focus and direction to the enterprise. Vision Statements and Strategic/Tactical Plans (including systematic ways to evaluate performance) are important for methodically planning performance improvements. To be meaningful, they must include measurable objectives along with realistic timetables for

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their achievement. Providing guidance on the best way to link and align functional and process goals to mission-oriented performance plans is essential.

### 3) Offer training in improvement techniques.

Training should be provided to personnel to help them properly make process improvements. The scope of training should include the operation of integrated project improvement teams, the role employees play in exercising sound business judgment and the specific techniques for making process improvements (flowcharts, benchmarking, cause-and-effect diagrams, etc.). Comprehensive training is needed to expand employees' technical capabilities and to achieve "buy-in" for undertaking meaningful improvement efforts.

### 4) Establish a recognition system to foster performance improvements.

Enterprises should tie any reward and recognition system to performance improvement as measured by the performance improvement themes of its strategic direction and intent. Employee incentives must be designed to reinforce the enterprise objectives being measured by the BSC. While recognition of individual employee performance has its place, group reward and recognition systems are also needed to encourage integrated, cross-functional teams of employees, customers and managers to undertake performance improvement in the critical operational areas or in addressing the strategic themes which drive future performance.

### 5) Break down organizational barriers.

To overcome fears resulting from unfounded beliefs about the perceived adverse effects of performance measurement and improvement, the enterprise's senior level management should engage with key enterprise personnel on the purpose of undertaking customer surveys, performance measurement, and process improvement. Performance measurement data is intended to be used to promote self-assessment, self improvement, progress in developing enterprise capability and capacity, linkage to overall mission goals and collaborative cross-enterprise benchmarking, if this is relevant, given the nature of different enterprise operating environments. Stakeholders must be shown that a cooperative effort toward performance improvement is the most appropriate course of action – that supporting the BSC is in their best interest.

### 6) Other Key Steps-

**Integrate the Scorecard into the organization.** Incorporating performance measurement and improvement into the existing management structure rather than treating it as a separate program will greatly increase the BSC's long-term viability.

**Change the corporate culture.** To achieve long-term success, it is imperative that the organizational culture evolve to the point where it cultivates performance improvement as a continuous effort which is not viewed as a one-time event - a recipe for failure. Institutionalize the Performance Improvement process.

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### **ESTABLISH PERFORMANCE MEASURES**

This section provides a methodology for establishing performance measures within the four perspectives of the balanced scorecard approach and for ensuring that the measures fit within an overall management approach.

#### **1. Define Organizational Vision, Mission, and Strategy**

The BSC methodology, as with most performance management methodologies, requires the creation of a vision, mission statement, and strategy for the organization. This ensures that the performance measures developed in each perspective support accomplishment of the organization's strategic objectives. It also helps employees visualize and understand the links between the performance measures and successful accomplishment of strategic goals.

#### **2. Develop Performance Objectives, Measures, and Goals**

Next, it is essential to identify what the organization must do well (i.e., the performance objectives) in order to attain the identified vision. For each objective that must be performed well, it is necessary to identify measures and set goals covering a reasonable period of time (e.g., three to five years). This may appear to be straight forward however many variables impact how long this exercise will take. The first, and most significant variable is how many people are employed in the organization and the extent to which they will be involved in setting the vision, mission, measures, and goals.

The BSC translates an organization's vision into a set of performance objectives distributed among four perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth. Some objectives are maintained to measure an organization's progress toward achieving its vision. Other objectives are maintained to measure the long term drivers of success. Through the use of the BSC, an organization monitors both its current performance (financial, customer satisfaction, and business process results) and its efforts to improve processes, motivate and educate employees, and enhance information systems - its ability to learn and improve.

When creating performance measures, it is important to ensure that they link directly to the strategic vision of the organization. The measures must focus on the outcomes necessary to achieve the organizational vision and the objectives of the strategic plan. When drafting measures and setting goals, ask whether or not achievement of the identified goals will help achieve the organizational vision.

Each objective within a perspective should be supported by at least one measure that will indicate an organization's performance against that objective. Define measures precisely, including the population to be measured, the method of measurement, the data source, and the time period for the measurement. If a quantitative measure is feasible and realistic, then its use should be encouraged.

When developing measures, it is important to include a mix of quantitative and qualitative measures. Quantitative measures provide more objectivity than qualitative measures. They



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may help to justify critical management decisions on resource allocation (e.g., budget and staffing) or systems improvement. An enterprise should first identify any available quantitative data and consider how it can support the objectives and measures incorporated in the BSC. Qualitative measures involve matters of perception, and therefore of subjectivity. Nevertheless, they are an integral part of the BSC methodology. Judgments based on the experience of customers, employees, managers and contractors offer important insights into acquisition performance and results.

A number of enterprises use surveys to gauge some elements of customer satisfaction such as timeliness and scope of the services, or process-oriented measures such as service delivery quality and completeness. The use of leading quantitative or qualitative indicators (KPIs) may help explain the underlying reasons for survey performance results. Achieving a balance among quantitative and qualitative factors (as well as among process-oriented and results-driven measures) is crucial in developing a valid BSC methodology.

The development of an enterprise's performance measurements should begin with the enterprise Strategic Plan. (Figure I on page 18 'State Enterprises - Performance Measurement Framework' refers). This is a top-down model which depicts the use of a Strategy Map as the point of initiating the definition of Strategic Outcomes, Measures, Indicators and Goals. This approach shows that the strategic enterprise outcomes and measures are first identified, before selecting which 'measures of performance' are required on those core processes which enable the successful execution of the strategic themes.

### **Cascading Enterprise Objectives Downwards to Functional and Organisation Units**

The exhibit portrays that the measurement of performance of enterprise functions and Organisation Unit objectives should be aligned with the critical core enterprise wide business processes. After an enterprise strategy map and BSC have been agreed upon by the top team of senior executives or managers, the strategy map should be cascaded downwards to the levels of the functional and organization units.

One of the key risks to avoid in the cascading downwards of organisation performance objectives is to ensure that the cascade of strategic objectives goes beyond the borders of functional silos. One of the most important benefits of using strategy maps and BSCs is the value they provide in dissolving 'the previously impermeable boundaries of functional silos'. Silo thinking and behavior is a widespread problem in State Enterprises in any region. Hierarchical cultures, combined with functional performance appraisal, have created these 'siloes boundaries' (Irv Beiman and Christian C. Johnson)

### **Cascading Performance Objectives downwards to Workgroups and Individuals**

Models exist for cascading downwards the higher level organization performance measures into workgroup and individual performance plans. Performance measures, using the BSC framework, can be developed from the enterprise level down to the individual performance plan level.

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By tying an individual's performance appraisal to the organization's strategic goals, it helps employees understand the vision, mission and goals of the organization and motivates employees to work as a team to support initiatives that directly relate to the corporate goals by rewarding them for organizational accomplishments and not just individual achievements.

**Strategic Plan.** The Strategic Plan should be a rolling plan three to five year Plan that encompasses the strategic direction and the strategic themes that the Board intends to execute, in the continuous building of organization capacity and capability to meet the challenges of satisfying the ever increasing expectations of its stakeholders and meeting the enterprise's obligations towards them.

It is the one document that sets forth the overall direction, vision, and mission of the enterprise and recognizes the requirement to set performance goals and to identify measures to gauge progress towards these goals.

**Business Performance Plan.** To accomplish the Strategic Plan, the annual Business Plan is developed. The business plan should define the measures, activities, and goals that, when taken together, indicate how well the enterprise's overall goals are being achieved, in the annual performance cycle.

**Budget Process.** Linkage of the strategy to budgeting is important. The budget defines the resources needed to accomplish the strategic goals and nearer term business plan objectives. Establish budgets that include consideration of how to fund strategic initiatives critical for enterprise success. Within this process, the senior management team must develop a budget strategy which is an integral step to strengthening the organizational capability in pursuit of obtaining the resources to meet strategic plan outcomes, objectives and performance goals.

### Link Enterprise Strategy to the Balanced Scorecard via a Strategy Map

The BSC Methodology is a tool for senior management to define their strategy for success, and to diagram the key elements of the enterprise's strategy. This diagram is referred to as a Strategy Map (Kaplan and Norton). Strategy Maps provide a visual representation of an enterprise's critical objectives and the crucial relationships among them that drive organizational performance. They illustrate the cause-and-effect linkages between financial and nonfinancial objectives.

Strategic themes and objectives are illustrated including the relationships among the critical variables

- Financial - balancing revenue growth with increases in productivity, efficiency, and costs
- Customer - balancing the focus on different target markets that might have different value propositions
- Process - identifying which core business processes are critical for effective delivery of the enterprise's value proposition to target markets

## OUTCOME FOCUSED STRATEGIC PLANNING

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Learning and Growth – balancing the enterprise’s focus on competency development, improving access to information, and improving the enterprise culture in the key areas that are important for successful strategy execution.

An enterprise business strategy can be described by a set of hypotheses. It is best to first set objectives for the financial perspective and then move to setting objectives for supporting customer, internal process, and learning and growth perspectives. Some possible financial objectives may include

- Increase Revenue
- Decrease Indirect Costs
- Increase Assets
- Increase Profitability
- Increase Cash Flow
- Minimize Financial Risk by Reducing Debt

Each enterprise will have its own set of business drivers, business dynamics, competition, and pressures, and may have a particular responsibility in the execution of GORTT’s policy agenda. Each enterprise’s business strategy and BSC will need to be carefully designed in light of its particular circumstances.

### **Select Appropriate Measures for each Balanced Scorecard Objective**

Measurement is fundamental and essential to the BSC methodology. Many enterprises have experience tracking and reporting results using KPIs although they may not be closely connected to the enterprise strategy. The BSC Methodology requires a systematic linkage of the strategy to the value proposition, to specific objectives and to measures for those objectives.

The enterprise’s BSC measures should be a result of the senior management team’s collective discussion about key aspects of their strategy, value proposition, and enterprise objectives. That discussion should precede the selection of measures. The measures flow from the strategy and objectives.

The strategy and objectives should not be built up from measures that already exist by moving from the detail (measures) to the big picture (strategy). The selection of measures depends on the enterprise’s strategy and the objectives that are an important element in the strategy.

The purpose of an enterprise BSC is to create clarity and focus on what is most important for successful execution of the enterprise’s strategy. The result of the senior management team’s discussion should be a small number of key objectives and measures of those objectives for each perspective.

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Some measures are outcome measures which represent ‘lagging indicators’ of historical performance, such as profit, revenue, customer satisfaction, and market share. These are the measurable results created by management’s actions taken earlier. These are represented as generic or core measures and they do not usually differentiate an enterprise’s specific business strategy.

Other measures represent performance drivers or ‘leading indicators’ of performance. Performance drivers, tend to be more closely related to an enterprise’s value proposition. For core outcome measure (lagging indicator), a key question is: What “drives” performance on that outcome measure?

This question is important to the BSC Methodology. It helps the senior management team translate strategy, value proposition, and important financial objectives into more focused measures of what fundamentally drives performance in the enterprise. The BSC methodology can be viewed as a set of tools that enables management to formulate and test their hypotheses about how to achieve business success.

As such, the BSC Methodology provides a systematic structure that enables management to

- define the mission and vision for their enterprise’s success;
- define their strategy for achieving that success (which can be treated as a set of hypotheses);
- define which key objectives and associated outcome measures are the most appropriate and useful measures (lagging indicators) of success;
- identify their hypotheses about what will drive successful performance on those core outcome measures;
- choose the enabling objectives and measures that will support achievement of the critical desired outcomes.

### **Cause-and-Effect Analysis of Objectives and Measures**

A key purpose of an enterprise BSC is to explicitly describe the enterprise strategy in terms of the senior management team’s hypotheses about how to achieve their important objectives. These hypotheses identify the important objectives and the linkages among them across different perspectives.

This cause-and-effect analysis is fundamental to the BSC Methodology. The process of designing a strategy map should stimulate senior management to enter into such a cause-and-effect analysis. This enables senior management to explicitly clarify their hypotheses about the critical causal relationships in their strategy. These hypotheses are testable by using appropriate lagging (outcome) measures in conjunction with the leading measures that drive performance on the outcome measures. One or more measures should be specified for each objective in each perspective.

## OUTCOME FOCUSED STRATEGIC PLANNING

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### **Strategy Management**

After strategy maps and BSCs have been established at different levels of the organizational hierarchy, a strategy management process must be put in place to assure that performance is reviewed and analyzed on a periodic basis. The minimum requirement for strategic management should be quarterly review, analysis, decision making, and planning. It could sometimes be useful for executive and management teams to conduct this review, analysis, and planning process monthly. Rapid market change, urgent need for improvement in organizational performance, changes in leadership, changes in strategy, are just some of the situations in which more frequent reviews of BSC performance may be warranted.

The management of strategy includes linkage of the strategy to budgeting, human resources, and information technology (IT). Linkage of the strategy to HR is a requirement for enterprise success. HR recruits, hires, trains, evaluates, and compensates employees. If HR processes are disconnected from the enterprise strategy, senior managers will be headed in one direction while the rest of the enterprise's people are headed somewhere different.

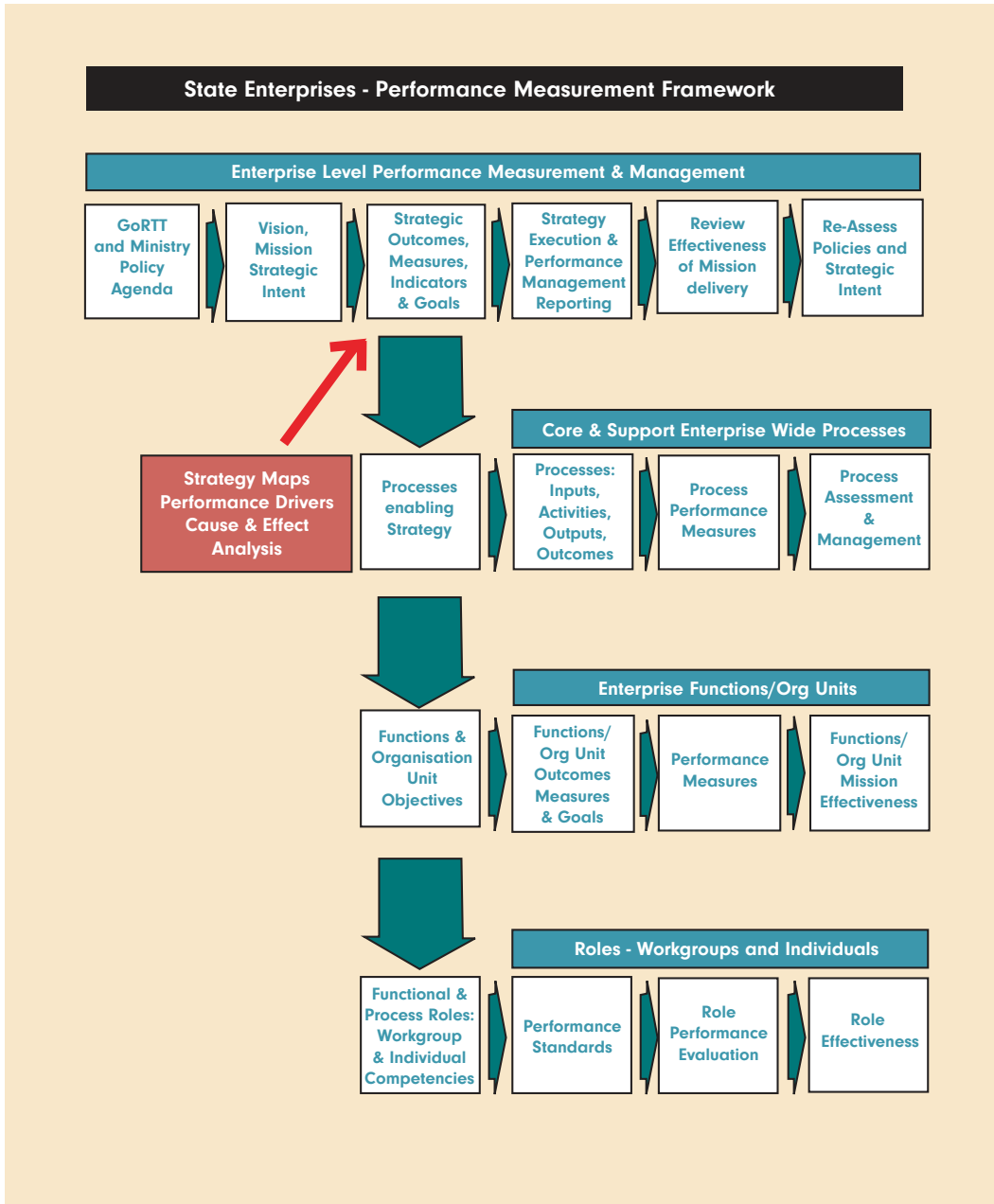
Information System. Any organization embarking on a deployment of the BSC Methodology will eventually need an information system to record, track, and report on performance data, as well as to manage the execution of strategy. The information system should enable more than the mere reporting of performance measures. Additional requirements include a system that enables the reporting of analysis and plans for how to take corrective action to improve performance.

**Balanced Scorecard Development for Individual State-Owned Enterprises (SOEs)  
by Irv Beiman and Christian C. Johnson**

# OUTCOME FOCUSED STRATEGIC PLANNING

Performance objectives, aligned to strategy, being cascaded down through the organisation levels

Chart 5



# OUTCOME FOCUSED STRATEGIC PLANNING

---

## The four strategic properties of the balanced scorecard methodology

Chart 6

To succeed financially and in our social responsibility goals, how should we appear to our shareholder

FINANCIAL			
Objectives	Measures	Targets	Initiatives

How do we meet our customers & stakeholders expectations

CUSTOMER			
Objectives	Measures	Targets	Initiatives

What business processes must we excel at

BUSINESS PROCESSES			
Objectives	Measures	Targets	Initiatives

Vision  
Mission &  
Strategic  
Intent

To achieve our vision how will we develop our organisational capacity and capabilities

LEARNING AND GROWTH			
Objectives	Measures	Targets	Initiatives

Procurement Executives Assoc: BSCD Performance Management

# OUTCOME FOCUSED STRATEGIC PLANNING

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## Overview of the steps involved in the performance management process

Chart 7

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### 1. Define Mission and Goals (incl. Outcome Related Goals)

- a. Involve key stakeholders in defining mission and goals.
  - b. Identify key factors that could significantly affect the achievement of the goals.
  - c. Align activities, core processes, and resources to help achieve the goals.
- 

---

### 2. Measure Performance

- d. Develop a set of performance measures at each organisational level that demonstrate results, are limited to the vital few, respond to multiple priorities, link to responsible programmes, and not too costly.
  - e. Collect sufficiently complete, accurate, and consistent data to document performance and support decision-making at various levels.
  - f. Report performance information in a way that is useful.
- 

---

### 3. Use Performance Information

- g. Use performance information to key stakeholders and the public.
  - h. Communicate performance information to key stakeholders and the public.
  - i. Demonstrate effective or improved programme performance.
  - j. Support policy decision-making.
- 

---

### 4. Sustaining Performance-Based Management

- k. Devolve decision-making with accountability for results.
  - l. Create incentives for improved management and performance.
  - m. Build expertise in strategic planning, performance measurement, and use of performance information in decision-making.
  - n. Integrate performance-based management into the culture and day-to-day activities of the organisation.
- 

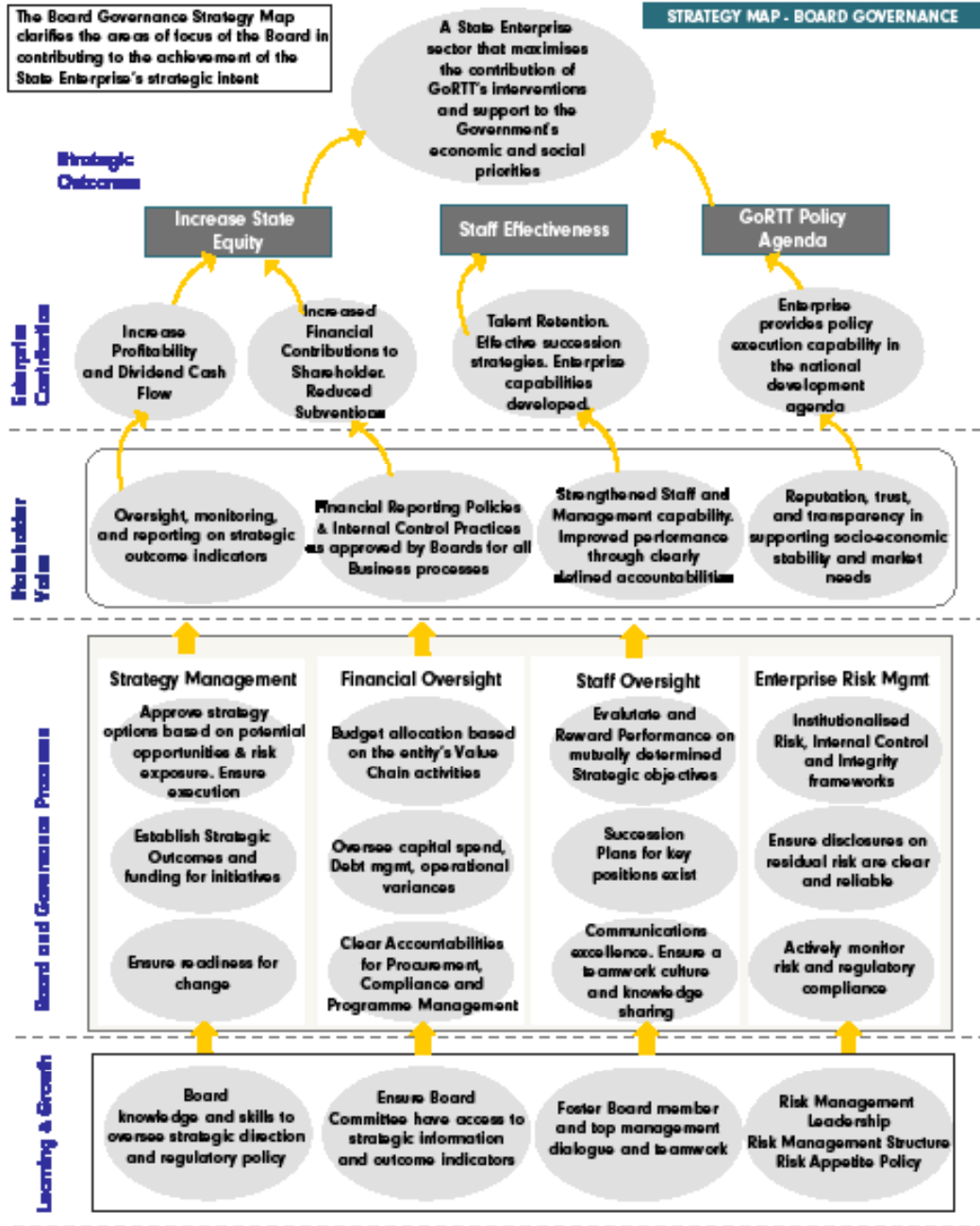
Procurement Executives Assoc: BSCD Performance Management



OUTCOME FOCUSED STRATEGIC PLANNING

Strategy Map - Sample of the key areas of focus by a Board, in the governance of a State Enterprise Chart 8

An example of a generic overarching strategy map for the governance of a State Enterprise



Adaptation of Strategy Map – BSCD – Robert Kaplan & David Norton

## RISK MANAGEMENT

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Risk management contributes to the demonstrable achievement of objectives and improvement of performance in human health and safety, security, legal and regulatory compliance, public acceptance, environmental protection, product quality, project management, efficiency in operations, governance and reputation. It is not a stand-alone activity that is separate from the main activities and processes of the organisation. Rather it is part of the responsibilities of management and an integral part of all organisational processes, including strategic planning and all project and change management processes.

Risk management explicitly takes account of uncertainty, the nature of that uncertainty, and how it can be addressed. It is aligned with the organisation's external and internal context and risk profile. Organisations should develop and implement strategies to improve their risk management maturity alongside all other aspects of their organisation.

There are several types of risks. These include:

<b><u>Strategic Risks</u></b>	<b><u>Operational Risks</u></b>	<b><u>Reporting Risks</u></b>	<b><u>Compliance Risks</u></b>
- Economic - Political - Organisational	- Environmental - Financial - Business continuity - Project - Human resource - Property	- Information - Reporting	- Legal and regulatory - Control

### STRATEGIC RISKS

Events can cause the likelihood of an organisation not being able to achieve its primary mission and strategic objectives. These risks and trends may have been very difficult to recognise in advance, leaving an organisation deficient in required capabilities / processes to respond to the changes.

<b>Economic Risks</b>	Risks related to macroeconomic policies and economic cycles
<b>Political Risks</b>	Risks related to changes in government, public policy and global risks related to political instability.
<b>Organisational Risks</b>	Risks related to reputation and trust, control systems, business policies and performance culture.

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Source: AICPA - Marc J. Epstein and Adriana Rejz

## RISK MANAGEMENT

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### OPERATIONAL RISKS

<b>Environmental Risks</b>	Risks related to the natural environment that could result in damage to buildings, loss of information assets, restricted access to critical infrastructure, or loss of human capital
<b>Financial Risks</b>	Risks related loss of revenues, collateral values, receivables, invalid refunds, assessment errors
<b>Business Continuity Risk</b>	Risks related to conditions / events that could result in work cessation or adversely affect service delivery and stakeholder relationships. Business risks as a result of failures relating to technology
<b>Project Risks</b>	Risks related to the completion of a project
<b>Human Resource Risks</b>	Risks related to the adequacy and execution of human & OSHA Risks resource standards, policies, and practices, and OSHA risks related to employee health and safety in the workplace
<b>Property &amp; Data Security Risks</b>	Risks related to the security of both tangible and in tangible assets. Personal information privacy, including legislative requirements
<b>Reputational Risks</b>	Risks related to the perception of the organisation by its stakeholders, the media, and the general public that could impact collection flows, capital, or targeted compliance behaviors

### REPORTING RISKS

<b>Information Risks</b>	Risks related to the quality and accessibility of information.
<b>Reporting Risks</b>	Risks related to the process of capturing, analyzing, and submitting data in a meaningful format to managers and external stakeholders for decision-making purpose

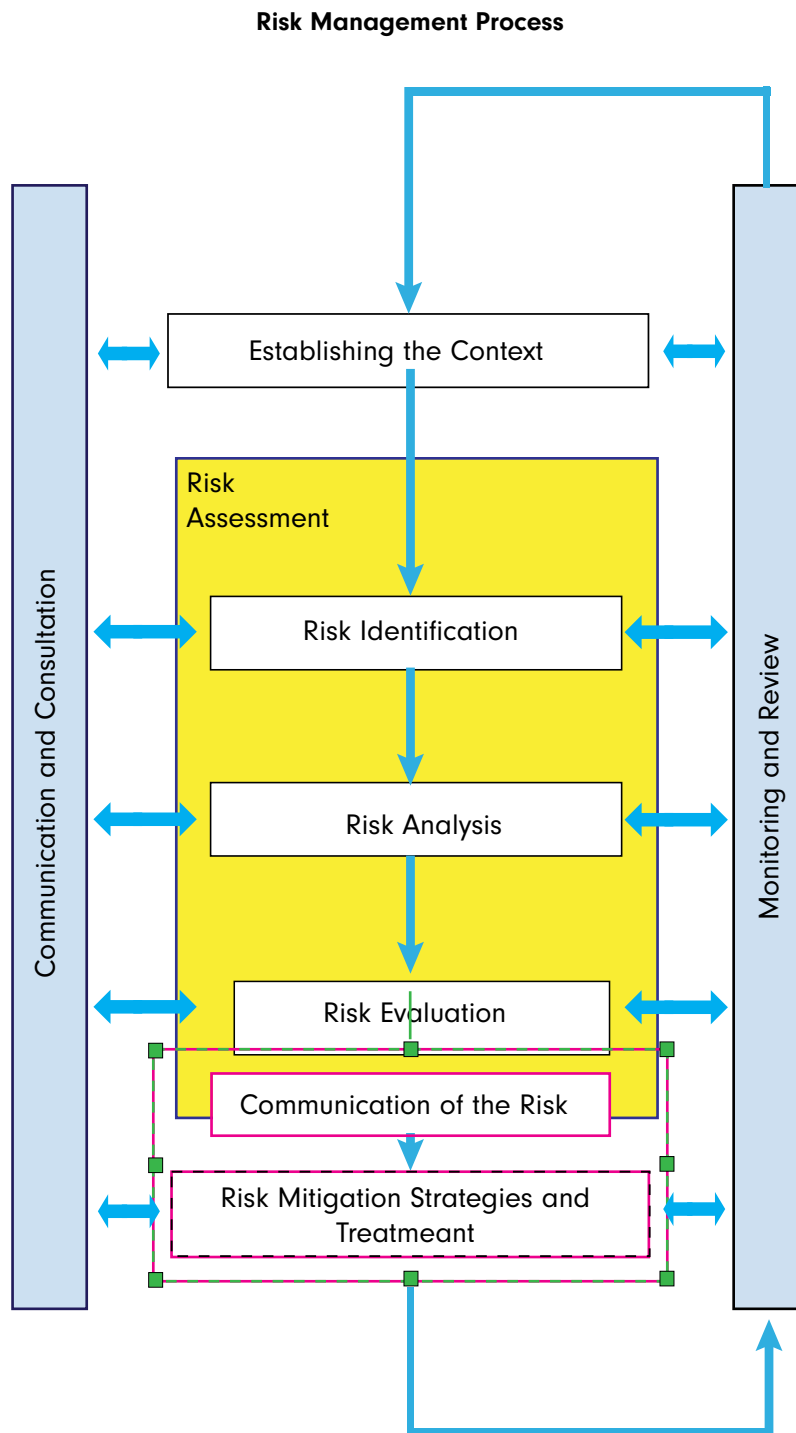
### COMPLIANCE RISKS

<b>Legal and Regulatory</b>	Risks related to legal and regulatory requirements with respect to corporate governance, labour relations, industry standards, and the environment. Importers compliance-valuation regulations
<b>Control Risks</b>	Risks related to the internal control systems and security policies that could result in system downtime, backlogs, fraud, and the inability to continue business operations

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Source: AICPA - Marc J. Epstein and Adriana Rejc

RISK MANAGEMENT



ISO 31000:2009(E) © ISO 2009 - All rights reserved.

## RISK MANAGEMENT

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### 1. Risk Management Process

The risk management process should be

- An integral part of management
- Embedded in the culture and practices, and
- Tailored to the business processes of the organisation.

### 2. Communication and consultation

Communication and consultation with external and internal stakeholders should take place during all stages of the risk management process. Effective external and internal communication and consultation ensures that those accountable for implementing the risk management process, and stakeholders understand the basis on which decisions are made, and the reasons why particular actions are required.

### 3. Establishing the context

The organisation articulates its objectives, defines the external and internal parameters to be taken into account when managing risk, and sets the scope and risk criteria for the remaining process.

#### Establishing the external context

The external context is the external environment in which the organisation seeks to achieve its objectives. Understanding the external context is important in order to ensure that the objectives and concerns of external stakeholders are considered when developing risk criteria. The external context includes:

- (a) the cultural, political, legal, regulatory, financial, and economic environment;
- (b) key drivers and trends having impact on the objectives of the organisation;
- (c) relationships with and values of external stakeholders

#### Establishing the Internal context

The internal context is the internal environment in which the organisation seeks to achieve its objectives. The risk management process should be aligned with the organisation's culture, processes, structure and strategy. The internal context should be established because:

- (a) Risk management takes place in the context of the objectives of the organisation;
- (b) The objectives and criteria of a particular project, process or activity should be considered in the light of objectives of the organisation as a whole.

## RISK MANAGEMENT

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### **Defining risk criteria**

Define criteria to be used to evaluate the significance of risk. The criteria should reflect the organisation's values, objectives and resources. Criteria can be imposed by, or derived from, legal and regulatory requirements.

#### **4. Risk assessment**

Risk assessment is the overall process of risk identification, risk analysis and risk evaluation.

### **Risk identification**

The organisation should identify sources of risk, areas of impacts, events and their causes and their potential consequences. The aim of this step is to generate a comprehensive list of risks based on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of objectives. It is important to identify the risks associated with not pursuing an opportunity.

### **Risk analysis**

Risk analysis involves developing an understanding of the risk. Risk analysis provides an input to risk evaluation and to decisions on whether risks need to be treated, and on the most appropriate risk treatment strategies and methods. Risk analysis involves consideration of the causes and sources of risk, their positive and negative consequences, and the likelihood that those consequences can occur.

### **Risk evaluation**

The purpose of risk evaluation is to assist in making decisions, based on the outcomes of risk analysis, about which risks need treatment and their priority for treatment implementation. Risk evaluation involves comparing the level of risk found during the analysis process with risk criteria established when the context was considered. Based on this comparison, the need for treatment can be considered. Decisions should be made in accordance with legal, regulatory and other requirements.

#### **5. Risk mitigation strategies and treatment**

Risk mitigation strategies are those which prevent the occurrence of risks. Risk treatment involves selecting one or more options for modifying risks and implementing those options. Once implemented, treatments provide or modify the controls.

## RISK MANAGEMENT

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Risk treatment involves a cyclical process of:

- assessing a risk treatment;
- deciding whether residual risk levels are tolerable;
- if not tolerable, generating a new risk treatment; and
- assessing the effectiveness of that treatment.

Risk treatment options can include:

- avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;
- taking or increasing the risk in order to pursue an opportunity;
- removing the risk source;
- changing the likelihood;
- changing the consequences;
- sharing the risk with another party or parties; and
- retaining the risk by informed decision.

### **6. Monitoring and review**

Monitoring and review should be a planned part of the risk management process and involve regular checking or surveillance. It can be periodic or ad hoc. Responsibilities for monitoring and review should be clearly defined. The organisation's monitoring and review processes should encompass all aspects of the risk management process for the purposes of:

- ensuring that controls are effective and efficient in both design and operation;
- obtaining further information to improve risk assessment;
- analyzing and learning lessons from events (including near-misses), changes, trends, successes and failures;
- detecting changes in the external and internal context, including changes to risk criteria and the risk itself which can require revision of risk treatments and priorities; and
- identifying emerging risks.

## ADMINISTRATIVE REPORT

---

Parliament in examining/reviewing Organisations and Ministries, the preliminary investigations will focus on the following:

1. **Mission, Policy or Philosophy and the Strategic Plan** (short and long term plans)
  
2. **Organisational Structure**
  - (a) Corporate structure
  - (b) Services / products provided
  - (c) Levels of Authority
  
3. **Performance accomplishments** versus goals and any remedial plans
  
4. **Financial Operations**
  - (a) Budget formulation
  - (b) Expenditure versus Budget
  - (c) Debt policy
  - (d) Investment policy
  
5. **Human Resource Development Plan**
  - (a) Career path systems
  - (b) Performance measurement tools
  - (c) Promotion – performance based? If not, what are the criteria used?
  - (d) Recruitment & Selection procedures
  
6. **Reporting Functions**
  - (a) Departmental Reports
  - (b) Reports to Ministries, President / Parliament
  
7. **Procurement Procedures**
  - (a) Open tender
  - (b) Selected tender
  - (c) Sole tender

Include the criteria used in selecting each system.



**CASH STATEMENT OF OPERATIONS**

---

**Company Name**

		MONTH1		MONTH2		MONTH3		Total	Total
		Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
								Mth 1-3	Mth 1-3
<b>1</b>	<b>Operating Revenues (2 +5)</b>								
<b>2</b>	<b>Sale of Goods and Services (3+4)</b>								
3	Domestic								
4	Foreign								
5	Other								
<b>6</b>	<b>Operating Ex- penditures (7+10+11+12+15+16)</b>								
7	Wages and Salaries of which:								
8	P.A.Y.E.								
9	N.I.S.								
10	Pension and Gratu- ities								
11	Severance Benefits								
12	Interest payments (13 +14)								
13	Domestic								
14	Foreign								
15	Other Goods and Services								
16	Other Operational Costs of which								
17	Pension Fund (Em- ployer's Contribution)								
18	NIS (Employer's Con- tribution)								
19	Exceptional Items								
<b>20</b>	<b>Operating Surplus/ (Deficit) (1-6)</b>								
21	Current Transfers from Central Gov't								
22	Other Income incl. VAT Refund								
23	V.A.T Paid								
24	Other Current Expen- diture								
25	Corporation Taxes								
26	Dividends								

## CASH STATEMENT OF OPERATIONS

## Company Name

27	<b>Current Balance (20+21+22-23-24-25- 26)</b>								
28	Capital Revenues and Grants of which								
29	Sale of Assets								
30	Capital Expenditure (31+32+33)								
31	Fixed Capital Forma- tion								
32	Fixed Capital Forma- tion (Gov't projects)								
33	Purchase of Equity								
34	Repayment of past Lending								
35	Capital Transfers from Central Gov't of which								
36	Debt Service								
37	<b>Overall Balance (27+28+35-30)</b>								
38	Financing = (- Overall Balance) (39+54)								
39	<b>Net Foreign Financ- ing (40-48)</b>								
40	<b>Foreign Sources (40+41+46)</b>								
41	Equity Financing								
42	<b>Banking System (43+44+45+46)</b>								
43	• Opening Cash / (Overdraft)								
44	• Drawdowns on New Loans								
45	• Drawdowns on Existing Loans								
46	• Drawdown on Past Savings / Fixed Deposit								
47	Other sources incl. Trade Credit								
48	<b>Foreign Payments (49+53)</b>								
49	<b>Banking System (50+51+52)</b>								
50	• Principal Repay- ments								

**CASH STATEMENT OF OPERATIONS**

**Company Name**

51	• Fixed Deposit/ Investments								
52	• Closing Cash / (Overdraft)								
53	Other repayments incl. Trade Credit								
<b>54</b>	<b>Net Domestic Fi- nancing (55-63)</b>								
<b>55</b>	<b>Domestic Sources (56+57+62)</b>								
56	Equity Financing								
<b>57</b>	<b>Banking System (58+59+60+61)</b>								
58	• Opening Cash / (Overdraft)								
59	• Drawdowns on New Loans								
60	• Drawdowns on Existing Loans								
61	• Drawdown on Past Savings / Fixed Deposit								
62	Other sources incl. Trade Credit								
<b>63</b>	<b>Domestic Payments (64+68)</b>								
<b>64</b>	<b>Banking System (65+66+67)</b>								
65	• Principal Repay- ments								
66	• Fixed Deposit/ Investments								
67	• Closing Cash / (Overdraft)								
68	Other repayments incl. Trade Credit								

QUARTERLY REPORT FOR QUARTER ENDING ...

Name of Company:  
 Type of Industry:  
 Authorised Share Capital:w

	AS AT THE END OF		PREVIOUS FISCAL YEAR END (\$'000)
	CURRENT QUARTER (\$'000)	PREVIOUS QUARTER (\$'000)	
1	<b>CAPITAL</b>		
	a	Ordinary Shares Gov't	
		Other	
	b	Preference Shares Gov't	
		Other	
	c	Deposit on Shares	
	d	Ret. Earnings (Accum. Loss)	
	e	Reserves Capital	
		Other	
	f	Government Advances (Loans)	
	g	Long-Term Loans Gov't	
		Foreign	
		Other	
	FUNDS EMPLOYED		

QUARTERLY REPORT FOR QUARTER ENDING ...

Name of Company:

	AS AT THE END OF		PREVIOUS FISCAL YEAR END (\$'000)
	CURRENT QUARTER (\$'000)	PREVIOUS QUARTER (\$'000)	
2	<b>LONG-TERM DEBT/STATED CAPITAL</b>		
	f+g/a+b+c+d+e		
3	<b>TOTAL CURRENT ASSETS</b>		
	a		
	b		
	c		
	d		
4	<b>TOTAL CURRENT LIABILITIES</b>		
5	<b>NET ASSETS</b>		

QUARTERLY REPORT FOR QUARTER ENDING ...

	TOTAL ‘\$’000	UNDER 30 DAYS ‘\$’000	OVER 30 DAYS ‘\$’000	OVER 60 DAYS ‘\$’000	OVER 90 DAYS ‘\$’000
6					
<b>AGE ANALYSES</b>					
ACCOUNTS RECEIVABLE					
a Government (list significant* Ministries)					
b Utilities (list significant* Utilities)					
c Other State Enterprises (list significant* Enterprises)					
d Other Local					
e Foreign					
<b>TOTAL</b>					
ACCOUNTS PAYABLE					
Statutory Responsibilities					
i. VAT					
ii. Business Levy					
iii. Corporation Tax					
iv. PAYE					
v. NIS					
vi. Other					

\* 20 percent or more of total Accounts Receivable and/or Accounts Payable that are over 90 days

QUARTERLY REPORT FOR QUARTER ENDING ...

Name of Company:

	TOTAL ‘\$’000	UNDER 30 DAYS ‘\$’000	OVER 30 DAYS ‘\$’000	OVER 60 DAYS ‘\$’000	OVER 90 DAYS ‘\$’000
Utilities (list significant* Utilities)					
Other State Enterprises (list significant* Enterprises)					
Other Local					
Foreign					
<b>TOTAL</b>					

\* 20 percent or more of total Accounts Receivable and/or Accounts Payable that are over 90 days

QUARTERLY REPORT FOR QUARTER ENDING ...

Name of Company:

Quarter Ending:

	CURRENT QUARTER \$ '000	CORRESPONDING QUARTER PREVIOUS YEAR \$ '000	YEAR TO DATE		COMPARISON TO PERFORMANCE I INDUSTRY NORMS \$ '000
			BUDGET \$ '000	ACTUAL \$ '000	
7					
<b>SALES</b>					
Local					
Foreign					
TOTAL					
8					
<b>FOREIGN EXCHANGE</b>					
EARNINGS					
USAGE					
Debt Servicing					
Raw Materials					
Capital Equipment					
Other					
<b>TOTAL USAGE</b>					





QUARTERLY REPORT FOR QUARTER ENDING ...

Name of Company:

		AT END OF PREVIOUS YEAR	AT END OF CURRENT QUARTER	BUDGETED FOR YEAR	COMPARISON TO PERFORMANCE INDUSTRY NORMS (with explanations)
13	<b>NUMBER OF PERSONS EMPLOYED</b>				
	PERMANENT				
	Management				
	Senior Staff				
	Junior Staff & Operators				
	TEMPORARY				
	SEASONAL				
	CASUAL				
	TRAINEES				
	<b>TOTAL</b>				

Additional information relating to or explaining details on the report should be given on an additional sheet, cross referenced to the report

DATE

CHIEF EXECUTIVE OFFICER









**BOARD OF DIRECTORS ANNUAL PERFORMANCE APPRAISAL  
REPORT FOR THE YEAR ENDED...**

---

**NAME OF COMPANY:**

**SECTION A  
PERFORMANCE REVIEW AND APPRAISAL**

1. Did the Company achieve its Mandate / Strategic Objective(s)?  
Yes  Partly  No  Go to Question 4

2. Please provide details as follows:

<b>Strategic Objectives</b>	<b>Performance Measures / Indicators</b>	<b>Published Targets</b>	<b>Actual Achievement</b>	<b>Comments (e.g. existence of more information)</b>

(Insert additional sheets as required)

3. State the overall approved performance targets achieved during the past year in percentage terms.  
90 -100%  85 - 89%  80 - 84%  <80%

4. State reasons for failure by the Company to achieve its Mandate / Strategic Objective(s).  
.....  
.....

BOARD OF DIRECTORS ANNUAL PERFORMANCE APPRAISAL  
 REPORT FOR THE YEAR ENDED...

---

5. Did the Company establish of an Audit Committee?

Yes       Go to Question 7      No

6. State reasons for failure to establish an Audit Committee

.....  
 .....

7. Did the Company establish of a Finance and Investment Committee?

Yes       Go to Question 9      No

8. State reasons for failure to establish a Finance and Investment Committee.

.....  
 .....

9. Did the Company establish a Tenders Committee?

Yes       Go to Question 11      No

10. State reasons for failure to establish a Tenders Committee.

.....  
 .....

11. Did the Company hold an Annual General Meeting for the previous year?

Yes       Go to Question 13      No

12. When was the previous Annual General Meeting held?

.....

(State month and year)

13. Give details on Board meetings attendance during the past year in percentage terms.

Chairman      90% and over       70% - 80%       under 70%

Deputy Chairman      90% and over       70% - 80%       under 70%

Director      90% and over       70% - 80%       under 70%

Director      90% and over       70% - 80%       under 70%



**BOARD OF DIRECTORS ANNUAL PERFORMANCE APPRAISAL  
REPORT FOR THE YEAR ENDED...**

---

Director	90% and over <input type="checkbox"/>	70% - 80% <input type="checkbox"/>	under 70% <input type="checkbox"/>
Director	90% and over <input type="checkbox"/>	70% - 80% <input type="checkbox"/>	under 70% <input type="checkbox"/>
Director	90% and over <input type="checkbox"/>	70% - 80% <input type="checkbox"/>	under 70% <input type="checkbox"/>

**SECTION B**

**STATUTORY COMPLIANCE**

14. Did the Company pay its taxes and royalties (where applicable)?  
Yes                       Go to Question 16                      No

15. State reasons for failure to pay taxes and royalties (where applicable)  
.....  
.....

16. Did the Board of Directors comply with the Integrity in Public Life Act?

Chairman	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>
Deputy Chairman	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>
Director	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>
Director	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>
Director	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>
Director	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>
Director	Yes <input type="checkbox"/>	Go to Question 18	No <input type="checkbox"/>

17. State reasons for failure by Board member(s) to comply with the Integrity in Public Life Act  
.....  
.....

18. Did the Company comply with the Occupational Safety and Health Act?

Yes                       Go to Question 20                      No

19. State reasons for failure to comply with the Occupational Safety and Health Act.  
.....  
.....

**BOARD OF DIRECTORS ANNUAL PERFORMANCE APPRAISAL  
REPORT FOR THE YEAR ENDED...**

---

20. Did the Company comply with the Environmental Management Act?  
 Yes  Go to Question 22 No

21. State reasons for failure to comply with the Environmental Management Act  
 .....  
 .....

**SECTION C  
PERFORMANCE MONITORING COMPLIANCE**

22. Give details on the Company’s compliance in submitting its performance monitoring reports by the required submission dates.

<b>Document</b>	<b>Submission Date</b>	<b>Yes</b>	<b>No</b>	<b>Partly</b>	<b>Reason(s) for Non-Compliance</b>
Strategic Plan	Six (6) months prior to start of period of the Plan (for companies receiving subventions) One (1) month for others				
Annual Budget	Six (6) months prior to start of Financial Year (for companies receiving subventions) One (1) month for others				
Annual Financial Statements	Four (4) months after end of Financial Year				
Administrative Reports	End of June				
Board Minutes	One (1) week following confirmation				
Monthly Cash Statements of Operations	Within three (3) weeks after month end				
Quarterly Returns Report	End of First month after Quarter				

**BOARD OF DIRECTORS ANNUAL PERFORMANCE APPRAISAL  
REPORT FOR THE YEAR ENDED...**

---

Quarterly Status of Loan/Overdraft / Investments in Securities Portfolios & Litigation Proceedings	End of First month after Quarter				
Return of Award of Contracts	14 days after month end				
Internal Audit Reports	14 days after end of the Quarter				

**SECTION D**

**COMMENTS AND CERTIFICATION**

**Chairman's Certification**

I certify that this Report is a complete and unbiased appraisal of the Company's performance.

Name of Chairman .....

Signature ..... Date .....

**LINE MINISTER APPROVAL**

I certify that during the period .....to .....the performance of

.....  
(NAME OF COMPANY)

has been (tick appropriate box):

- Over Achieved
- Achieved
- Substantially Achieved
- Partially Achieved
- Not Achieved

**BOARD OF DIRECTORS ANNUAL PERFORMANCE APPRAISAL  
REPORT FOR THE YEAR ENDED...**

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Name of Line Minister

.....

Signature ..... Date .....

<b>OVER ACHIEVED</b>	Performance results are consistently above the standards set and overall performance substantively exceeds objectives.
<b>ACHIEVED</b>	Performance results are usually above the standard and overall performance consistently exceeds objectives.
<b>SUBSTANTIALLY ACHIEVED</b>	Performance results show generally consistent achievement of objectives.
<b>PARTIALLY ACHIEVED</b>	Performance results show generally inconsistent achievement of objectives; performance improvement needed.
<b>NOT ACHIEVED</b>	Performance results show consistent deficiencies which seriously interfere with the attainment of objectives

## DATABASE OF RESOURCES AVAILABLE

## DATABASE OF RESOURCES AVAILABLE IN THE STATE ENTERPRISE SECTOR

<b>1</b>	<b>Agricultural Development Bank of Trinidad and Tobago</b>	
	<b><u>Financial/Accounting</u></b>	
	Agricultural Loans and Financial Assistance	G/S Produced & Sold
	<b><u>Human Resource Related</u></b>	
	Personnel and Industrial Relations	Consultancy offered
	<b><u>Information Technology Related</u></b>	
	Management Information Systems	Consultancy offered
	<b><u>Technical</u></b>	
	Technical Assistance to Farmers	G/S Produced & Sold
	Information Services re Agriculture	In-House Capacity
	Project Management Services	In-House Capacity
	<b><u>Training</u></b>	
	Training in Agriculture	Consultancy offered
<b>2</b>	<b>Business Development Company Limited</b>	
	<b><u>Business Advisory and Consultancy</u></b>	
	Business Management (in over 50 areas)	Consultancy and Business Advisory offered
	<b><u>Training Interventions</u></b>	
	Professional Development	Service sold
	Skills Development	Service sold
	Technical Training	Service sold
	<b><u>Market Access</u></b>	
	smeXchange B2B Portal	Free service
	Export Certification	Service sold
	Trade Promotion	Free service
	Trade Information Facility	Free service
	Research and Development Facility	Free service
	<b><u>Financial Support</u></b>	
	Loan Guarantee	Service sold
	Machinery and Equipment Leasing	Service sold
	Approved Small Company Status (tax benefit)	Service sold
	<b><u>Sector Development</u></b>	
	Business Mentorship Programme	Free Service
<b>3</b>	<b>Caribbean New Media Group Limited</b>	
	<b><u>Radio and TV Production</u></b>	
	Live Event Production for Local Distribution	In-House Capacity

## DATABASE OF RESOURCES AVAILABLE

	Live Event Production for Overseas Distribution	In-House Capacity
	Recording and Post Production of Sports, Cultural and News Events	In-House Capacity
	Commercial Production	In-House Capacity
	Studio Production Facilities	In-House Capacity /Consultancy offered
	Production of Local Programs and Documentaries	In-House Capacity /Consultancy offered
	<b><u>Engineering</u></b>	
	Installation and Maintenance of Broadcast Studio Equipment	In-House Capacity
	Installation and Maintenance of Broadcast Transmission Equipment	In-House Capacity
	Broadcast IT Services	In-House Capacity
	TV Broadcast and production Project Management	In-House Capacity /Consultancy offered
	<b><u>Financial</u></b>	
	Accounting Services	In-House Capacity
	<b><u>Web Development</u></b>	
	Web Content Management	In-House Capacity /Consultancy offered
	Video Streaming Services	In-House Capacity /Consultancy offered
<b>4</b>	<b>Community Improvement Services Limited</b>	
	<b><u>Financial/Accounting</u></b>	
	Accounting Services	In-House Capacity
	<b><u>Human Resource Related</u></b>	
	Personnel Management	In-House Capacity
	<b><u>Technical</u></b>	
	Construction and Structural Design	In-House Capacity & Consultancy offered
	Preparation of Tender Documents	In-House Capacity & Consultancy offered
	Construction Contract Administration	In-House Capacity & Consultancy offered
	Tender Evaluation	In-House Capacity & Consultancy offered
	Supervision of Construction and General Civil and Building Works	In-House Capacity & Consultancy offered

## DATABASE OF RESOURCES AVAILABLE

<b>5</b>	<b>East Port of Spain Development Company Limited</b>	
	<b><u>Goods and Services</u></b>	
	Urban Planning	In-House Capacity
	Community Development	In-House Capacity
	Community Development Plans	In-House Capacity
	Project Identification and Development	In-House Capacity
	Geographic Information Services (GIS)	In-House Capacity
	Spatial Data	In-House Capacity
	Socio-Economic Data	In-House Capacity
	Project Supervision	In-House Capacity
	Financing and Accounting	In-House Capacity
	Business Development	In-House Capacity
<b>6</b>	<b>Education Facilities Company Limited</b>	
	<b><u>Financial/Accounting</u></b>	
	Financial and Accounting Services	In-House Capacity
	<b><u>Human Resource Related</u></b>	
	Human Resource Management	In-House Capacity
	<b><u>Information Technology Related</u></b>	
	Basic Computer System Repairs	In-House Capacity
	Access-Control Entry System	In-House Capacity
	<b><u>Technical</u></b>	
	Project Management Services for Construction of Education Facilities	In-House Capacity
	Repairs and Maintenance Services of Education Facilities	In-House Capacity
	Procurement of Contractors and/or consultants for the construction of Education Facilities	In-House Capacity
	Procurement of Goods and Services for the Equipping of Education Facilities	In-House Capacity
<b>7</b>	<b>Estate Management and Business Development Company Limited</b>	
	<b><u>Human Resource Development</u></b>	
	Public Relation Services	In-House Capacity
	<b><u>Real Estate Development</u></b>	
	Residential Real Estate Lots	Lots Produced & Sold
	<b><u>Technical</u></b>	
	Project Management Services	In-House Capacity
	<b><u>Financial/Accounting</u></b>	
	Financial Audit	In-House Capacity

## DATABASE OF RESOURCES AVAILABLE

8	<b>Evolving TecKNOlogies and Enterprise Development Company Ltd</b>	
	<b><u>Business Development</u></b>	
	Project Management Services	Consultancy Offered
	Business Development	In-House Capacity
	Country Branding and International Branding Skills	In-House Capacity
	<b><u>Financial Services</u></b>	
	Financial and Accounting Services	In-House Capacity
	<b><u>Human Resource Related</u></b>	
	Human Resources Employee Services	In-House Capacity
	<b><u>Information Technology Related</u></b>	
	Management Information Services	Consultancy offered
	<b><u>Property Management</u></b>	
	Project Management Services	In-House Capacity
	Life Cycle Construction of Industrial Parks	In-House Capacity
	Factory Shell Management	In-House Capacity
	<b><u>Technical</u></b>	
	Civil Engineering Services	In-House Capacity
	ICT Technical Services	In-House Capacity
	<b><u>Training</u></b>	
	Medical Data Transcription Services	In-House Capacity
	<b><u>Other</u></b>	
	Health Safety and Environmental Services	In-House Capacity
	Legal Services	In-House Capacity
	Quality Audit Services	In-House Capacity
	Corporate Communications	In-House Capacity
	Capital Construction Services	In-House Capacity
	General Project Management Services	Consultancy offered
9	<b>Export Centres Company Limited</b>	
	<b><u>Craft Training</u></b>	
	Ceramics	G/S Produced & Sold
	Garments Construction	G/S Produced & Sold
	Home Furnishings	G/S Produced & Sold
	Woodworking	G/S Produced & Sold
	Weaving	G/S Produced & Sold
	Paper Craft	G/S Produced & Sold
	Screen Printing	G/S Produced & Sold
	Natural Jewelry	G/S Produced & Sold
	Ornamental Pan	G/S Produced & Sold



**DATABASE OF RESOURCES AVAILABLE**

	Textile	G/S Produced & Sold
	Soap and Candle Making	G/S Produced & Sold
	Leather Craft	G/S Produced & Sold
	Developmental Craft Workshops	G/S Produced & Sold
<b>10</b>	<b>Export-Import Bank of Trinidad and Tobago Limited</b>	
	<b><u>Business Development</u></b>	
	Technical Assistance and Financial Advice to Exporters	Consultancy offered
	EXIM Trade Certificate	G/S Produced & Sold
	Latin American Trade Desk	In-House Capacity
	<b><u>Financial/Accounting</u></b>	
	Buyer Risk and Company Risk Information	G/S Produced & Sold
	Export Credit Insurance Coverage	G/S Produced & Sold
	Facilitation of Marine Insurance	G/S Produced & Sold
	Pre and Post-shipment Financing	G/S Produced & Sold
<b>11</b>	<b>First Citizens Holdings Limited</b>	
	<b><u>Financial/Accounting</u></b>	
	Credit Administration Services	In-House Capacity
	Risk Management	In-House Capacity
	Loan Recovery	In-House Capacity
	Treasury Management	In-House Capacity
	Bulk Purchasing	In-House Capacity
	Training Facility	In-House Capacity
<b>12</b>	<b>Government Human Resource Services Company Limited</b>	
	<b><u>Human Resources</u></b>	
	Recruitment and Selection:	In-House Capacity
	Advertising (online and print media)	
	Head hunting	
	Assessment Centres	
	Selection Interviews	
	Promotional Interviews	
	Training and Development-Structured Competency Based Interview Workshop	In-House Capacity
	Organisational Audit	Outsourced
	Performance Management	In-House Capacity
	Compensation surveys/reviews	Outsourced
	Policy (HR) Review	In-House Capacity
	HR Technical Advice	In-House Capacity /Out-sourced

## DATABASE OF RESOURCES AVAILABLE

	Consultancy sourcing	In-House Capacity
	<b><u>Build-Out &amp; Fit-Out</u></b>	
	Ergonomic work space design	Outsourced
	Office construction and renovation	Outsourced
	Fixtures, furnishing and equipment procurement	Outsourced
	Consultancy procurement ( designers, quantity surveyors, contractors, suppliers)	In-House Capacity
	Project management	In-House Capacity /outsourced
	<b><u>Scholar Management</u></b> - in collaboration with Ministry of Public Administration	
	Management of scholar information database	In-House Capacity
	Trainee support services	In-House Capacity
	Placement of scholars	In-House Capacity
	<b><u>Consultancy Sourcing</u></b>	
	Procurement of Consultants to assist various Ministries and State Agencies in:	In-House Capacity
	- Developing and implementing Strategic plans	
	- Supporting ministerial mandates	
	- Assisting in the implementation of the National Public Service Transformation Agenda (NPSTA).	
	- Management of Consultants	
	<b><u>Information Technology</u></b>	
	Procurement of networking equipment, servers, client computers and software.	In-House Capacity /outsourced
	Technical Advice	In-House Capacity /outsourced
<b>13</b>	<b>Government Information Services Limited</b>	
	<b><u>Media Coverage</u></b>	
	Portrait Request	Free Service
	Event Coverage(Photographic)	Free Service
	Event Coverage(Video)	Free Service
	Video Library Production	Service Sold
	Table Microphones	Free Service
	Public Address Services	Service Sold
	Sound Systems	Service Sold
	Recording Requests	Service Sold
	<b><u>TV/Radio Productions</u></b>	
	Documentary Requests	Service Sold

## DATABASE OF RESOURCES AVAILABLE

	National Addresses	Free Service
	Advertising Requests	Service Sold
	<b><u>Web Services</u></b>	
	News.gov.tt	Free Service
	<b><u>Graphic Services</u></b>	
	Brochure Design	Service Sold
	Advertising Requests	Service Sold
	Newsletter/Magazines	Service Sold
	Flyers	Service Sold
	<b><u>Information Resource Centre</u></b>	
	Existing Information Request (External)	Service Sold
	Existing Information Request (Ministry)	Free Service
	<b><u>Public Relations Support and Event Management</u></b>	
	Campaigns and Material for National Visits	Free Service
	Campaigns and Material for National/International Events	Free Service
	Scheduling of Media Government Promotion Time	Free Service
	<b><u>Media Management</u></b>	
	Post Cabinet Press Conference	Free Service
	Media Accreditation	Free Service
	Press Conferences	Free Service
	Media Buying	Service Sold
	<b><u>Training</u></b>	
	Protocol	Free Service
	Campaigns	Free Service
	Policy	Free Service
<b>14</b>	<b>Lake Asphalt of Trinidad and Tobago (1978) Limited</b>	
	<b><u>Financial Accounting</u></b>	
	Accounting Services	In-House Capacity
	<b><u>Technical Services</u></b>	
	Testing and evaluation of asphalt (bitumen) products	Services Sold
	New Product development	In-House Capacity
	<b><u>Marketing and Business Development</u></b>	
	Local and Export Marketing	In-House Capacity
	Sale of Asphalt and Asphalt Related Products	G/S Produced & Sold
	<b><u>Information Technology</u></b>	
	Information Systems	In-House Capacity
	<b><u>Human Resources</u></b>	
	Personnel and Industrial Relations	In-House Capacity

## DATABASE OF RESOURCES AVAILABLE

15	<b>Metal Industries Company Limited</b>	
	<b><u>Human Resource Related</u></b>	
	Certified Welding Inspector	In-House Capacity
	Maintenance Engineers and Technicians	In-House Capacity
	Metalworking Engineers	In-House Capacity
	Plastics Processing Engineers	In-House Capacity
	Product and Tool Designers	In-House Capacity
	<b><u>Manufacturing/Agro-based Products</u></b>	
	Design and manufacture of metal products, tools, jigs, fixtures and moulds	G/S Produced & Sold
	Spare parts and precision components	G/S Produced & Sold
	<b><u>Technical</u></b>	
	Engineering Consultancies for Manufacturing Industry	Consultancy offered
	Manufacturing Engineering	Consultancy offered
	Maintenance and reconditioning of machinery	Service Sold
	Manufacturing, Welding and Fabrication services (machinery related)	G/S Produced & Sold
	Metrology and Inspection services	G/S Produced & Sold
	CAD/CAM Facilities	In-House Capacity
	Corrosion and failure analysis	In-House Capacity
	Metal Stamping Presses	In-House Capacity
	Plastic Processing and Manufacturing	In-House Capacity
	Prototype manufacturing	In-House Capacity
	Specialised welding capability	In-House Capacity
	Statistical process control	In-House Capacity
	Tool and cutter re-sharpening	In-House Capacity
	<b><u>Training</u></b>	
	Train the Trainer (metalwork)	Consultancy offered
	Training in Supervisory Management	Consultancy offered
	Training needs analysis and co-coordinating training programmes	Consultancy offered
	Specialised training in metalwork	G/S Produced & Sold
	Customised Training for Manufacturers	In-House Capacity
	Construction Technology (carpentry, plumbing, masonry, electrical, gypsum installation, tiling, joinery)	In-House Capacity
16	<b>National Agricultural Marketing and Development Corporation</b>	
	<b><u>Other</u></b>	
	National Agricultural Marketing Information System	In-House Capacity

## DATABASE OF RESOURCES AVAILABLE

	<b>i. Market Information Systems</b>	In-House Capacity
	a. Price and Volume Database	G/S Produced & Sold
	b. Crop Production and Forecasting	G/S Produced & Sold
	c. Farmers and Farmland Information	G/S Produced & Sold
	d. Buyers Information	G/S Produced & Sold
	e. Pack House Information System	G/S Produced & Sold
	<b>ii. Pesticide Information System</b>	In-House Capacity
	a. Pest and Disease Identification	In-House Capacity
	b. Pesticide and Active Ingredients	In-House Capacity
	c. Maximum Residual Levels for Commodities	In-House Capacity
	d. Phytotoxicity Information	In-House Capacity
	e. Emergency Guidelines	In-House Capacity
	<b>iii. Document Repository</b>	In-House Capacity
	<b>iv. Buyers and Sellers Forum</b> (Electronic Market available at <a href="http://www.namistt.com">www.namistt.com</a> )	G/S Produced & Sold
	<b>v. Reports Available</b>	G/S Produced & Sold
	a. Daily Price Analysis	G/S Produced & Sold
	b. Monthly Price Analysis	G/S Produced & Sold
	c. Yearly Price Analysis	G/S Produced & Sold
	d. Historical Price Trends	G/S Produced & Sold
	e. Current Production data from NAMDEVCO certified Farms	G/S Produced & Sold
	f. Information on Institutional Buyers (Local & Regional)	G/S Produced & Sold
	g. Production Profiles for selected commodities	G/S Produced & Sold
	h. Cost of Production Models for selected commodities	G/S Produced & Sold
	<b>vi. Information Dissemination Method Used</b>	G/S Produced & Sold
	a. Website ( <a href="http://www.namistt.com">www.namistt.com</a> )	G/S Produced & Sold
	b. Digital Display Board (Macoya)	G/S Produced & Sold
	c. Monthly Newsletter (Green Vine)	G/S Produced & Sold
	d. Weekly Publication (Market Watch) every Thursday in the Newspapers	G/S Produced & Sold
	e. Information Kiosk (Macoya)	G/S Produced & Sold
	f. Buyers and Sellers Forum (E-market)	G/S Produced & Sold
	<b>Technical</b>	
	<b>i. Grades and Standards</b>	
	a. Draft Grades and Standards for Selected Fresh Fruits and Vegetables for T&T	Free Service
	b. Draft Grades and Standards for Selected Fresh Fruits and Vegetables for USA	Free Service

## DATABASE OF RESOURCES AVAILABLE

	<b>ii. Protocols for Trade</b>	
	a. Barbados / Trinidad and Tobago Agricultural Trade Protocol	Free Service
	b. Antigua and Barbuda/Trinidad and Tobago Agricultural Trade Protocol	Free Service
	<b>iii. Export Handbook</b>	
	a. The United States	Free Service
	b. The Canadian Market	Free Service
	<b>iv. Pesticide Management</b>	
	a. Crop Protection	Free Service
	b. Code of Practice for Safe Use of Pesticide on Farm and Holdings	Free Service
	<b>Training</b>	
	1. Food Safety	In-House Capacity
	2. Trade Protocols	In-House Capacity
	3. Farm Certification and Monitoring	In-House Capacity
	4. Grades and Standards	In-House Capacity
<b>17</b>	<b>National Commission for Self-Help Limited</b>	
	<b>Other</b>	
	Facilitation of construction and repair to physical infrastructure (through NGOs)	G/S Produced & Sold
	Provision of materials for the construction/repair to physical infrastructure	G/S Produced & Sold
<b>18</b>	<b>National Entrepreneurship Development Company Limited</b>	
	<b>Lending Services</b>	
	Small and micro business loan financing	Service Sold
	Credit Assessment & Administration	In-House Capacity
	Risk Evaluation & Management	In-House Capacity
	Loan Recovery	In-House Capacity
	Delinquency Management	In-House Capacity
	<b>Financial / Accounting</b>	
	Budgeting & Planning	In-House Capacity
	Preparation of Financial Statements	In-House Capacity
	Maintenance of Financial Records	In-House Capacity
	Payroll Services	In-House Capacity
	Audit	In-House Capacity

DATABASE OF RESOURCES AVAILABLE

	<b>Development Support Services</b>	
	Business Incubator Services	Free Service
	Research & Development	Free Service
	Library Services	Free Service
	Trade Promotion Services	Service Sold
	<b>Business and lifestyle competency training</b>	
	Money Management & Wealth Creation	Service Sold
	Record Keeping & Cash Management	Service Sold
	Marketing	Service Sold
	Business Etiquette & Protocol	Service Sold
	Computer Literacy	Service Sold
	Managing Projects	Service Sold
	Youth Entrepreneurial Success (YES!) Programme	Service Sold
	A-Z of Running a Small Business	Service Sold
	<b>Information Technology</b>	
	IT Policies & Procedures	In-House Capacity
	Intranet Messaging	In-House Capacity
	Disaster Recovery	In-House Capacity
	Database Development	In-House Capacity
	<b>Human Resource Management</b>	
	Performance Management	In-House Capacity
	Personnel & Industrial Relations	In-House Capacity
<b>19</b>	<b>National Helicopter Services Limited</b>	
	<b><u>Technical</u></b>	
	Consultancy on all aspects of Civil Helicopter Operations	Consultancy offered
	<b><u>Transportation</u></b>	
	Helicopter Services - Support to Protective Services	G/S Produced & Sold
	Helicopter Services including Offshore Support and Emergency Medical	G/S Produced & Sold
	Evacuation	
	VP Helicopter Services	G/S Produced & Sold
<b>20</b>	<b>National Infrastructure Development Company Limited</b>	
	<b><u>Technical</u></b>	
	Project Management	In-House Capacity
<b>21</b>	<b>National Maintenance Training and Security Company Limited</b>	
	<b><u>Business Development</u></b>	
	Material Management and Inventory Control	In-House Capacity
	Public Relations and Marketing skills	In-House Capacity

## DATABASE OF RESOURCES AVAILABLE

	<b><u>Financial/Accounting</u></b>	
	Financial Information Systems	In-House Capacity
	<b><u>Human Resource Related</u></b>	
	Personnel Management	Consultancy offered
	<b><u>Information Technology Related</u></b>	
	Data Processing	In-House Capacity
	<b><u>Other</u></b>	
	Grounds Maintenance	G/S Produced & Sold
	Janitorial Maintenance	G/S Produced & Sold
	Landscaping, inscaping and beautification works	G/S Produced & Sold
	Plant Sales and Rentals	G/S Produced & Sold
	Security Services	G/S Produced & Sold
	Library Services	In-House Capacity
	<b><u>Technical</u></b>	
	Project Management Services	Consultancy offered
	Building Repairs and Construction	Consultancy offered
	Electrical Repairs	Consultancy offered
	External Drainage Works and Paving	Consultancy offered
	Maintenance and Repair of Sewage Treatment Plants	Consultancy offered
	Welding, Plumbing, Air Conditioning and Refrigeration	Consultancy offered
	Safety and Risk Management	In-House Capacity
	<b><u>Training</u></b>	
	Establishing Training Departments	Consultancy offered
	Secretarial Development Training	Consultancy offered
	Security Training	Consultancy offered
	Training in Custodial Maintenance and Grounds Maintenance	Consultancy offered
	Training in Management and Supervisory skills	Consultancy offered
	<b><u>Transportation</u></b>	
	Fleet Management	In-House Capacity
<b>22</b>	<b>National Quarries Company Limited</b>	
	<b><u>Other</u></b>	
	Armour Rock	G/S Produced & Sold
	Ballast, Crushed Limestone and Crusher Run Limestone	G/S Produced & Sold
	Road Pitrum, Plant Pitrum and White Pitrum	G/S Produced & Sold
	Sharp sand, silt sand, mixed and other sand	G/S Produced & Sold
	Front End Overloader; Excavators; Self-Propelled Track; Drill	In-House Capacity
	<b><u>Technical</u></b>	
	Construction Services	Consultancy offered



**DATABASE OF RESOURCES AVAILABLE**

	Laboratory Services	Consultancy offered
	Maintenance Services	Consultancy offered
	Quarry Management and Blasting	Consultancy offered
	Surveying Services	Consultancy offered
	<b><u>Transportation</u></b>	
	Trucking Services	G/S Produced & Sold
<b>23</b>	<b>National Schools Dietary Services Limited</b>	
	<b><u>Food Service Management</u></b>	
	Menu Planning	Consultancy offered
	Quantity Food production	Consultancy offered
	Catering Services	Service Sold
	Training in food service management	In-House Capacity
	<b><u>Nutrition Services</u></b>	
	Nutrition Education	Consultancy offered and Service Sold
	Dietary Counseling	Consultancy offered and Service Sold
	Nutrient Analysis	Consultancy offered and Service Sold
	Recipe Development	Consultancy offered and Service Sold
	School Feeding Programme	Consultancy offered
<b>24</b>	<b>Palo Seco Agricultural Enterprises Limited</b>	
	<b><u>Transfer of Technology</u></b>	
	Management Information Systems	Consultancy Offered
	Training in Computer Literacy	Consultancy Offered
	<b><u>Human Resource Services</u></b>	
	Personnel and Industrial Relations	In-House Capacity
	Training and Development	Consultancy offered
<b>25</b>	<b>Petroleum Company of Trinidad and Tobago Limited</b>	
	<b><u>Business Development</u></b>	
	Project Management Services	Consultancy offered
	<b><u>Human Resource Related</u></b>	
	Employee Assistance Program	Consultancy offered
	<b><u>Information Technology Related</u></b>	
	Information Technology Services	Consultancy offered
	<b><u>Manufactured/Agro-based Products</u></b>	
	Aviation Gasoline	G/S Produced & Sold

## DATABASE OF RESOURCES AVAILABLE

	Bituminous products and sulphur solids	G/S Produced & Sold
	Gas, Oil and Diesel products	G/S Produced & Sold
	Kerosene / Avjet	G/S Produced & Sold
	Liquid Petroleum Gases	G/S Produced & Sold
	<b><u>Other</u></b>	
	Environmental and Safety Management Services	Consultancy offered
	Hospital Services	In-House Capacity
	Housing	In-House Capacity
	Procurement Services	In-House Capacity
	Sports and Recreational Facilities	In-House Capacity
	<b><u>Technical</u></b>	
	Drilling and Workover Rigs Services	Consultancy offered
	Laboratory Services	Consultancy offered
	Process Engineering Services	Consultancy offered
	Electrical Shop	In-House Capacity
	Engineering Design Draughting (Auto Cad)	In-House Capacity
	Instrument Shop	In-House Capacity
	Machine Shop and Welding Shop	In-House Capacity
	Plant Inspection Services	In-House Capacity
	Pump and Compressor Maintenance	In-House Capacity
	Tube Bundle Shop	In-House Capacity
	<b><u>Transportation</u></b>	
	Harbour and Berthing Facilities	In-House Capacity
<b>26</b>	<b>Point Lisas Industrial Port Development Corporation Limited</b>	
	<b><u>Business Development</u></b>	
	Business Development and Project Management Services	In-House Capacity
	Industrial Real Estate Services	G/S Produced & Sold
	Corporate Strategic Planning and Development	In-House Capacity
	Factory Shell Management	In-House Capacity
	Legal Services	In-House Capacity
	Quality Audit Services	In-House Capacity
	<b><u>Financial/Accounting</u></b>	
	Financial and Accounting Services	In-House Capacity
	<b><u>Human Resource Related</u></b>	
	Human Resource Management	In-House Capacity
	<b><u>Other</u></b>	
	Security Management Services	In-House Capacity

**DATABASE OF RESOURCES AVAILABLE**

	<b><u>Technical</u></b>	
	Container Examination Services	G/S Produced & Sold
	Estate Planning, Mapping and Siting	In-House Capacity
	Mechanical and Civil Engineering Services	In-House Capacity
	<b><u>Port</u></b>	
	General Cargo and Container Handling Services	G/S Produced & Sold
	Harbour Management (Mooring and Unmooring)	G/S Produced & Sold
<b>27</b>	<b>Rural Development Company of Trinidad and Tobago Limited</b>	
	<b><u>Technical</u></b>	
	Civil and Structural Designs	Consultancy offered
	Project Management	Consultancy offered
	Preparation of Tender documents using the FIDIC form of contract	Consultancy offered
	Construction Contract Administration	Consultancy offered
	Evaluation of Tenders	Consultancy offered
	Supervision of construction of general civil and building works	Consultancy offered
<b>28</b>	<b>Seafood Industry Development Company Limited</b>	
	<b><u>Technical</u></b>	
	Technical Assistance to the Fishing Industry	Free/Subsidized
	Information Services	Free
	Project Management	In-House Capacity
	<b><u>Training Interventions</u></b>	
	Skills development in the Seafood Sector	Free/Subsidized
	Mentoring in the Seafood Sector	Free
	Technical and Professional Development	In-House Capacity
	<b><u>Business Development and Management</u></b>	
	Developing/Evaluating Business Proposals for investment in the Seafood Sector	Consultancy/Subsidized/Free
	Fish Landing Site design, design evaluation, development and Management	Consultancy
	Seafood Processing Plant design evaluation and Management	Consultancy
	Seafood Product Development	Consultancy/Subsidized
	<b><u>Trade and Market Development Interventions</u></b>	
	Advisory Service on access and access requirements for external seafood markets	Free/Subsidized
	Advisory service on seafood merchandising	Free/Subsidized

## DATABASE OF RESOURCES AVAILABLE

	<b><u>Financial Support</u></b>	
	Machinery and Equipment leasing	Service sold
	Assistance to Fisher Folk Organisations	Free
<b>29</b>	<b>Taurus Services Limited</b>	
	<b><u>Financial/Accounting</u></b>	
	Debt Collection Services	G/S Produced & Sold
	<b><u>Training</u></b>	
	Training in Debt Collection	Consultancy offered
<b>30</b>	<b>Telecommunications Services of Trinidad and Tobago Limited</b>	
	<b><u>Business Development</u></b>	
	Telecommunications Services (see Technical Resources)	G/S Produced & Sold
	<b><u>Other</u></b>	
	Yellow Pages Advertising	G/S Produced & Sold
	<b><u>Technical</u></b>	
	<u>Enterprise Services</u> : PBX and Key Systems, dedicated local and international data circuits, video conferencing and black-berry service	G/S Produced & Sold
	<u>Broadband Services</u> : Dial-up, broadband and wireless internet	G/S Produced & Sold
	<u>Mobile Services</u> : Local and International calls, voice and data International Roaming and GPRS	G/S Produced & Sold
	<u>Fixed Line &amp; Carrier Services</u> : Voice services (Local and International calling and other voice features – call waiting, voice mail, caller ID, etc	G/S Produced & Sold
<b>31</b>	<b>The National Gas Company of Trinidad and Tobago Limited</b>	
	<b><u>Business Development</u></b>	
	Developed land for rental for industrial use	G/S Produced & Sold
	<b><u>Financial/Accounting</u></b>	
	Internal Audit Services	In-House Capacity
	<b><u>Technical</u></b>	
	Project Management Services for Civil and Marine Infrastructure Works	Consultancy offered
	Bioremediation Services for Oily Waste	G/S Produced & Sold
	Distribution and Sale of Natural Gas to Industry and Commercial Enterprises	G/S Produced & Sold
	Hot Tapping Services	G/S Produced & Sold
	Operation and Maintenance of Large Gas Compressors	In-House Capacity
	Project Planning and Management (Civil and Engineering Works)	In-House Capacity

**DATABASE OF RESOURCES AVAILABLE**

	<b><u>Transportation</u></b>	
	Piers for Shipping and Receiving Various NEC products	G/S Produced & Sold
	Port and Dock facilities for import/export of cargo	G/S Produced & Sold
	Transport of Natural Gas	G/S Produced & Sold
	Tugs and Workboats to assist in docking	G/S Produced & Sold
<b>32</b>	<b>National Energy Corporation of Trinidad and Tobago Limited</b>	
	<b><u>Business Development</u></b>	
	Conceptualisation, promotion, development and facilitation of new energy-based and downstream industries in Trinidad and Tobago	In-House Capacity
	Sector Studies/Market Studies	In-House Capacity
	<b><u>Technical</u></b>	
	Identification and development of new industrial estates	In-House Capacity
	Identification and development of new industrial deep water Ports	In-House Capacity
	Project Management Services for Civil and Marine Infrastructure Works	In-House Capacity and Consultancy offered
	Monitoring compliance of approved CECs	In-House Capacity
	<b><u>Information Technology Related</u></b>	
	Procurement of hardware and software services related to IT	In-House Capacity
	Maintenance of Company website	In-House Capacity
	<b><u>Financial/Accounting</u></b>	
	Treasury Management	In-House Capacity
	Financial Operations	In-House Capacity
	Budgeting	In-House Capacity
	<b><u>Human Resources Development</u></b>	
	Coordination of training programs	In-House Capacity
	<b><u>Marine Services</u></b>	
	Operate marine and other infrastructural assets to facilitate import/export of cargo	In-House Capacity
	Provide Tugs and Workboats to assist in vessel docking operations	In-House Capacity
	<b><u>Other</u></b>	
	Procurement of goods and services	In-House Capacity
<b>33</b>	<b>The Sports Company of Trinidad and Tobago Limited</b>	
	<b><u>Human Resource</u></b>	
	Personnel and Industrial Relations	In-House Capacity
	<b><u>Information Technology</u></b>	
	Management Information Systems	In-House Capacity

## DATABASE OF RESOURCES AVAILABLE

	<b>Projects</b>	
	Construction Management	In-House Capacity
	Project Management	In-House Capacity
	<b>Other</b>	
	Research and Evaluation	In-House Capacity
<b>34</b>	<b>The Trinidad and Tobago Solid Waste Management Co Ltd</b>	
	<b>Waste Management Services/Products</b>	
	Collection And Disposal of Solid and Liquid Waste	Services Sold
	Servicing of Treatment Plants	Services Sold
	Portable Toilets Supply and Servicing	Services Sold
	Waste Materials Recovery and Recycling	Products Sold
	<b>Educational &amp; Informational Services</b>	
	Environmental Education	Free Service
	Information Resource Centre	Free Service
	Community Projects	Free Service
	<b>Technical Services</b>	
	Design, Maintenance and Operations of Landfill Sites	Government Funded
	Environmental Consultancy	Free Service
	Training in Waste Management	Free Service
	<b>Maintenance and Repairs</b>	
	Repair and Maintenance of Hydraulic Vehicles	In-House Capacity
	Fleet Maintenance	In-House Capacity
	<b>Planning</b>	
	Strategic Plan	In-House Capacity
	<b>Internal Audit</b>	
	Internal Controls	
	Financial Statements	
	<b>Financial/Accounting</b>	
	Accounting and Auditing	In-House Capacity
	Treasury Management	In-House Capacity
	Financial Statements	In-House Capacity
	<b>Human Resource</b>	
	Personnel Administration	In-House Capacity
	Industrial Relations	In-House Capacity
	<b>Information Technology</b>	
	Management Information Systems	In-House Capacity
	Computer System Maintenance and Repairs	In-House Capacity

**DATABASE OF RESOURCES AVAILABLE**

	<b><u>Health and Safety</u></b>	
	Risk & Accident Reduction	In-House Capacity
	Pollution Prevention	In-House Capacity
	Education & Training	In-House Capacity
	<b><u>Corporate Communications</u></b>	
	Public Relations	In-House Capacity
	Corporate Relations	In-House Capacity
	Radio Programmes	In-House Capacity
	Displays	In-House Capacity
	<b><u>Security</u></b>	
	Security Equipment	Outsourced
	Security Services	
<b>35</b>	<b>The Vehicle Corporation of Trinidad and Tobago Limited</b>	
	<b><u>Information Technology Related</u></b>	
	Telephone/PBX support	In-House Capacity & Out-sourced
	<b><u>Facilities Maintenance</u></b>	
	Welding, Plumbing, Air Conditioning	In-House Capacity & Out-sourced
	<b><u>Security</u></b>	
	Security Services	Outsourced
	<b><u>Fleet Management Services:</u></b>	
	Vehicle Specification Development	Services Sold
	Vehicle and Equipment Procurement	Services Sold
	Vehicle Maintenance and Repairs	Services Sold
	Fleet Management	Services Sold
	Fleet Evaluation	Services Sold

## DATABASE OF RESOURCES AVAILABLE

<b>36 Tourism Development Company Limited</b>		
	<b><u>Transfer of Technology</u></b>	
	Website development	Free Service
	Training and Development of Industry stakeholders	Free Service
	<b><u>Human Resource Development</u></b>	
	Personnel and Industrial Relations	In-House Capacity
	<b><u>Sharing of information</u></b>	
	Information sharing on Information Systems	In-House Capacity
	Business Forums with key stakeholders	Free Service
	<b><u>Treasury Management</u></b>	
	Budgeting	In-House Capacity
	Cash Flow Management and Reporting	In-House Capacity
	<b><u>Foreign Exchange Usage</u></b>	
	Business Travel	In-House Capacity
	Payment to foreign suppliers of goods and services	In-House Capacity
	Hosting of Conferences and Meetings	Free Service
	Overseas Marketing	Free Service
	<b><u>Bulk Purchasing</u></b>	
	Public Relations, Media and Promotional Services	In-House Capacity
	Manage development of products and services from specialist contractors	In-House Capacity
	<b><u>Funding arrangement</u></b>	
	International marketing of Trinidad and Tobago's export products	Free Service
<b>37 Trinidad and Tobago Entertainment Company Limited</b>		
	<b><u>Financial/Accounting</u></b>	
	Financial Assistance to entertainment practitioners	Free Service
	Accounting Services	In-House Capacity
	<b><u>Marketing and Promotion</u></b>	
	Marketing national entertainment both locally and internationally	In-House Capacity/Consultancy
	Development of marketing campaigns	In-House Capacity/Consultancy
	<b><u>Technical</u></b>	
	Proposal evaluation	In-House Capacity/Consultancy
	Project monitoring	In-House Capacity



**DATABASE OF RESOURCES AVAILABLE**

<b><u>Information Technology Related</u></b>		
Information Systems Management	In-House	Capacity/Consultancy
Website administration	In-House	Capacity/Consultancy
Downloads of entertainment products available from website	Free and available	Sold products available
<b><u>Events Production/Coordination</u></b>		
Workshops/training for entertainment industry	In-House	Capacity/Consultancy
Producing entertainment events	In-House	Capacity/Consultancy
<b><u>Sector Development</u></b>		
Management of online artist database	Free Service	
<b>38 Trinidad and Tobago Film Company Limited</b>		
<b><u>Financial /Accounting</u></b>		
Financial & Accounting Services	In-House	Capacity
Budgeting	In-House	Capacity
Financial Operations	In-House	Capacity
<b><u>Human Resources Related</u></b>		
Human Resource Management	In-House	Capacity
<b><u>Technical</u></b>		
Production Assistance Script Development	Consultancy and Business Advisory Offered	
Feature Film Programme Development	Consultancy and Business Advisory Offered	
<b><u>Training</u></b>		
Professional Development	Service Sold	
Skills Development	Service Sold	
Technical Development	Service Sold	
<b><u>Information Technology Related</u></b>		
Management Information Services	In-House	Capacity
<b><u>Business Development</u></b>		
Public Relations & Marketing Skills	In-House	Capacity
Conceptualisation, Promotion, Development and Facilitation of New Film Productions and Creative Talent in Trinidad & Tobago	In-House	Capacity

## DATABASE OF RESOURCES AVAILABLE

<b>39 Trinidad and Tobago Free Zones Company Limited</b>		
	<b><u>Business Development</u></b>	
	Promote and Advise on Incentives available under the Free Zones Act to Investors	G/S Produced & Sold
	Provide advice on doing business in Trinidad and Tobago and Regulatory Issues to Investors	G/S Produced & Sold
	Assess and Approve Business Activities in Manufacturing, International Trading and Services	G/S Produced & Sold
	Recommend Designation of Free Zones to the Minister	In-House Capacity
<b>40 Trinidad and Tobago Mortgage Finance Company Limited</b>		
	<b><u>Financial/Accounting</u></b>	
	Mortgage loans for residential property	G/S Produced & Sold
	Administration of mortgage portfolio on behalf of third parties	G/S Produced & Sold
	Assessment for mortgage financing	In-House Capacity
	Management of loan delinquency/arrears	In-House Capacity
<b>41 Trinidad and Tobago National Petroleum Marketing Co Ltd</b>		
	<b><u>Business Development</u></b>	
	Local and Export Marketing	Consultancy offered
	New Product Development and Market Research	Consultancy offered
	Public Relations and Customer Relations Management	Consultancy offered
	Service Station Network	Consultancy offered
	<b><u>Human Resource Related</u></b>	
	Design and Implementation of a Performance Management System	Consultancy offered
	Employee Assistance Programme Design	Consultancy offered
	Grievance, disciplinary and termination handling	Consultancy offered
	Labour Contract Negotiation and Arbitration	Consultancy offered
	<b><u>Information Technology Related</u></b>	
	Information Systems	Consultancy offered
	Manufactured Goods	
	Lubricants and Greases	G/S Produced & Sold
	<b><u>Distribution and Sales</u></b>	
	Convenience Store Products	Sourced and Sold
	Automotive Fuels	Sourced and Sold
	Aviation Fuels	Sourced and Sold
	LPG, CNG and Lubricants	Sourced and Sold

**DATABASE OF RESOURCES AVAILABLE**

	<b><u>Technical</u></b>	
	Analysis of new and used lubricating oils in service	In-House Capacity
	Technical support re: lubrication	Consultancy offered
	Aviation Fuel Quality Management System	Consultancy offered
	<b><u>Training</u></b>	
	Design, Implementation and Evaluation of Supervisory and Technical Training Programmes	Consultancy offered

**42 Urban Development Corporation of Trinidad and Tobago Limited**

	<b><u>Business Development</u></b>	
	Property acquisition and development	In-House Capacity
	Planning, Coordination, Financing and Management of Development Projects	In-House Capacity
	<b><u>Technical</u></b>	
	Project Management Services for Construction Projects	In-House Capacity
	Maintenance Management Services	In-House Capacity
	Training	
	Construction Methodologies	Consultancy Offered
	Construction and Engineering – Best Practices	In-House Capacity
	Entrepreneurial and Vocational Development in Construction and Engineering	Consultancy Offered
	Occupational Health and Safety Standards	Consultancy Offered

**43 Youth Training and Employment Partnership Programme Limited**

	<b><u>Business Development</u></b>	
	Micro-entrepreneurship Development	In-House Capacity
	Job Placement of Trainees/Graduates	In-House Capacity
	<b><u>Human Resource Related</u></b>	
	Personnel and Industrial Relations	In-House Capacity
	Part-time Tutors and Counselors	In-House Capacity
	<b><u>Information Technology Related</u></b>	
	Management Information Systems	In-House Capacity
	Research Evaluation and Curriculum Development	In-House Capacity
	<b><u>Training</u></b>	
	Career Enhancement Training for youths	In-House Capacity
	Vocational Skills Training for youths	In-House Capacity
	OSHA Training	G/S Produced & Sold
	Cambridge Certificate and Diploma in IT	G/S Produced & Sold
	Auto Cad	G/S Produced & Sold

## DATABASE OF RESOURCES AVAILABLE

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	Microsoft Office Suite	G/S Produced & Sold
	Microsoft Project	G/S Produced & Sold
	Peachtree Accounting	G/S Produced & Sold
	Introduction to Web Design	G/S Produced & Sold
	Graphic Design	G/S Produced & Sold
	PC Repairs and Maintenance	G/S Produced & Sold
	Certified Welding and Fabricating	In-House Capacity
	Upgrade Welding	G/S Produced & Sold
	<b>Other</b>	
	Quality Assurance	In-House Capacity



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