



"Providing Infrastructural Services to the People of Trinidad and Tobago"



# Administrative Report 2013

Administrative Report 2013  
Modern Architecture

**Ministry of Works and Transport**

Corner of Richmond and London Streets

Port of Spain

Republic of Trinidad and Tobago, WI

[www.mowt.gov.tt](http://www.mowt.gov.tt)

## Foreword

This Administrative Report is prepared in accordance with the provisions of Section 66A-D of the Constitution of the Republic of Trinidad and Tobago as amended by the Constitutional Amendment Act No. 29 of 1999 whereby the Ministry is required to submit to the President of the Republic of Trinidad and Tobago before July 1<sup>st</sup> in each year, *a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith.*

In fiscal 2012/2013, in keeping with Government's stated Seven Interconnected Pillars for Sustainable Development which identifies infrastructure as the basis for developing human capital, indigenous capacity and expanding the country's skills base, the Ministry of Works and Infrastructure (MOWI) continued to focus its efforts on road construction, traffic management and restoration and maintenance of government buildings and facilities.

In fiscal 2012/13, the Ministry received an allocation \$2,174,657,500.00 of which \$1,302,173,500.00 was appropriated to the recurrent budget with the remaining sum being distributed between the IDF (\$793,515,000.00) and the Consolidated Fund (\$78,515,000.00), respectively to undertake capital works. The main focus of the Ministry's Capital Programme was the continuation of the enhancement and expansion of the road and highway infrastructure which included on-going projects such as the Port of Spain East West Corridor Improvement Works Programme, Extension of the Solomon Hochoy Highway from Golconda to Point Fortin and the Dualling of the Diego Martin Main Road from Victoria Gardens to Acton Court.

In 2012/2013, the focus was also on traffic management measures throughout the country and included the continuation of works on the National Traffic Management System (NTMS) which when completed would provide an improved level of service to motorists through faster detection and response to incidents and through a marked reduction of traffic congestion as a result of the co-ordination of the traffic signals.

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# Ministry of Works and Infrastructure (MOWI)

## 1 VISION

The Ministry of Works and Infrastructure is a strong, innovative, client-centered, well respected institution committed to the social and economic development of the people of Trinidad and Tobago, through the provision of high quality infrastructure development services that enable the growth of safe, healthy communities and globally competitive businesses within a vibrant natural environment.

## 2 MISSION

We provide world class infrastructure that supports the development of a 'united, resilient, productive, innovative and prosperous' Trinidad and Tobago; through a motivated team of employees working in collaboration with local and international partners.

## 3 STRATEGIC PLAN

The Ministry of Works and Infrastructure underwent a restructuring process during the period June 2011 – July 2012 in which the organisational structure of the Ministry was changed. Consequently, a process of updating the Strategic Plan for the period October 2009 to September 2012 has been initiated.

## 4 FINANCIAL OPERATIONS

### 4.1 Budget Formulation

The preparation of the Ministry's Budget for fiscal 2013 commenced with the receipt of the Minister of Finance Circular No. 1 dated February 15, 2012. The guidelines contained therein were adhered to and the estimates of expenditure were prepared in cognizance of the policies and strategies contained in the 2010 Manifesto of the People's Partnership Government.

### 4.2 Expenditure versus Budget

A summary of allocation and expenditure for fiscal year 2012 – 2013 is provided hereunder:

		Revised Provision \$	\$Actual Expenditure
01	Personnel Expenditure	490,290,500.00	479,002,969.00
02	Good and Services	322,341,800.00	305,902,322.00
03	Minor Equipment Purchases	5,982,700.00	8,413,576.00
04	Current Transfers and Subsidies	483,558,500.00	468,179,892.00
09	Development Programme	78,515,000.00	57,226,183.00
701	Infrastructure Development Fund	793,515,000.00	705,715,244.00
	TOTAL	2,174,657,500.00	2,024,440,186.00

*Table 1 MOWI Summary of Expenditure versus Budget*

## Ministry of Works and Infrastructure (MOWI)

The variances in the aforementioned figures are as a result of the following:

- 01 Personnel Expenditure
  - ❖ Delays in the approval of increments and acting allowances outstanding to Public Servants
  - ❖ Vacant posts not being filled
  - ❖ Non-settlement of an increase in wages for daily-paid employees
- 02 Goods and Services
  - ❖ Non-award of contracts in the financial year
  - ❖ Non-submission of outstanding bills
  - ❖ Delayed submission of approval
- 03 Minor Equipment Purchases
  - ❖ Difficulties in the procurement of sundry equipment
- 04 Current Transfers and Subsidies
  - ❖ Due to late installation of Boards, funds were not utilized
  - ❖ Late receipt of debit advices, etc.
- 09 Development Programme
  - ❖ Late receipt of Bills
  - ❖ Late finalisation of contracts
  - ❖ Due to realignment of Ministries there were resultant setbacks

### 5 INTERNAL AUDIT PROCEDURES

#### 5.1 Mission

To provide divisional and departmental management with independent, objective assessment of the soundness of risk management strategies and practices, management control frameworks, systems and practices, as well as information used for decision making and reporting, thereby contributing to the government's continuous management improvement programme and accountability for results.

#### 5.2 Strategic Objective

To assist management in the effective discharge of its responsibilities by furnishing objective analyses, appraisals, recommendations and pertinent comments concerning activities reviewed.

#### 5.3 Scope

The Internal Audit Unit is an independent unit within the ministry created to serve thorough examination and evaluation of the adequacy of the internal controls laid down by management and prescribed rules and regulations laid down by the Financial Regulations, Financial Instructions, Exchequer and Audit Act, and numerous Circulars by Ministry of Finance, Permanent Secretary and Chief Personnel Officer.

An Audit Plan was prepared for the financial year October 1<sup>st</sup>, 2012 – September 30<sup>th</sup>, 2013. Monthly reports were submitted to the Permanent Secretary providing details of all Internal Audit activities throughout the month. At the request of the Permanent Secretary and/or the Auditor III, special ad hoc exercises or audits were performed.

#### 5.4 Programme of Work

The normal programme of work included:

- Compliance Audits -checks on systems of internal controls;
- Verifying Pension and Leave Records, Records of Service and Payments of Arrears;
- Verification of previous year payments for goods and services.

#### 5.5 Special Exercises

In collaboration with the Information Technology Unit, the Environmental Unit and the Comptroller of Administrative Services the following exercises were pursued:

- Improvement and computerization of the system of stores;
- A clean-up campaign to dispose of all unserviceable articles.

### 6 HUMAN RESOURCES

#### 6.1 Performance Management Tools

The Ministry utilises the Performance Management Appraisal System which has been implemented throughout the Public Service. This System includes job descriptions for all positions within the public service, periodic reviews through the completion of annual staff reports to evaluate officers' performance.

In this regard, the Performance Management Unit of the Ministry of Works and Infrastructure undertakes the following:

- ❖ Quarterly Performance Review – a review is conducted between officers and their supervisors in which performance expectations, shortcomings and strengths are identified. Supervisors complete the Reports based on a predetermined ratings scale
- ❖ Processing of all Reports for onward transmission to the Director of Personnel Administration
- ❖ Award of increments
- ❖ Recommendation of officers for suitable training and development programmes
- ❖ Confirmation of appointment of officers in the public service

#### 6.2 Promotion

Promotions are made exclusively by the Public Service Commission based on performance, seniority and interview scores. While the Ministry may recommend promotions, the authority to promote members of staff lies solely with the Commission.

#### 6.3 Recruitment and Selection

In addition to the appointments to established positions made through the Director of Public Administration, the Ministry based on the need for additional human resources, employs persons on contract for both short term and long term periods. Short-Term being six (6) months while Long-Term contracts are issued for one to three (1)-(3) years. These positions are advertised and based on interviews the most suitable candidates are chosen to fill said positions.

### 7 ORGANIZATIONAL STRUCTURE

#### 7.1 Corporate Structure

The following is a list of Divisions/Units which comprise the Ministry of Works and Infrastructure which are responsible for the conducting of the Ministry's day to day operations.

#### 7.2 Divisions/Units

- ❖ Highways Division
  - Roads Planning Branch
  - Roads Construction Branch

## Ministry of Works and Infrastructure (MOWI)

- Bridges Branch
- Highways Beautification Unit
- Bridges, Landslip and Traffic Management Programme Implementation Unit (BLT PIU)
- Traffic Management Branch
- Major Highway Project Monitoring Unit (MHPMU)
- Programme for the Upgrade of Road Efficiency Unit (PURE)
- Project Monitoring and Evaluation Unit (PMEU)
- ❖ Construction Division
  - Architects Branch
  - Historical Unit
  - Electrical Branch
  - Designs Engineering Branch
  - Quantity Surveying Branch
  - Building Construction Branch
  - Furniture Branch
- ❖ Office of the Chief Technical Officer
- ❖ Central Planning Unit
- ❖ Mechanical Services Division
- ❖ Maintenance Division
- ❖ Human Resource Management Division
- ❖ Coastal Protection Unit
- ❖ General Administration Unit
- ❖ Corporate Communications Unit
- ❖ Internal Audit Unit
- ❖ Legal Services Unit
- ❖ Facilities Management Unit
- ❖ Information Technology Unit
- ❖ Environmental Health and Safety Unit
- ❖ Traffic Wardens Unit
- ❖ Priority Bus Route Unit
- ❖ Supplemental Police Department

### 7.3 Special Purpose Entities/State Enterprises

- ❖ National Infrastructure Development Company Limited (NIDCO)
- ❖ National Maintenance, Training and Security Company Limited (NMTS)



# Ministry of Works and Infrastructure (MOWI)

## 7.4 Ministry of Works and Infrastructure Organizational Chart

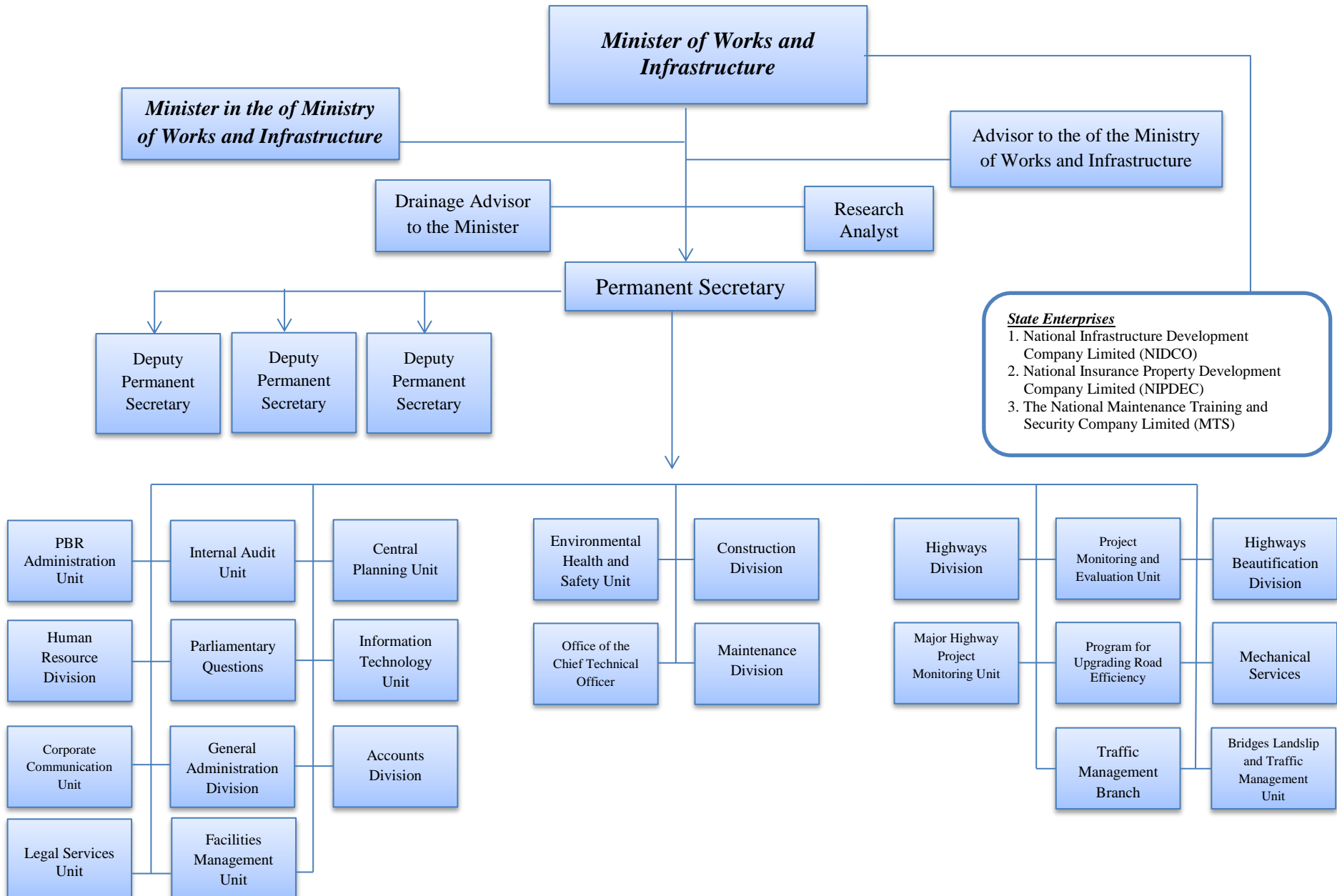


Figure 1 Ministry of Works and Infrastructure Organization Structure Chart

## 7.5 Services Provided

Services provided under the Ministry of Works and Infrastructure are:

- ❖ Construction and maintenance of highways, major and secondary roads and bridges under the authority of the Ministry.
- ❖ Coastal management.
- ❖ Restoration, construction and maintenance of public buildings and facilities. Also the provision of technical assistance to other government agencies.
- ❖ Advice on the purchase, repair and maintenance of government vehicles and equipment.
- ❖ Traffic management.
- ❖ Provision of critical heavy equipment as required for emergency relief works.
- ❖ Provision of information to the general public under the Freedom of Information Act (FOIA).

## 7.6 Levels of Authority

The Permanent Secretary (PS) supported by the Legal Services Unit and the Human Resource Management Division continued to administer the functions devolved by the Chief Personnel Officer and the Public Service Commission. The table below describes the functions devolved by the Chief Personnel Officer to the PS.

Monthly Paid Employees	Daily Paid Employees
Contract employment	Duty Leave
Secondment	No Pay Leave
Duty Leave and Special Duty Leave	Leave for Union Business
Special Leave	Normal Sick Leave
Accumulation of Leave	Extension of Sick Leave
No Pay Study Leave	Time off as Union Representative
Leave of Absence without pay	
Extension of Sick Leave and Injury Leave	
Leave to pursue studies in Trade Unionism	
Compensation in lieu of annual vacation leave	

**Table 2: Functions developed by the Chief Personnel Officer to the Permanent Secretary**

The following are functions delegated by the Public Service Commission (P.S.C):

- ❖ Acting appointments up to range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister
- ❖ Appointments on a temporary basis for periods not exceeding six (6) months, on the expiration of that person's first appointment on a temporary basis by the Public Service Commission to that office, except in offices that require consultation with the Prime Minister.
- ❖ Confirmation of appointments
- ❖ Power to make transfers within the Ministry's Divisions up to range 68

- ❖ Acceptance of resignations
- ❖ Noting of retirements – compulsory at age 60 and voluntary after age 55

## 7.7 Conditions of Employment

The terms and conditions of employment are negotiated between the workers (through their representative union) and the Chief Personnel Officer. With respect to the daily paid workers, the negotiation of terms and conditions are undertaken through their representative union and the Chief Personnel Officer.

## 7.8 Industrial Relations

The Ministry is committed to having all matters addressed in accordance with the laws of natural justice and in keeping with good industrial relations practices and guided by the Public Service Commission Regulations, 1966 Chapter VIII, the Civil Service Act, Chapter 23:01, Civil Service (Amendment) Regulations, 1996 Chapter XI Code of Conduct & The Industrial Relations Act Chapter 88:01.

## 7.9 Training Programs

In fiscal 2013, the Ministry continued its developmental role to enhance the skills of its employees. In this respect, members of staff were trained in various courses in order to improve the capability of the Ministry. Table 3 below refers.

Course	Target Group	Type	Facilitator	Cost (\$)
Terms of Reference and Requests for Proposals	Technical Staff (1 person)	Local	Ministry of Public Administration	
Monitoring and Evaluation	Technical and Professional Staff (2 persons)	Local	Ministry of Public Administration	
Overview of Project Management	Technical Staff (2 persons)	Local	Ministry of Public Administration	
Inventory Management	Support Staff (2 person)	Local	Ministry of Public Administration	
Key Updates for the Successful Auditor	Auditors (2 persons)	Local	Arthur Lok Jack School of Business	4,600.00
Registry Systems and Procedures	Support Staff (132 persons)	Local	Kelvin Carter, Ingrid Panda and Sandra Leben-Logan	826,200.00

<b>Course</b>	<b>Target Group</b>	<b>Type</b>	<b>Facilitator</b>	<b>Cost (\$)</b>
Sensitization Programme for Candidates who have applied for the post of Deputy Permanent Secretary	Professional Staff (3 persons)	Local	Ministry of Public Administration	
Training-Project Management Professional	Project Engineers (8 persons)	Local	Borderlink Resources Limited	32,000.00
Applied Alternate Dispute Resolution Workshop	Professional and Technical Staff (6 persons)	Local	The STITT HANDY GROUP	83,850.00
Certified Associate in Project Management (CAPM)	Technical Staff (3persons)	Local	PURE	6,900.00
Preparation for Retirement	Support Staff (2 persons)	Local	Ministry of Public Administration	
Competency-Based Interviewing Skills	Human Resource Officer (1 person)	Local	Ministry of Public Administration	
Introduction to Facilities Management	Technical Staff (1 person)	Local	Arthur Lok Jack School of Business	4,200.00
Distinguished Leadership and Innovation Conference	Professional and HR Staff (3 persons)	Local	Ministry of Public Administration	
AutoCAD Civil 3D 2013 Training	Technical Staff (21 persons)	Local	PURE	100,458.00
International Association of Women Police Region 17 Conference	Traffic Wardens (2 persons)	Local	Trinidad and Tobago Police Service	3,900.00
Coordinating Corporate Events	Secretarial Staff (3 persons)	Local	Arthur Lok Jack School of Business	9,000.00
Conducting Effective Performance Appraisal	Human Resource Officer (1 person)	Local	Ministry of Public Administration	

Course	Target Group	Type	Facilitator	Cost (\$)
Protocol for Senior Offices	Professional staff (1 person)	Local	Ministry of Public Administration	
Administrative Professionals Workshop for Executive Assistants	Support Staff (4 persons)	Local	Arthur Lok Jack School of Business	12,000.00
Developing our Professional Image	Support Staff (2 persons)	Local	Arthur Lok Jack School of Business	6,000.00
9 <sup>th</sup> Biennial Conference of Human Resources Practitioners	Senior Human Resource Staff (2 persons)	Local	Human Resource Management Association	15,870.00
Best Practices for Real Estates	Support Staff of the Facilities Management Unit (2 persons)	Local	Association of Real Estate Agents	2,472.50
FIDIC Modules 1 and 2	Technical and Engineering Staff (8 persons)	Local	Joint Consultative Council for the Construction Industry	111,540.80
APWA MicroPaver Software	Technical and Engineering Staff (17 persons)	In House	Geopostal and Engineering Designs	5,050.00
Registry Procedures	Support Staff ( 1 person)	Local	Ministry of Public Administration Government Training Centre, 2 <sup>nd</sup> Avenue Chagaramas	Nil
Fundamentals of Risk Assessment	Technical and Professional Staff 4 persons	Local	Arthur Lok Jack Graduate School of Business	16,000.00
Conducting Effective Meetings	Professional Staff (2 persons)	Local	Ministry of Public Administration Government Training Centre, 2 <sup>nd</sup> Avenue Chagaramas	Nil
Business Etiquette for Professional Success	Professional, Technical and Support staff (6 persons)	Local	TTHTI	22,400.00

Course	Target Group	Type	Facilitator	Cost (\$)
Damage Assessment and Needs Analysis/Incident Command System Training	Professional, Technical and Support staff ( 21 persons) On the Job Training (3 persons) Short Term Employee ( 1 person)	In House	Don Hinds and Peggy-Anne De Silva	2,940.00
SIDRA Intersection Workshop	Professional, Technical and Support staff (21 persons)	In House	Signals Specialists Limited	218,890.00
Alternative Dispute Resolution (ADR)	Professional Staff (1 person)	Local	STITT Feld Handy Group	10,374.00
Advanced Alternative Dispute Resolution (ADR)	Professional Staff ( 3 persons)	Local	STITT Feld Handy Group	35,100.00
Gender Training Workshop	Technical Staff (2 persons)	Local	Ministry of The Environment and Water Resources	Nil
Managing Safety	Professional, Technical and Support Staff ( 24 persons)	Local	CHESS(Trinidad) Ltd	59,570.00
TMA User Training (New Computer Maintenance Management System)	Professional, Technical and Support Staff ( 6 persons)	Local	Information Technology Unit	Nil
TMA User Training( New Computer Maintenance Management System)	Professional, Technical and Support Staff ( 6 persons)	Local	Information Technology Unit	Nil
Managing Safety	Professional and Technical Staff (14 persons)	Local	CHESS(Trinidad) Ltd	59,570.00

Course	Target Group	Type	Facilitator	Cost (\$)
Training for Delegated Functions	Professional and Support Staff (17 persons)	In House		
Women in Leadership Conference 2013	Professional and Support Staff (13 persons)	Local	Arthur Lok Jack Graduate School of Business	45,500.00
Legal Management of Commercial Contracts Conference	Professional and Technical Staff (7 persons)	Local	Smart Communications Limited	20,125.00
Emotional Intelligence Workshop	Human Resource Officer 1	Local		Nil
Administration of Government Contracts	Land Use Planner	Local		Nil
Information Sharing Session in connection with a review of the Systems and Processes involved in the administration of Travelling Allowances and Regulations, Chapter 23:50	Professional and Support Staff (4 persons)	Local	Ministry of Public Administration	Nil
Conducting Effective Performance Appraisals	Property Manager (1 person)	Local	Ministry of Public Administration	Nil
Managing Safety	Professional and Technical Staff (21 persons)	In House	CHESS(Trinidad) Ltd	84,525.00
Forty Hour Mediation Skills Workshop	Professional Staff (2 persons)	Local	American Chamber of Commerce of Trinidad and Tobago	
Auditing Your Human Resource Function	Director of Human Resource	Local	Arthur Lok Jack Graduate School of Business	6,000.00
Creating Your Path to Successful Auditing	Auditor III	Local	Arthur Lok Jack Graduate School of Business	9,375.00
Cabinet Note Writing	District Administrative Office	Local	Ministry of Public Administration	Nil



Course	Target Group	Type	Facilitator	Cost (\$)
HSSE Excellence- Economic Success through Innovative, Integrated HSSE Strategies	Professional and Technical Staff (6 persons)	Local	American Chamber of Commerce of Trinidad and Tobago	26,500.00
Certified Forensic Accounting and Fraud Detection	Professional and Technical Staff (4 persons)	Local	Caribbean Forensica & Financial Fraud Institute Limited: P.O Box 3586 La Romaine Trinidad and Tobago. Contact 657-3209	74,100.00
Terms of Reference (TOR's) AND Requests for Proposals (RFP's)	Professional Staff (3 persons)	Local	Ministry of Public Administration	Nil
Degrees of Deception: Fighting Credential & CV Fraud	Professional Staff (2 persons)	Local	Accreditation Council of Trinidad and Tobago: Level 3 Building B, Pan American Life Plaza. Contact 623-2500	4,400.00
Coaching and Mentoring	Professional and Technical Staff (5 persons)	Local	Da Vrim International Limited	17,700.00
3 <sup>rd</sup> Annual Development Evaluation Forum	Professional Staff (3 persons)	Local	Ministry of Planning and Sustainable Development	Nil
Supervisory Leadership Workshop	Professional and Support Staff (6 persons)	Local	Nexus Consulting: 85 Emerald Drive Diamond Vale, Diego Martin. Contact 632-2026	24,300.00
Registry Procedures	Support Staff (1 person)	Local	Ministry of Public Administration	Nil
The State of HR in the Caribbean	Professional and Support Staff (2 persons)	Local	Arthur Lok Jack Graduate School of Business	Nil
Proposal Writing	Professional Staff (2 persons)	Local	Ministry of Public Administration	Nil
International Men's Day	Professional and Technical Staff (5 persons)	Local	Ministry of Gender, Youth and Child Development	Nil

Course	Target Group	Type	Facilitator	Cost (\$)
Disciplinary Procedures in the Public Service	Professional Staff (1 person)	Local	Ministry of Public Administration	Nil
Files & Correspondence Management	Support Staff (3 persons)	Local	Lorson Resources Limited: P.O Box 2235,40 Northey Lane Longenville Chaguanas	18,885.30
Protocol for Public Officers	Professional Staff (1 person)	Local	Ministry of Public Administration	Nil
Incident Command System( ICS) 100 & 200	Professional and Technical Staff (5 persons)	Local	PODS Marketing Mix Limited: 8 Francis Road Maraval. Contact 622-660	25,875.00
Practical Mediation Skills	Professional Staff (2 persons)	Local	Trinidad and Tobago Chamber of Industry and Commerce: Columbus Circle Westmoorings. Contact 637-6966	7,000.00
Administrative Professionals Workshop	Support Staff (3 persons)	Local	Arthur Lok Jack Graduate School of Business	9,000.00
Responding to Emergency Situations: Empowering Public Safety Officers	14 Traffic Wardens II	Local	Private Security Network Commission	4,200.00 (sourced from Traffic Wardens' Division Training vote)
Supervisory Referral- Assisting The Troubled Employee	Professional Staff (1 person)	Local	Davirm International Limited	2,100.00
Job Evaluation Exercise Workshop	Technical and Professional Staff (3 persons)	Local	Office of the Chief Personnel Officer: 76-78 St. Vincent Street Port of Spain. Contact 623-1621	Nil

**Table 3: MOWI Training Programmes 2013**

## 8 PROCUREMENT OF RESOURCES

### 8.1 Overview of MOWI Procurement Process

The purchase of items by the Ministry is undertaken in accordance with the Financial Instructions 1965 Part XVII paragraphs 244 to 247. The MOWI is guided by the Central Tenders Board Ordinance No.22 of 1961 and any amendments there-to and the relevant regulations in the Exchequer and Audit Ordinance, in the procurement of goods and services. The stakeholders in public procurement are Tax Payers, the Public, and Domestic Industry.

### 8.2 Objectives of Public Procurement

- ❖ Best value for Money
- ❖ Access to all eligible bidders
- ❖ Ensures transparency and openness
- ❖ Accountability
- ❖ Reduced scope for corruption
- ❖ Development of domestic economy
- ❖ To be a model purchaser and employer

### 8.3 Tendering Procedures

The internal procurement function of the Ministry of Works and Infrastructure follows a tiered system that operates within the Ministry with delegated authorization of various financial limits by the Permanent Secretary. The following represents the various tenders committees and their limits:

❖ District Tenders Committees	\$100,000.00
❖ Divisional Tenders Committees	\$300,000.00
❖ Deputy Permanent Secretary Tenders Committee	\$400,000.00
❖ Permanent Secretary Tenders Committee	\$500,000.00
❖ Ministerial Tenders Committee	\$1,000,000.00

Directors and other Heads of Division are authorised to expend up to \$5000.00 using the three (3) quote procurement system. Further, the District Tenders Committee comprises the Chairman who is an Engineer, a Secretary and other technical and administrative representatives from throughout the Ministry. The Divisional Tenders Committee is similar to that of the Districts', except that it is chaired by the Director of the particular Division. Contracts up to the limit of \$1,000,000.00 are facilitated by the Ministerial Tenders Committee utilising the Open Tendering Procedures and is chaired by the Deputy Director of Contracts.

Contracts in excess of \$1,000,000.00 are forwarded to the Central Tenders Board for processing.

## 9 REPORTING FUNCTIONS

MOWI is required to prepare reports for onward transmission to other Ministries/State Bodies. The reporting functions associated with these bodies are listed hereunder.

Reports	Ministry of Planning	Ministry of Finance	Auditor General	Comptroller of Accounts	Chief Personnel Officer	Public Service Commission	Cabinet	Parliament	Office of the Prime Minister
Quarterly Reports on Capital Projects	√								
Status Report on Budget Measures	√								
Monthly Report on the Status of the PSIP	√	√							
Social Economic Policy Framework	√								
Annual Administrative Report							√	√	
Quarterly Reports on devolved functions					√				
Quarterly Reports on delegated functions- Public Service Commission						√			
Estimates of Expenditure (Annual)	√	√							
Monthly Statement of Actual Expenditure		√							
Appropriation of Accounts		√	√	√					
Monthly Reconciliation Statements of Expenditure				√					
Daily Notification of Expenditure				√					
Monthly Report on Motor Vehicle Advances				√					
Annual Achievement Report	√	√							
Annual Report on Cabinet Decisions									√

*Table 4 Reporting Function of the Ministry*

## 10 DEPARTMENTAL/UNIT REPORTS

The following are the reports of activities undertaken by the respective units/divisions:

### 10.1 CONSTRUCTION DIVISION

#### 10.1.1 Purpose

The Construction Division provides sound physical infrastructure inclusive of reconstruction, restoration, refurbishment and upgrade of public buildings.

The Division acts as a technical consultant in the field of building design and construction to the Government of Trinidad and Tobago. In particular, the Division provides technical advice to the Government on the lease, rental and purchase of properties for public use, both locally and abroad.

#### 10.1.2 Vision

To be the premier government organization in the building construction industry, providing and facilitating safe, sustainable infrastructure development, thereby creating a better quality of life for all.

#### 10.1.3 Mission

The Construction Division is engaged in the effective planning, design, project management, project monitoring and construction of public buildings, in addition to providing statutory and regulatory services to ensure economic engineering development of the building construction industry of Trinidad and Tobago.

#### 10.1.4 Strategic Objectives

The strategic objectives of the Construction Division are closely aligned with the strategic objectives of the Ministry of Works and Infrastructure and include the following:

- ❖ Assist in ensuring that the development of the Building Infrastructure in the Country is done to the highest international standards.
- ❖ Assist in the provision of suitable and safe accommodation for occupants and users of public buildings.
- ❖ Assist in the preservation of the Historical Heritage Buildings of Trinidad and Tobago.
- ❖ Develop highly specialized skills of employees of the Construction Division to international standards.
- ❖ To be the main technical adviser to government on building related matters.

#### 10.1.5 Organizational Structure

The Construction Division is one of the Divisions of the Ministry of Works and Infrastructure and is managed by the Director of Construction, who reports to the Permanent Secretary.

The Division comprises of the following departments:

- ❖ Architects Branch
- ❖ Historical Restoration Unit
- ❖ Electrical Engineering Branch
- ❖ Designs Engineering Branch
- ❖ Quantity Surveying Branch

- ❖ Building Construction Branch
- ❖ Furniture Branch

#### Architects Branch

This Branch comprises of Architects with an Architectural Draughting Section and an Engineering Surveying Unit. It provides full architectural services, including designs and working drawings, project management (pre and post contract) and project monitoring services. The Engineering Surveying Unit carries out topographical surveys and reconnaissance work. They also set out buildings and establish property boundaries. All final works are done in conjunction with licensed surveyors to ensure compliance to government regulations.

#### Historical Restoration Unit (HRU)

The HRU provides consultancy, advisory and project monitoring services, mainly on projects involving historical buildings and sites managed and/or executed in-house or by other statutory agencies.

#### Electrical Engineering Branch

The Electrical Engineering Branch is responsible for all electrical engineering services for projects implemented by the Division. This includes air conditioning, fire alarms and mechanical engineering services. The Branch also provides electrical engineering services to other government ministries.

#### Designs Engineering Branch

The responsibilities of this Branch include:

- ❖ Processing Building Applications from Regional Corporations
- ❖ Structural design drawings for in house construction projects
- ❖ Evaluating structural designs by private firms and other government agencies
- ❖ Structural Inspections to determine the structural integrity and safety of:
  - Private buildings for government rental or purchase
  - Schools and other government buildings
  - Hotels and Guest Houses
  - Cinemas as requested by the Magistrate's Court for granting of licenses to operate
  - Private commercial buildings
- ❖ Supervision of construction works
- ❖ Pre and Post contract services for Carnival facilities
- ❖ Management of erection and dismantling of Carnival Facilities

#### Quantity Surveying Branch

The Quantity Surveying Section is responsible for the provision of quantity surveying services for in-house projects. This includes contract administration, costing and evaluations, project monitoring and preparation of bills of quantities and specifications for other government organizations.

### [Building Construction Branch](#)

The Building Construction Branch implements projects by employing labour from small and medium-sized contractors. The Branch also solicits the expertise of the other specialist disciplines from the other branches in the design and preparation of construction drawings and contract documents.

### [Furniture Branch](#)

The Furniture Services Branch is responsible for providing furniture and furnishings to all Government Ministries, offices of the Public Service, the procurement of furniture (metal) and the manufacture and repairs of wooden furniture at its factory. The Branch is also responsible for the supply and maintenance of furniture in the State's official residences, inclusive of the President's and Prime Minister's Residences. Additionally, in collaboration with the Conference Secretariat, the Furniture Services Branch provides for the efficient functioning of the Secretariat in State-held conferences at various venues.

The Branch also stores furniture and appliances and facilitates Government Departments in accordance with certain section of the Financial Regulations, by storing items surrendered /awaiting assessment by Board of Survey.

## **10.1.6 Major Projects Being Undertaken By the Division**

### [Restoration of the President's Residence](#)

The strategy utilized for restoration of the President's House has been the design and construction of a temporary roof to cover the remaining of the existing building, implementation of a dilapidation survey followed by the complete restoration of the main building.

### [Restoration of the Queens Royal College](#)

Restoration of the building has been completed and handed over in 2010. Defects and omissions are being implemented outside of the defects liability period by the main contractor.

### [Sangre Grande Works Office, Guaico](#)

Phase V works commenced in fiscal 2012 by refurbishment of washrooms and general areas for the Highways Division, Maintenance Division and district offices.

### [New Regional and Sub Regional Offices for the Ministry of Works and Infrastructure Offices](#)

The projects listed below commenced in 2010 and were halted in 2011. They were recommenced in 2012 and are continuing in 2013:

- |                             |                                 |
|-----------------------------|---------------------------------|
| ❖ La Brea Regional Office   | Architectural designs completed |
| ❖ Chaguanas Regional Office | Architectural designs ongoing   |
| ❖ Tabaquite Regional Office | Architectural designs completed |
| ❖ Mayaro Regional Office    | Architectural designs completed |
| ❖ Cedros Regional Office    | Architectural designs completed |



### Ministry of Works Head Office Building

Architectural designs for the following office spaces are ongoing:-

- ❖ Sixth Floor Secretariat
- ❖ Fifth Floor redesign
- ❖ First Floor redesign
- ❖ Third Floor redesign

### Services Provided to other Ministries and Agencies

#### ❖ **Ministry of Justice**

##### ➤ Royal Gaol, Frederick Street, POS

Completion of drawings and contract documents for the installation of security equipment

#### ❖ **Ministry of National Security**

##### ❖ Military Led Academic Training (MILAT) Programme, Mausica

Preparation of contract documents and drawings, management and supervision for the construction of a perimeter wall and roof

##### ❖ Trinidad and Tobago Air Guard (Piarco)

Continuation of quantity surveying services and startup of new projects

##### ❖ Trinidad and Tobago Coast Guard (Galeota)

Preparation of contract documents and drawings for the fabrication and installation of a security fence and geotechnical investigation to determine the type of wall protection that is required.

#### ❖ **Ministry of Arts and Multiculturalism**

##### ❖ Construction of Carnival Facilities 2013

The Construction Division assisted the National Carnival Commission in the provision of technical professional services and was responsible for the erection and dismantling of the North Stand. The erection and dismantling of all other stands in relation to the Port of Spain facilities were also the responsibility of the Division. This entire project commenced in December 2012 and was completed by 14th February 2013.

## 10.2 MECHANICAL SERVICES DIVISION

### 10.2.1 Mission

The Mechanical Services Division (MSD) is committed to becoming the leading provider of transportation and maintenance services to the Public sector.



### 10.2.2 Vision

The Mechanical Services Division aims to be an effective service-oriented organization equipped with modernized equipment and a fully trained staff with the ability to continually provide for the mechanical needs primarily of the various Divisions of the Ministry of Works and Infrastructure as well as those of the other Ministries and other Government Agencies and Departments.



### 10.2.3 Human Resource

Two Departments carry out the operations at each workshop: the Maintenance Department and the Operations Department.

Two departments carry out the operations at each workshop: They are as follows:-

#### ❖ Mechanical Maintenance Department

The Maintenance Department is further subdivided into two units: a Workshop Team and a Field Team. The Workshop Team is mandated with the responsibility of major overhauls of the assets while the Field Team provides preventative maintenance services. Assigned to this Department is a specialized 'Field Team' that provides maintenance services to ministries that do not have the in-house capabilities. Mechanical and automotive shops for the fabrication, alteration, maintenance and repairs of components and parts support the Maintenance Department.

#### ❖ Operations Department (commonly referred to as Transport)

Transport personnel are strategically placed and given the responsibility of monitoring the utilization of all vehicles and equipment assigned in the Districts. At Central Workshop, Caroni the Engineering Staff provide professional advice on Mechanical Engineering matters, the purchase, utilization, maintenance and disposal of vehicles, plants and equipment.

### 10.2.4 Future Activities

The MSD is working with the Information Technology Department to put in place the following activities for the upcoming fiscal year:

- ❖ A Computerized Maintenance Management system to record the assets of the Ministry, starting with the assets of the Division itself, then those assigned to other Divisions.

- ❖ A Human Resource Audit of both daily paid and monthly paid staff to determine the ability of its Human Resources and design training to ensure that its cadre is capable of meeting the needs of the Division
- ❖ A proposal for upgrading the facility to enable the fulfillment of its mandate.

The availability of the present fleet is still less than 78%. It is the Division's hope to put systems in place to increase this to at least 85% by 2014-2015. With the present staffing it is perceived that an availability of 85% can be achieved.

### 10.2.5 Training

The following training needs have been identified:

- ❖ Adult Literacy Upgrade  
(Assessment and Enhancement)
- ❖ Academic Improvement –Math, English and Technical Courses.
- ❖ Improvement of Managerial Skills: Delegation, Communication, Project Management and Leadership.
- ❖ Computer Literacy
- ❖ Vehicle/Equipment – Operation, Maintenance and Repair
- ❖ Computer Diagnostic

The MSD has also continued its training in the following areas:

- ❖ 8 Mechanical Engineering UWI yr 2 students (summer vacation)
- ❖ 1 Graduate Engineer STTE-OJT (1 yr)
- ❖ 4 UWI Clerical (summer vacation)
- ❖ 21 STTE OJT Clerical Stream (2 yrs)
- ❖ 2 Professional Associates (2yrs)

### 10.2.6 Development Programme

The availability of equipment has increased by 60% over the years 2006 to 2013. This is as a result of the acquisition of the following equipment under the Development Programme of the Ministry:

- ❖ Five (5) Long Reach Excavators (Doosan)
- ❖ Two (2) Standard Reach Excavators (Doosan)
- ❖ Eleven (11) Wheel digger loaders (1) JCB and ten (10) Terex
- ❖ Two (2) Wheel Loaders (Doosan)
- ❖ Two (2) Skid Steer Loaders ( John Deere)
- ❖ Two (2) compact Excavators (John Deere)
- ❖ Five (5) 18 ton Track Tractors (John Deere)
- ❖ One (1) 12 ton Track Tractors (John Deere)
- ❖ Four (4) 6" inch Pumps with hoses
- ❖ Twenty (20) Heavy Trucks (Isuzu)

- ❖ Eight (8) Medium Trucks ( Isuzu)
- ❖ Two (2) Tractor Trucks (Western Star)
- ❖ Two (2) Trailers (Overbilt)

### 10.2.7 Health and Safety

The provision of Personal Protective Equipment has been included in the workforce assigned to the MSD to ensure safe working environments on all sites in accordance with the OSH guidelines.

### 10.2.8 Additional Functions of the Division

Some of the other functions carried out by the MSD are:

- ❖ To assist in the renewal of the fleets of the other ministries; the MSD continues to provide staff to Special Boards of Surveys convened by the Comptroller of Accounts for the disposal of unserviceable vehicles
- ❖ The preparation of specification for vehicle, plant and equipment purchases for the MOWI and other Ministries and government agencies
- ❖ The Lifting and Transportation of Heavy and Extra Heavy Plant and Equipment for Government and Non-Governmental Agencies
- ❖ Assist the Highways Division with the Asphalt Plant located at Agua Santa
- ❖ Repair and maintenance of all mechanical and electrical equipment at the Lighthouse in Chacachacare and the State Prisons
- ❖ Repairs to stamp machines at the Ministry of Finance and weigh bridges at the Licensing Offices.

### 10.2.9 Pumps for Flood Control

Pumps are placed in the following locations in the Country for flood control:

Location	Pumps
Bamboo #1	Two (2) Eccles Pumps, and one (1) Cornell.
Bamboo#2	one (1) Cornell
Bamboo #3	one (1) Cornell which is presently under repairs
Division Workshop South	Tru Flo pump mobile 20", which is under repairs
Moruga Seafront	At Moruga Seafront, Power Prime Pump
Penal Tulsa Trace	There is a Tru Flow
Sadoo Trace	There are three (3) Eccles Flood pumps
Sealots	There is a Cornell Flood Pump and a Griffin Flood Mobile 12".
William Street	There are four (4) Eccles flood pumps
Woodland Trinidad (Felicity)	Tru Flo flood pump mobile 20". Griffin Flood pump

*Table 5 Mechanical Division, Location of Pumps for Flood Control*

#### 10.2.10 Major Exercises Completed

- ❖ National Exercise Socio-Cultural
  - A total of 70 vehicles and 74 workers worked for the Police for Carnival 2013
  - A total of 25 vehicles were used to assist the Emancipation Support Committee for 2013.
- ❖ Transport and Haulage
  - Approximately 1700 jobs both internally and externally were undertaken by the Transport Section.
- ❖ Repairs to Vehicles and Equipment
  - A total of 1038 jobs were completed by Mechanical Services, Frederick Settlement, Mt Hope and Divisional Workshop for the period 2013.
- ❖ Assisted external agencies in the following jobs:
  - Making baskets with tires, the removal of silt from the river bed
  - Clearing debris from under bridges and rivers using the Long Arm Excavator, the Skidsteer and Backhoe.

## 10.3 THE CORPORATE COMMUNICATION UNIT

### 10.3.1 Background

The Ministry of Works and Infrastructure's Corporate Communication Unit (CCU) is designed to disseminate information both internally and external by conveying a positive image about the Ministry's' role and responsibilities.

One of the key pillars within the CCU is the implementation of MOWI's corporate events. These annual functions are utilized as communication mechanisms that maintain and strengthen the relationships with staff and the citizenry of Trinidad and Tobago. These events are further used to convey key messages about MOWI's projects and campaigns. Examples are: Sod-Turnings, Road and Bridge Openings, Public Consultations/Presentations and traffic and road safety events.

Cosequent on the above, the following is the event status for financial year 2013:-

Corporate Communication Events: **Financial Year II Oct 2012- Sep 2013**

**No of Events:** 27

**Overall Cost:** \$2,155,860.89

### 10.3.2 Internal Corporate communication Events

Event	Date
❖ End of Year Function	Tuesday 20th December, 2012
❖ Carnival Cooler Lime	Friday 1st February, 2013
❖ Administrative Professional's luncheon	Thursday 25th April, 2013
❖ Divali Celebrations	Wednesday 7th November, 2012
❖ Emancipation Celebrations	Wednesday 31st July, 2013
❖ Independence Decoration	Thursday 23rd August 2013
❖ Eid-ul-Fitr Celebrations	Wednesday 14th September, 2013
❖ Mr Personality	Friday 27th September, 2013
❖ Sport and Family Day	Saturday 29th June, 2013

### 10.3.3 External Corporate communication Events

Event	Date
❖ Re-Opening Morne La Croix Road	Friday 26th October, 2012
❖ Opening Ceremony Camden Link Road	Friday 9th November, 2012
❖ Commissioning of Cable Barriers	Monday 12th November, 2012
❖ Hoseinee Trace and Lower Piparo Rd	Wednesday 21st November, 2012
❖ Opening Ceremony Pandemonium Panyard	Wednesday 28th November, 2012
❖ Opening Bridge B1/3 Brasso Tabaquite Road	Friday 22nd February, 2013
❖ Opening Ceremony Anthony Branch Trace	Monday 11th March, 2013
❖ Opening of Antilles Trace	Wednesday 20th March, 2013
❖ Opening Ceremony Port of Spain Road Network	Friday 22nd March, 2013
❖ Opening Ceremony Bassie Trace To Trantrill Rd	Tuesday 23rd April, 2013
❖ The Ashara Meeting In Sea Lots (Consultations)	Monday 6th May, 2013
❖ Ashara Safety Zone Commissioning	Thursday 23rd May, 2013
❖ Sea Lots Father's Day Function (Sponsor)	Sunday 16th June, 2013
❖ Road Opening Tarouba Link Road	Saturday 13th July, 2013
❖ Media Launch of Traffic Awareness Week	Monday 15th July, 2013
❖ Opening Ceremony Churchill Roosevelt Highway	Friday 26th July, 2013
❖ Opening Ceremony Churchill Roosevelt Highway, Maloney Walk Over	Saturday 30th March, 2013
❖ Rehabilitation Works Corner Pioneer Drive Extension and Morne Coco Rd	Tuesday 16th April, 2013



#### 10.3.4 Activities Executed By the Corporate Communication Unit

The Corporate Communication Unit is regarded as the 'face' of the Ministry of Works and Infrastructure that executes all Public Relations Activities which involves maintaining a positive image/ reputation with the public.

In this regard, the Communication Unit has implemented a host of strategies and tactics to fulfil this mandate:-

- ❖ The Unit executes all Public Relations Activities which involves maintaining an excellent image/ reputation with the public
- ❖ Activities involve the production of education and awareness campaigns for the ministry's products and services
- ❖ Maintains goodwill and mutually beneficial relationships with key public sector stakeholders and suppliers
- ❖ Act as Liaison Officer for Media Relations activities such as Media Bookings, Media Coverage
- ❖ Conducts major Events Management Services that is internal and external events on behalf of the Ministry
- ❖ Assist with the sourcing and distribution of marketing products and services that includes branded promotional items at staff appreciation and exhibitions
- ❖ Conduct Protocol duties for Foreign Ambassadors and other dignitaries visiting the Ministry
- ❖ The provision of photography services for Ministry functions/events

#### 10.3.5 Media Report

##### Media Releases

- ❖ Media Releases disseminated via email: 46
- ❖ Media Invitations: 20
- ❖ Press Conferences: 1
- ❖ Courtesy Calls: 3
- ❖ Tours to various project sites facilitated: 3

##### Corporate Communication Media Booking & Projects

	Quantity	Cost
Newspaper Publications	32	\$1,623,828.71
Television Features/Productions:	1	\$265.42
Radio Productions/advertisements:	5	\$28,350.50
Video Productions	2	\$21,053.13
<b>Total Cost :</b>	<b>\$1,673,497.93</b>	

*Table 6 Corporate Communication Media Booking & Projects*

Published Media - Media Bookings Report-Details

Name Of Document	Express	Guardian	Newsday	Television Productions	Fiscal Year
Notice Of Vacancies			\$33,471.90		September 28th, 2012
Vacancy -TMC Supervisor			\$3,105.00		September 28th, 2012
Achievements-Year In Review 2011	Na	Na	\$62,199.36		September 28th, 2012
Traffic Schemes - Port of Spain, San Fernando, Chaguans And Eastwest Corridor	Na	Na	\$89,987.04		September 28th, 2012
Emergency Works And Load Limit At Bridge B1/9 Saddle Road Santa Cruz- Advertisement	\$2438.00	Na	\$2208.00		September 28th, 2012
End Of Year Achievements Of MOWI 2012- Supplement	\$69058.65	Na	\$77,500.80		December 20 ,2012
PBR Renewal Notice	\$11,271.73	\$9984.30	\$9953.25		9th May, 2013
PBR Renewal Notice	\$9391.48	\$8202.95	\$8625.00		5th November 2013
Publication Of Vacancies - Highways Division			\$19,790.93		January 10th, 2013
Legal Notice -St James Experiemental Traffic Scheme		\$4781.70			
Southern Main Road Advertisement			\$4926.60		April 26th,2013
Legal Notice 48 From BLT	\$4945.00	\$2484.00	\$3593.75		May 9th, 2013
May 2013 Supplement of MOWI's Achievements	\$73,278.00	\$35226.8	\$63687		16th May, 2013
Accounting Documents - Highways Division		\$9563.40			July 4th, 2013
Accounting Documents - Highways Division		\$6375.60			July 20th, 2013

Name Of Document	Express	Guardian	Newsday	Television Productions	Fiscal Year
Closure Notice B1/5 Golden Grove Road, St Helena	\$2438.00	\$3162.50			August 2 <sup>nd</sup> , 2013
Legal Notice Traffic Control Scheme Tunapuna	\$1978.00	\$2732.40	\$1035.00		August 15th, 2013
Tender , Supply And Delivery of Vehicles		\$2587.50			August 21st, 2013
TV6 News Story - NIDCO Meeting Debe Penal Residents				Tv6 - 265.42	
Legal Notice No. 95 of 2013		\$2732.40	\$1035.00		August 27th, 2013
Closure of Churchill Roosevelt Highway-Oropuna	\$5028.38	\$5844.30	\$1840.00		September 13th, 2013
Media Release -Closure of Torrib Trace Road - BLT Project	\$3090.63		\$1840.00		September 17th, 2013

*Table 7 Corporate Communication, Media Bookings & Project Report - Details*

## 10.4 LEGAL SERVICES UNIT

### 10.4.1 Background

The role of the Legal Services Unit is to provide legal advice and support to the Minister of Works and Infrastructure, Permanent Secretary, Deputy Permanent Secretaries and Heads of Departments. The Unit also manages the civil litigation portfolio of the Ministry by efficient collaboration with the Office of the Attorney General and appointed counsels in private practice. The Unit acts as the lead agent on behalf of the Ministry in land acquisition proceedings for the construction of major roads, bridges and highways throughout Trinidad and Tobago.

### 10.4.2 Mission

To provide the Ministry with the most effective counsel, advocacy and advice at the highest professional standards.

### 10.4.3 Vision

To be the most effective and efficient Unit in the Ministry of Works and Infrastructure.

### 10.4.4 Function of the Unit

Some of the major functions of the Legal Services Unit are:

- ❖ The provision of legal advice to the Ministry of Works and Infrastructure in the discharge of its functions
- ❖ Advise the Ministry on all its contractual obligations
- ❖ Provide legal advice to the various departments within the Ministry and its respective managers
- ❖ Formulate policies with the strategic vision of the Minister and the Permanent Secretary
- ❖ Work with the Minister, Permanent Secretary, Deputy Permanent Secretaries on all matters connected with the business of the Ministry
- ❖ Attends court on matters pertaining when necessary
- ❖ Provide advice on procurement issues and disciplinary proceedings and regulations
- ❖ Work closely with the Traffic management Branch of the Ministry in the preparation of traffic schemes and legal notices
- ❖ Pursue Land Acquisition for road construction, repairs and maintenance as well as the construction of bridges
- ❖ Review compensation claims and complaints made by the public to the Ministry.

### 10.4.5 Training

The staff attended training as listed below:

- ❖ Anti-Corruption Conference 2012
- ❖ Anti-Corruption Conference 2013; Regulating against opportunities for corruption
- ❖ Legal Management of Commercial Contracts

- ❖ European Construction Ventures Limited and Joint Consultative Council; Certificate in The Practical Use of 1999 FIDIC Conditions of Contracts for Construction and Design
- ❖ The Practical Use of 1999 FIDIC Conditions of Contracts for Construction and Design Build and MBD's Harmonised Construction Contract
- ❖ European Construction Ventures Limited and Joint Consultative Council; Certificate in the Practical Management of Contract Claims and Resolution of Disputes
- ❖ The Practical Management of Contract Claims and Resolution of Disputes- Freedom of Information Training Session
- ❖ Practical Mediation Skills
- ❖ Caribbean Public Procurement 2012
- ❖ Public Procurement Law and Practice Training
- ❖ Review of the Systems and Processes involved in the Administration and Management of Contract Employment

## 10.5 INFORMATION TECHNOLOGY UNIT

### 10.5.1 Vision

To facilitate the programmatic goals of the Ministry through dependable, faultless technology with the aim of making the Ministry of Works and Infrastructure a recognized national leader through the use of sophisticated and secure computerized systems in its service to the Republic of Trinidad and Tobago.

### 10.5.2 Strategic Objectives

- ❖ Promoting and facilitating effective integration of technology planning, programming, training, consulting and other support activities.
- ❖ Developing and maintaining highly effective, reliable, secure and innovative information systems to support daily operations of all departments.
- ❖ Strengthen internal and external communications to facilitate stronger partnerships with clients and stakeholders; participatory management and team-based operations within the Ministry and effectively promote the services and achievements of the Ministry.
- ❖ Aligning Information Technology Deliverables with Management, Strategic and Business Objectives.
- ❖ To support and implement all incentives required by the National Information Communication and Technology (NICT) Plan.
- ❖ Review, upgrade and redesign technical and administrative operating systems and the structure of the Ministry for optimal performance.

### 10.5.3 Workforce Support Goals

- ❖ IT will raise and maintain the information technology skill level of employees significantly.
- ❖ IT will improve and expand on the information technology tools.
- ❖ IT will implement, operate and maintain significant improvements to the information technology infrastructure.

### 10.5.4 Information Technology Management Goals

- ❖ Ensuring effective practices and methods are in place for decision-making, execution and evaluation of Information Technology issues and initiatives.
- ❖ Empowering Divisions/ Units with the capabilities to incorporate ICT within specific business processes.

### 10.5.5 Performance Measurements Tools

The IT Unit utilizes a customer service form in its day to day activities as a means of monitoring and evaluating its services to all clients. In addition, an appraisal process is conducted on each member of staff so as to identify strength and weaknesses with aim of providing remedial support. Monthly financial reports are prepared and submitted to the Central Planning Unit as a means of monitoring key project expenditures. A number of departmental meetings are also conducted on a monthly basis in order to discuss project status, challenges and possible solutions.

### 10.5.6 Levels of Success

Key IT initiatives for fiscal 2012-2013 focused on two (2) critical segments of the Ministry's operation. The segments are the Physical IT Infrastructure and the Business Application Infrastructure. During this period the IT department continued to increase the number of computers and printers in accordance with key business requirements and system functionalities. In addition, data communication was strengthened via the upgrade of Local Area and Wide Area Networks. Also, new cabling infrastructure was put in place in the Head Office and four District Offices to facilitate the implementation of a new telephone system.

The IT Unit is clear of the view that deployment of physical IT infrastructure plays a small part in the success of promoting any organization on the cutting edge of technology. As a result over the same period major investments and progress were made on the Business Application Infrastructure as well as Process Reengineering. Some of the key applications and services which were deployed or expanded over the period included the expansion of traffic surveillance, profession of intercom service, profession of new telephone services, specialized training for engineers and enhancement of several internal services via the deployment of off the shelf customize software.

These automated systems and services provide benefits to the daily operations of the Ministry ranging from cost and time savings, employee satisfactions, enhanced communications, enhanced accountability, citizen satisfaction and accountability.

## 10.6 ENVIRONMENTAL HEALTH AND SAFETY UNIT

### 10.6.1 Mission

To integrate environmental health and safety considerations into all aspects of the operations of the MOWI by utilizing sound procedures and techniques that will facilitate continuous improvement in environmental health and safety performance.

With the introduction of the Occupational Health and Safety Act, 2004 (OSH Act), the Environmental Health and Safety Unit's (EHSU) mandate was broadened to include the management of health and safety. The division currently undertakes Health and Safety Management and Environmental Management.

The following activities were undertaken:

### 10.6.2 Health and Safety Management

The Health and Safety Management segment of the unit initiated the implementation of the Occupational Health and Safety Management System (OHSMS). This activity is detailed hereunder:

- ❖ Inspection of Ministry of Works and Infrastructure's buildings and compounds (On-going Exercise)
- ❖ Conducted Risk Assessments for twenty-five (25) Road/Bridges Projects (On-going Exercise)
- ❖ Discussions and arrangements are presently in progress with Facilities Management Unit for the construction of a sick room for the Head Office, MOWI
- ❖ Training of nineteen (19) on the job trainees which entailed in-house tutorials and presentations supplemented with field trips and site visits to various project (On-going Exercise)
- ❖ The EHSU has an on-going exercise on Personal Protective Equipment (PPE) assessment and standardization
- ❖ Provision of PPE for all Divisions and Units within the MOWI (On-going Exercise)
- ❖ Assessed work activities for all Divisions inclusive of materials, equipment and chemicals
- ❖ Coordinated Fire Safety Inspections with the Trinidad and Tobago Fire Services (TTFS) to attain Fire Certificates from TTFS as stipulated in OSH Act 2004
- ❖ Developed an Employee Handbook on Health, Safety and the Environment for members of staff of the MOWI (Awaiting Roll-out and Implementation)
- ❖ The EHSU is at the implementation stage of the Health and Safety Management System for MOWI
- ❖ Emergency Response Plans are being developed for all MOWI locations
- ❖ The EHSU is in the process of implementing safety committees throughout the MOWI
- ❖ Conducted Health and Safety Training for middle management (IOSH Managing Safely) (On-going exercise)
- ❖ Material Data Safety Sheet (MSDS) inventory was developed for all offices of the MOWI (On-going exercise)



- ❖ Developed plans and submitted applications for all MOWI compounds to the Fire Service in accordance with the requirements of the OSH Act 2004 as amended
- ❖ The EHSU conducts investigations of all accidents, incidents and/or near-misses that occur both on MOWI premises and on construction sites throughout the country.

### 10.6.3 Environmental Management

The Environment Management Segment of the unit undertook the following activities:

- ❖ Environmental Management Authority and Town and Country Planning Division Regulatory Approvals
- ❖ On-going review and submission of compliance deliverable documents to the Environmental Management Authority (EMA) for:
  - All alignments of the Sir Solomon Hochoy Highway (SSHH) Extension Project
  - The Valencia By-Pass Project
- ❖ On-going site visits and negotiations with the EMA and Ministry of Energy and Energy Affairs (MEEA) with respect to compliance e.g. noise variations, discovery of oil spills along alignment, decommissioning of oil wells etc. and social issues pertaining to SSHH Extension Project.
- ❖ On-going negotiations with COSL, Estate Management Business Development (EMBD), National Infrastructure Development Company (NIDCO) with respect to issues pertaining to the relocation of persons who are located on the alignment of the SSHH Extension Project.
- ❖ Procurement of Certificates of Environmental Clearance (CEC) for the following projects:
  - Curepe Interchange
  - Port of Spain Flood Alleviation Package I- Retention pond at Sea lots
  - Decommissioning of 5 Wells- Debe- Mon Desir
  - Golconda Relocation Site
- ❖ Ongoing liaison EMA- Noise Variation- Paria Suites to Mon Desir
- ❖ Ongoing Noise Variation- Asphalt Plant located OAS Camp Ground
- ❖ On-going consultations with the PURE Unit and the Programme Implementation Unit on the Curepe Interchange
- ❖ On-going coordination of emergency response arrangement for the MOWI through liaison with the Office of Disaster Preparedness and Management (ODPM)
- ❖ On-going monthly meeting with the Motor Vehicle Exhaust Emission Standards and Implementation Committee (MVEESIC)
- ❖ **Other Town Planning coordination and approvals projects**
  - Ongoing Chairing of the Permanent Secretary's appointed Accommodation Sub-committee to compile an inventory and to formulate proposals for property development in the Ministry, in the context of the national planning policy

- Representation on Cabinet Appointed Steering Committee relating to the establishment of a policy and program for Integrated Coastal Zone Management in the country.
- Provision of professional advice to other Divisions in the Ministry on matters relating to land development and the planning process
- Continuous liaison with the Town and Country Planning Division to obtain 'no objection' letters relating to Ministry projects requiring land acquisition
- Application for and obtaining of planning approvals for major Ministry projects across the country. These projects included:
  - Golconda Relocation Site
  - Final Planning Permission Petite Morne
  - Paria Suites to St. Mary's Junction
  - Debe to Mon Desir
  - Valencia By-Pass Project

#### ❖ **Policies and Programmes**

Reviews and comments were provided on the draft national policies and programmes including:

- The EHSU representation and participation on the Trinidad and Tobago Bureau of Standards (TTBS) Motor Vehicles Exhaust Emissions Specification Committee for formulation of a national standard.

#### 10.6.4 **Environmental, Health and Safety Monitoring Of Projects**

The EHSU monitors and reports on health, safety and environmental issues on numerous infrastructure projects undertaken by the Ministry of Works and Infrastructure and attend progress meetings for these projects where issues related to health, safety and the environment were raised for corrective /preventative measures. Hereunder are the details of the projects which were monitored:

- Two (2) National Highways Programmes (NHP) projects (Tabaquite Brasso B1/13 & Cunapo Southern Main Road B5/24)
- Two (2) National Infrastructure Development Company Limited (NIDCO) projects (Churchill Roosevelt Highway Interchange & Point Fortin Highway Project
- Fifty seven (57) Programme for Upgrading Road Efficiency (PURE) projects.

#### 10.6.5 **Public Awareness Projects**

- ❖ Planning and Execution of the Annual HSE 5k Walk / Run Project on June 15, 2013, held at the Queen's Park Savannah.

#### 10.6.6 **Committees**

- ❖ The EHSU represents the Ministry on the following Committees:
  - The Intersectoral Committee on Violence, Injury Prevention and Control (cabinet appointed) chaired by the Ministry of Health

- Integrated Water Resource Management Committee (ad-hoc) chaired by the Water Resources Agency
- Radiation Protection Working Group chaired by the Ministry of Health
- The Land Management Coordinating Committee (Cabinet appointed)
- The Safe Hospital Programme Committee (Cabinet appointed)
- National Coordination Committee for the Elaboration of a Strategy for the Reduction of Carbon Emissions in Trinidad and Tobago
- Motor Vehicles Exhaust Emissions Standards Implementation Committee
- People's Issues Resolution Coordinating Committee
- Greening of the Priority Bus Route Committee
- National Wetland Committee
- Internal MOWI Committee on Road Safety chaired by Mr. Roger Israel
- Specification Committee for Motor Vehicle Emissions chaired by TTBS
- Climate Change Committee
- NIDCOs Land Acquisition Oversight Committee- San Fernando to Pt. Fortin Highway
- Recycling and Reuse of Scrap Tyres- Ministry of the Environment

#### 10.6.7 Emergency Management

The EHSU represented the MOWI on the National Emergency Operations Centre (NEOC) of the Office of Disaster and Preparedness Management (ODPM). Specific functions included the coordination of the Ministry's support during flooding and landslips events and participation in training exercises and discussions.

## 10.7 SUPPLEMENTAL POLICE UNIT

### 10.7.1 Background

The Ministry's Estate Police Department came about as a result of a decision by the government of Trinidad and Tobago and the Head Administrators of the different Ministries along with the then Commissioner of Police. Together they formed a Supplemental Police body by way of Cabinet Note dated 30<sup>th</sup> May 1974. One of the first Ministries to receive Supplemental Security Police Officers was the Ministry of Works.

The Supplemental Police Unit (SPU) is based on the ground floor of the Ministry of Works and Infrastructure, Administrative Building at the Corner Richmond and London Streets, Port-of-Spain.

Over the years, the Ministry's Supplemental Police Unit supplied security for Ministers, Permanent Secretary Departments, Paymasters escort, and Traffic duty; when roads were being paved or fixed, Issuing of letters to persons who are encroaching on the road reserves and security for various offices throughout the nation including ground floor to sixth floor of the Head Office.

The goal of the department is to continue to secure the Offices of the Minister and Permanent Secretary on the 6<sup>th</sup> floor along with the other floors and also to provide security for work being done on the road reserves and the Ministry's offices.

The core values of this department are as follows:

- ❖ Reliability
- ❖ Safety
- ❖ Competence
- ❖ Dependability

### 10.7.2 Human Resources

The (SPU) has an establishment of forty- nine (49) security personnel which consists of the following ranks when precepted by the Commissioner of Police:

- ❖ One (1) Inspector
- ❖ Two (2) Sergeants
- ❖ Six (6) Corporals
- ❖ Forty (40) Constables, who carry the power of arrest and are entitled to all immunities and privileges as members of the Police Service.

There are only forty-three (43) members of staff who are monthly paid officers and are selected by the Service Commission Department. The department is charged with first line responsibility to:

- ❖ Ensure the safety and protection of property which includes equipment, buildings and other assets of the ministry as well as property located temporarily or permanently on the ministry's compound
- ❖ Ensure the physical safety of all employees and visitors to the ministry's offices
- ❖ Physical protection responsibilities such as violence prevention, asset protection at the workplace, asset control systems, video surveillance, employee education and awareness
- ❖ Providing security coverage for special events of the ministry as required by the Permanent Secretary
- ❖ Respond to emergency situations, provide assistance and take action within the legal limits of the department
- ❖ Work with other executives to prioritize security initiative and
- ❖ Maintain relationships with the local law enforcement and other government agencies.

### 10.7.3 Training

All officers must undergo mandatory training as required by the Commissioner of Police and pass a written exam before being issued a precept. They must also be trained in the laws of Trinidad and Tobago and Police ethics.

## 10.8 TRAFFIC WARDEN DIVISIONS

### 10.8.1 Mission

To ably assist the Police and other law enforcement agencies, in the control and regulation of road traffic, and to promote safe driving on the roads of Trinidad and Tobago.

### 10.8.2 Vision

Working together for a safe Trinidad and Tobago

### 10.8.3 Functions of The Division

- ❖ To assist the Trinidad and Tobago Police Service with the control and regulation of road traffic and with the enforcement of the law (Section 10A of the Motor Vehicle and Road Traffic Act, Chapter 48:50)
- ❖ Educate road users on the proper use of the roads in keeping with the laws and regulations of the country
- ❖ Persuade road users to practise road safety
- ❖ Regulate traffic at road intersections/points/areas where necessary to ease traffic congestion
- ❖ Prosecute offenders/violators of traffic laws/rules/regulations
- ❖ To attend Court and give evidence in matters prosecuted
- ❖ To impound vehicles in violation of road traffic laws/rules/regulations
- ❖ To assist communities (NGOs, schools and other social groups) with road safety, and the control and regulation of traffic when staging social events on the roads

### 10.8.4 Sources of Authority

Traffic Wardens are limited to the powers of the Motor Vehicle and Road Traffic Act of 48:50, 48:51 and 48:52. Section 10A of the Motor Vehicle and Road Traffic Act chapter 48:50, and 48.52 outlines the appointment of and defines a Traffic Warden coming into existence.

Pursuant to **Section 3(1) of the Motor Vehicle and Road Traffic (Enforcement and Administration Act) Chapter 48:52** a Traffic Warden is empowered to issue a fixed penalty ticket to any driver found to be in breach of any offence listed in the First Schedule to the said Act, e.g.:

- ❖ Breach of Parking Laws.
- ❖ Breach of Seatbelt Laws.
- ❖ Breach of Mobile Phone Regulations.
- ❖ Breach of Road Traffic Signs.
- ❖ Breach of Traffic Lights.

Provision for the appointment and functions of Traffic Wardens is stipulated in **Section 10A of the Motor Vehicles and Road Traffic Act Ch. 48:50** and, as such, Traffic Wardens possess full authority for the regulation, control and enforcement of traffic to:

- ❖ Stop a vehicle
- ❖ Request drivers' permits
- ❖ Order the removal of illegally parked vehicles

#### 10.8.5 Codes of Conduct

During the period 2013 policies were developed to govern the operational activities of the Division.

#### 10.8.6 Manpower Document

A manpower document was also developed in order to further facilitate the continued growth of the Division in conjunction with the Public Management Consulting Division (P.M.C.D) of the Ministry of public Administration. It was agreed that 681 Traffic Wardens will be recruited including twenty eight (28) supporting staff with a total of 709 additional positions as approved by Cabinet Minute #1787 dated 2013/06/27.

#### 10.8.7 Partnering

The Division worked in collaboration with a number of other agencies which include the Trinidad and Tobago Police Service, inclusive of the Municipal Police, K-9 Division, Task force, Traffic Management Branch and the Licensing Authorities. A total of One Hundred and thirty-nine (139) exercises were conducted and eighty two (82) special duties ranging from Carnival duties, Borough Day, Motorcade Olympic Caravan, Divali Nagar, National Science Museum Exhibition and the National Academy for Performing Arts.

#### 10.8.8 Additional Services Provided

Assisting Law Enforcement and other Agencies, including but not limited to:

- ❖ Carnival Period
- ❖ Christmas Eve and Old Years (2013) – to relieve the motoring public of congestions
- ❖ National Celebrations- i.e. Independence, Carnival and Emancipation.
- ❖ Other Public Holidays
- ❖ Trade fairs
- ❖ Installation of Traffic Lights
- ❖ Regulation of Traffic at the Beaches
- ❖ Ceremonial Duties: Law Term Opening
- ❖ MOWI project launches
- ❖ Special Duties: Divali Nagar
- ❖ Labour Day ( Fyzabad ) and Borough day in Point Fortin
- ❖ International Women's Day Rally
- ❖ Protests and Demonstrations
- ❖ Community Based Organizations (CBOs)
- ❖ Ministry of Transport (Licensing) & Traffic Management

### 10.8.9 Strategic Plan

The key objective of the Division is “*maintaining free traffic flows on the nation’s roads within the parameters of the rules, regulations and laws of the MV and RT Act.*”

The method of deployment includes positioning the Traffic Wardens at key points, in congested areas of traffic. For instance, the Light House and Broadway between the hours of 6:00 a.m. and 9:00 a.m. which facilitates the flow of traffic from West onto Broadway/South Quay and adds value to the travelling public.

This strategy has been implemented in key areas throughout Trinidad, including Gasparillo where the flow of traffic is crucial to the environment.

Emphasis is also placed on:

- ❖ Issuance of Fixed Penalty Tickets
- ❖ Managing the flow of traffic
- ❖ Maintenance of a presence on the nation’s roadways
- ❖ Implementation of a sustainable public relation awareness program
- ❖ Road safety awareness in all schools
- ❖ Building the systems and structures necessary to support the Traffic Warden Division (TWD).
- ❖ Using an organizational development framework which includes:
  - Conducting Organizational Assessments.
  - Prioritizing Capacity Need.
  - Focusing on short and Long-Term Strategic Planning initiatives.

### 10.8.10 Location of Offices

LOCATION	AREAS SERVICED
<b>Port of Spain (located San Juan) #50 El Socorro Road, San Juan</b>	San Juan, Port of Spain, Diego Martin and environs
<b>Penal 1343 SS Erin Road, Centre City Mall, 2<sup>nd</sup> Floor Penal</b>	Penal / Debe
<b>Point Fortin #90 Point Fortin Main Road, Point Fortin</b>	Point Fortin
<b>Chaguanas Corner Railway Road and Chaguanas Main Road, Chaguanas (Opposite Police Station)</b>	Couva, Enterprise, Cunupia, Chase Village and Monroe Road.



<b>LOCATION</b>	<b>AREAS SERVICED</b>
<b>San Fernando (Head Quarters) # 11, Irving Street, San Fernando (Opposite Industrial Court)</b>	San Fernando / Gulf City
<b>Tunapuna Mechanical Services Compound, Frederick Settlement, Caroni</b>	Tunapuna , Curepe, St Helena and Environs
<b>Arima Licencing Compound O'Meara Road, Arima</b>	Arima / Tacarigua
<b>Gasparillo - operates out of the Gasparillo Police Station</b>	Gasparillo and environs
<b>Princes Town - operates out of the Princes Town Police Station</b>	Princes Town and environs

*Table 8 Traffic Warden Division, Location of Offices*

#### 10.8.11 Human Resources

The TWD has employed systems and structures to identify individual abilities, assets, review the activities and services of the Division in order to provide training to meet the needs of the motoring public in Trinidad.

This is captured through the following:

- ❖ Qualitative and quantitative data gathered from periodic survey of illegal parking and tickets issued
- ❖ Incidence of traffic violations
- ❖ Feedback from the community and schools
- ❖ Capacity Building – strengthening the ability of the TWD to manage itself and achieve its mission
- ❖ Governance –providing overall vision, direction and purpose
- ❖ Management – the day-to-day operation of the organization

The table below shows the distribution of Traffic Wardens to the areas of service.

<b>DISTRICTS</b>	<b>TOTAL MALES &amp; FEMALES</b>
Port of Spain	45
Tunapuna	42
Arima	36
Chaguanas	39
San Fernando	35
Penal	12

<b>DISTRICTS</b>	<b>TOTAL MALES &amp; FEMALES</b>
Port of Spain	45
Tunapuna	42
Arima	36
Chaguanas	39
San Fernando	35
Princes Town	13
Point Fortin	18
Gasparillo	08
<i>Total</i>	<b>248</b>

*Table 9 Traffic Warden Division, Areas of Service*

It should be noted that:

- ❖ 39 Traffic Wardens resigned during the year 2013
- ❖ 33% of the Traffic Wardens are male and 67% females

#### 10.8.12 Recruitment And Selection

Recruitment and Selection is the responsibility of the Ministry of National Security undertaken by the Office of Law Enforcement Policy (OLEP) working in collaboration with the Ministry of Works and Infrastructure.

#### 10.8.13 Performance Measuring Tool

The performance measurement tools include inter alia:

- a) quality of service offered to public
- b) free flow of traffic generated at peak time and at critical points
- c) attitude of the Traffic Wardens towards members of the public
- d) general appearance
- e) conduct displayed by Traffic Wardens
- f) court attendance
- g) ability to give truthful evidence in court
- h) delivery time of summons

#### 10.8.14 GOALS VERSUS PERFORMANCE ACCOMPLISHMENTS

GOALS	PERFORMANCE ACCOMPLISHMENTS
Assisting the Trinidad and Tobago Police Service in enforcing the laws of the land through the control and regulation of Road Traffic (Section 10A of the Motor Vehicle and Road Traffic Act, Chapter 48:50)	The Division has assisted the Police in the control and regulation of vehicular and pedestrian traffic, as part of its daily duties and upon request
Easing traffic congestions	Since March 21 <sup>st</sup> 2011, our visibility has impacted positively on the nation's roadways. Free flow of traffic and improved traffic discipline in many areas were observed
Prosecution of offenders by issuing fixed penalty notices for breaches under the Motor Vehicle and Road Traffic Act, Chapter 48:50	A total of <b>1563</b> Fixed Penalty Notices were issued to persons in breach of the road traffic act from which a total of <b>1270</b> were contested in the courts. This behavior was associated with a lack of awareness of the role of the Traffic Warden in relation to the power to issue Fixed Penalty Notices
Court Attendance	The Division has been attending court, in matters against those who are desirous in contesting their prosecution
Impounding of Motor Vehicles	The Division has worked in collaboration with Law Enforcement agencies to have vehicles impounded, by providing them with information on breaches of the law
Working in partnership with other agencies	The Division worked and continues to work in partnership with all Law Enforcement and supporting agencies in directing and regulating vehicular and pedestrian traffic, whenever requested
Assisting communities	The Division has assisted in, servicing communities in other regions throughout Trinidad and have earned the trust and respect of the public in many areas by increasing their level of personal security and public awareness in traffic dynamics

GOALS	PERFORMANCE ACCOMPLISHMENTS
Effectively and Efficiently Regulating Traffic	Traffic Wardens have regulated the flow of traffic while on patrol and have improved the traffic discipline in many areas
Supporting body on Road Safety Awareness of Trinidad and Tobago	The Division conducted road safety and traffic education campaigns in collaboration with “Arrive Alive”, Licensing and Police Officers for the benefit of motorist, pedestrians and school children
Enhancing order and discipline throughout the Nations roadways	Traffic Wardens have improved traffic Discipline in many areas serviced

**Table 10 Traffic Warden Division, Goals versus Performance Accomplishments**

#### 10.8.15 Training Programs

Members of the Division were exposed to various Training Programmes which further enhanced their ability to carry out their duties in an efficient manner.

The institutions which provided training include:

- ❖ National Security Training Academy (N.S.T.A)
- ❖ Police Training Academy
- ❖ Amethyst School of Martial Arts and Security Training Academy
- ❖ Public Safety Training and Development Institute (P.S.T.D.I)

The training programmes were focused on the following areas:

- ❖ Supervisory Management
- ❖ Managing Conflict
- ❖ First Aid, Self-defense
- ❖ Baton Training
- ❖ Initial Investigation
- ❖ Court Room Procedures
- ❖ Coaching and Mentoring
- ❖ Instructors Development Course
- ❖ First Responders
- ❖ Breathalyzer Training

#### 10.8.16 Revenue

Estimated revenue in the sum of Twenty Thousand Six Hundred and Ten Dollars (**\$20,610.00**) was derived from the issuance of Fixed Penalty Notices.

### 10.8.17 Challenges Encountered By Traffic Wardens

The following are some of the problems encountered by Traffic Wardens:

- ❖ Abuse from drivers
- ❖ Drivers refusal to produce driving documents when requested
- ❖ Use of insulting language in the presence of the public at large
- ❖ Driving off and failing to comply with the direction of a Traffic Warden
- ❖ Threats to kill
- ❖ Threats from motorists to use vehicle to injure Traffic Wardens
- ❖ Injury to Traffic wardens by motorists
- ❖ Access to kit/uniform and other deliverables are limited
- ❖ Resignation of Traffic Wardens.
- ❖ Low remuneration
- ❖ Transportation
- ❖ Limited supervisors
- ❖ Limited accommodations in some areas
- ❖ Traffic Wardens are not paid for hours worked in excess of their forty (40) hours work week, neither are they paid extra duty for work performed at events or joint activities with other agencies.

## 10.9 PRIORITY BUS ROUTE UNIT

### 10.9.1 Mandate

The Priority Bus Route (PBR) was historically intended as a major transit link in the East West Corridor with the intention that it will provide an alternative geared towards relieving some of the congestion in the corridor by the use of public transport vehicles on the route.

Accordingly, it was proposed that the following categories of users/vehicles be allowed access to the Priority Bus Route:

- ❖ All marked vehicles of Public Transport Service Corporation
- ❖ Maxi Taxis bearing a Ministry of Works and Infrastructure authorized and issued PBR permit
- ❖ Emergency Vehicles -: All ambulances in emergency mode
- ❖ Route Maintenance and Administrative Vehicles:
  - all marked T&TEC Service Trucks with equipment
  - all marked WASA Service Trucks with equipment
  - Vehicles belonging to Public Officers
  - National Emergencies - all marked Protected Services Vehicles (Police, Fire, Prison and Defense Force)
- ❖ Extraordinary Access - Private vehicles displaying one the Ministry's approved PBR permits

The Priority Bus Route permits that are processed by the Unit are as follows:

- ❖ Permanent Priority Bus Route Permits - for a period of two (2) years
- ❖ Temporary Priority Bus Route permits - annually
- ❖ Maxi Taxi Priority Bus Route permits - annually
- ❖ Special Priority Bus Route permits - issued annually to the Ministry of Works & Infrastructure, Ministry of National Security and Customs and Excise Division
- ❖ Priority Bus Route Letter permits - issued for short durations and under a period of six months

For the year 2013, the numbers of Priority Bus Route permits approved and issued by the PBR Unit, Ministry of Works and Infrastructure are as follows:

- ❖ Permanent permits 444 (for the period 2012 to 2013)
- ❖ Temporary permits 1344
- ❖ Maxi Taxi permits 1150
- ❖ Special permits 262
- ❖ Letter permits 173

## 10.10 HIGHWAYS DIVISION

### 10.10.1 Mission Statement

To contribute to the economic and social growth and development of Trinidad and Tobago by designing, developing and sustaining an efficient, effective, economic, environmentally friendly and customer satisfied road transportation system to facilitate an easy flow of people, goods and services.

### 10.10.2 Roles

- ❖ To set standards and specifications for road infrastructure and ensure adherence.
- ❖ To facilitate an easy flow of people, goods and services.
- ❖ To decrease travel time on roads.
- ❖ To facilitate a reduction in vehicle operating expense.
- ❖ To regulate the axial loading on the nation roadways.
- ❖ To facilitate the health and safety of road users.

### 10.10.3 Responsibilities

- ❖ The Division is responsible for maintaining, rehabilitating and resurfacing 2,134 km of roads – approximately
- ❖ Maintain and repair of 2,478 km of roadside drainage.
- ❖ Maintain and repair all culvers – approximately 2,500 culverts
- ❖ Maintain and repair 1,038 bridges
- ❖ For advertising other state regulating agencies on the standards and specification of road designs, setbacks and civil works associated with road and bridge maintenance.
- ❖ For design, planning and construction of civil works associated with roads, bridges and landslips.
- ❖ Regulating and monitoring the impacts of other state agencies and private organization on the road infrastructure.
- ❖ Preparing of Draft Estimates, Works Programme and Achievement Reports.
- ❖ To continually train and up-grade staff with new technologies associated with civil works in roads, bridges and landslips.
- ❖ To provide safe, healthy and comfortable working environment for all members of staff.
- ❖ Coordination with public utilities and state agencies.

The following are projects being undertaken by the Highways Division:

#### ❖ **Diego Martin Highway – Wendy Fitzwilliam Boulevard to Diego Martin Main Road**

The objectives of the Diego Martin Highway from Wendy Fitzwilliam Boulevard to Diego Martin Main Road are:

- To improve mobility within the valley by extending the highway further, if feasible
- To cater for future growth in the valley and make provisions
- To maximise the benefits to be gained from the previously constructed section of highway, between Sierra Leone Road to Wendy Fitzwilliam Boulevard.

### ❖ **Development of a Highways Information System**

A Highway Information System consists of a number of individual modules often operated independently of one another. These modules include, but are not limited to, highway network planning, road inventory, roadside development, road property management, quality control, pavement management, maintenance management, bridge management, traffic data and systems Management (traffic operations management for traffic corridor analysis, highway construction-oriented rerouting, hazardous materials routing, incident management, and safety elements management), traffic sign and road marking data, environmental management, roadside safety devices, and accident data. Proposals were made for this project and are currently undergoing evaluation.

### ❖ **Construction of a Vehicular and Pedestrian Bridge – Diego Martin**

Cabinet approval was granted in July 2012 for this project to be implemented via PURE.

The Objectives of the pedestrian Bridge at Diego Martin are:

- To solve the existing problems of traffic congestion in the area
- To improve accessibility between Diego Martin and Carenage
- To provide safe vehicular and pedestrian access to proposed land developments in the vicinity of the Western Main Road/Diego Martin Highway intersection
- To cater for existing and future residential, commercial, educational, industrial and agricultural growth in the Diego Martin valley
- These improvements will reduce travel time between local regions and urban areas.

### ❖ **Dualling of Diego Martin Highway from Victoria Gardens to Acton Court.**

Cabinet approval was granted in July 2012 for this project to be implemented by NIDCO.

This project involves, among other improvements, the creation of a northbound two-lane carriageway abutting the southbound Diego Martin Highway, and by-passing the congested commercial area in the vicinity of Four Roads. It is expected that when this project is completed that there would be major reduction in traffic congestion entering Diego Martin and Carenage.

The Diego Martin Highway will be improved to a 4-lane dual carriageway from Victoria Gardens to Acton Court and will be completed in four (4) phases. Consultancy supervision of Phase 2 and 4 for this project would be undertaken by NIDCO.

- Phase 1 – construction is completed.
- Phase 2 involves the widening of the existing southbound carriageway from two to three lanes from Morne Coco Road to Western Main Road including shoulder, laybys, and acceleration and deceleration lanes. Approximately 5% of the works in this phase of construction is completed.
- Phase 3 comprises of all structural works associated with the extension of culverts in Phases 2 and 4 and the demolition of an acquired apartment building. This phase is 100% complete.
- Phase 4 entails the modifications to the southbound carriageway between Morne Coco Road to Acton Court, the introduction of a new 2-lane northbound carriageway between Victoria



Gardens to Acton Court including shoulder, lay-by, acceleration and deceleration lanes and Improvements to the Morne Coco Road/Diego Martin Highway Intersection. This phase of construction is 8% complete.

❖ **Improvement to Maraval Access (Saddle Road) from Rapsey Street to Valleton Avenue**

Residential development in the Maraval and Santa Cruz area has increased significantly over the years. However, Saddle Road which remains the main access to these areas has remained a simple two-way dual carriageway. The objectives of this project are to reduce congestion by widening Saddle Road from Rapsey Street to Valleton Avenue, from two (2) to four (4) lanes and to improve the intersections at Long Circular Road and Rapsey Street.

The designs for Phases I to III were completed and the construction of Phase I was completed.

❖ **Redefinition of Highway Reserves**

This project involves the establishment of a database and use of high definition boundary markers on highway reserves that spans the length and breadth of Trinidad. The lack of cadastral survey data for highway reserves has created difficulty in strategic decision-making and protracted implementation of highway improvement projects. This project would also assist to prevent illegal encroachments on highway reserves.

Routine maintenance was carried out in the eight (8) Districts in Trinidad. Several recurrent projects were undertaken under the Highways Vote **“Other Contracted Services”** by utilizing the services of Contractors.

The projects which were undertaken in this way include:

- ❖ Construction of box drains
- ❖ Construction of cylinder crossings
- ❖ Repairs to landslips
- ❖ Construction of kerb and slipper drains
- ❖ Road restoration
- ❖ Surface patching
- ❖ Deep Patching
- ❖ Repair/replacement of damaged guard rails
- ❖ Construction of roadway
- ❖ Pressure washing, painting and cleaning of overpass bridges
- ❖ Reshaping of embankment and shoulder works

The mechanism used to procure all Contractors was the Divisional Tender system. As at September 2013, a total of two hundred and twenty three (223) contracts were completed and thirty one (31) were in progress. The breakdowns by District of these projects are:

District	No. of Contracts Completed	Actual Expenditure
St. George West	46	8,115,146.00
St. George East	40	10,341,223.45
St. Andrew/St. David	60	7,585,702.35
Caroni	64	19,212,477.50
Victoria East	62	20,836,714.94
Nariva Mayaro	42	11,065,960.45
Victoria West	56	16,178,966.00
St. Patrick	33	7,869,913.00
<b>TOTAL</b>	<b>403</b>	<b>101,206,103.69</b>

*Table 11 Highways Division, Contracts and Expenditure*

### 10.11 BRIDGES BRANCH

The Bridges Branch is responsible for the maintenance of the nation's Bridge Infrastructure for both the pedestrian and travelling public. The Bridges Branch functional responsibilities are:

- ❖ Evaluating & Approving all Bridge Designs from Ministries, and State & Private Companies
- ❖ Functioning as the consultant on matters pertaining to Bridge Evaluation, Design & Construction
- ❖ Reconstructing dilapidated structures
- ❖ Routine and periodic inspection and maintenance of bridges
- ❖ Maintaining of the existing stock- approximately 1008 Bridges & 30 Modular bridges (Bailey bridges)
- ❖ Responding to emergencies (Damaged and Collapsed structures)

## 10.10 HIGHWAYS BEAUTIFICATION UNIT

The Highways Beautification Unit (HBU) was re-established in August 2009, with a mandate to formally engage Corporate T&T, Community Groups and citizens in partnership towards the aesthetic improvement of the appurtenances and reserves of all Highways and Main Roads under the purview of the Highways Division of the Ministry of Works and Infrastructure.

The objectives of the Unit are:

- ❖ Re-instating and regenerating national pride or patriotism in every citizen and corporation
- ❖ The realisation of a monetary savings on expenditure under the Routine Road Maintenance Vote of the Highways Division
- ❖ Enhancement of the national tourism 'product', Trinidad and Tobago
- ❖ Overall social, physical and psychological benefits generally, for the citizenry and visitors.

Some examples of completed projects are:

- ❖ The UB/CR Interchange – 3 Embankments
- ❖ Audrey Jeffers Highway – North and South Shoulders
- ❖ Price Plaza Roundabout (Narsaloo Ramaya Road) and Road Reserve between Narsaloo Ramaya Road and Uriah Butler Highway
- ❖ Tarouba Roundabout of the Tarouba Link Road
- ❖ Couva Interchange and all its embankments, roundabouts and reserves
- ❖ Arthur Lok Jack Roundabout

The Unit will continue to provide management/consultancy services to the various Ministerial and State Bodies such as the Ministry of Agriculture, Water and Sewerage Authority (W.A.S.A), CEPEP and City Corporations.

## 10.11 ROADS CONSTRUCTION BRANCH

The Roads Construction Branch is responsible for the maintenance of highways and main roads in Trinidad.

### **Mandate**

The Road Construction Branch is responsible for sustaining a satisfactory customer roads transportation system. In seeking to fulfil this responsibility, the Branch seeks to:

- ❖ Be the custodian of the main road infrastructure in Trinidad
- ❖ Provide a safe and reliable road infrastructure
- ❖ Regulate and monitor the impacts of other State Agencies and private organizations on the road infrastructure
- ❖ Provide technical advice on road construction and maintenance

The specific functions of the Branch are:

- ❖ Routine and periodic maintenance of a total of 2,134km of highways and main roads in Trinidad, including maintenance of verges, sidewalks and drains
- ❖ Rehabilitation of main roads
- ❖ Assistance to Local Government Authorities in the rehabilitation of local roads
- ❖ Reconstruction of sidewalks, reinforced concrete culvert pipe (RCCP), slipper drains, box drains and earthen drains
- ❖ Geotechnical (soil) investigations for the repair of landslips and materials testing for compliance with specifications during highway construction
- ❖ Repair of landslips
- ❖ Coordination with public utilities
- ❖ Assistance in community projects (e.g. for schools, churches etc.) which may involve paving or resurfacing
- ❖ Response to natural disasters
- ❖ Investigating complaints and taking appropriate action
- ❖ Advising other agencies on technical matters pertaining to the road infrastructure
- ❖ Recommending and implementing appropriate action in accordance with the Highways Act (e.g. removal of illegal structures).

In carrying out its programme of maintenance, the Branch utilizes a computer-based management system known as a Routine Maintenance Management System which contains a database of road information.

## 10.12 BRIDGES, LANDSLIPS & TRAFFIC MANAGEMENT, PROGRAMME IMPLEMENTATION UNIT (BLT, PIU)

### 10.12.1 Background

The Bridges, Landslips and Traffic Management Programme Implementation Unit (BLT PIU) is a special project unit with a unique mandate to manage three (3) different but inter-related programmes of work:

- ❖ Bridges Reconstruction Programme
- ❖ Landslip Repair Programme
- ❖ Traffic Management Programme

### 10.12.2 Overview: Bridges, Landslips and Traffic Management PIU

Given the inter-connectivity of these three (3) programmes, it was envisioned that they would require similar management structures, procurement procedures, implementation strategies, monitoring and evaluation systems and quality assurance, quality control and risk management systems. Accordingly, the need for a single Programme Implementation Unit with overall responsibility for ensuring the successful execution of the works gave rise to establishment of the BLT PIU.

The Unit was formally established via Cabinet Minute No. 40 of January 4, 2012.

### 10.12.3 Bridges Reconstruction Programme (BRP)

Over the period 2012 – 2016, 62 bridges throughout Trinidad have been identified for reconstruction at an estimated cost of \$404.25Mn. Keeping in mind the National Vision articulated in the Medium Term Planning Framework (MTPF) 2011 – 2014 ‘...through creativity, innovation and collaboration we shall prosper together’, the BLT PIU is implementing a new multi-pronged design approach which is intended to integrate the infrastructural requirements with the needs of the communities which rely on these bridges. For example, consideration has been given to:

- ❖ The incorporation of pedestrian walkways and lookout points within design of the structure;
- ❖ Landscaping of the approaches to the bridge, to enhance the natural beauty of the riverside and create recreational spaces for residents and visitors; and
- ❖ The implementation of energy efficient lighting concepts which will serve not only to illuminate the structure during poor visibility but also to lend it an aesthetic quality during the night.

In Fiscal 2012/13 Phase 1 of the Programme continued with the award of two (2) Design and Construction Services Consultancies for twenty-four (24) structures identified as being in critical need of reconstruction.

The Bridges team assisted NIDCO in the evaluation of twenty (20) bridges which were tendered during November – December 2012

Item	Consultant/ Contractor	Expenditure to Fiscal 2012	Expenditure for Fiscal 2013	Cumulative Expenditure
Package A Design/ Construction Supervision Consultancy Service	BBFL Caribbean Limited	\$5,164,428.38	\$2,213,015.85	\$7,377,444.23
Package B Design/Construction Supervision Consultancy Service	Trintoplan Consultants Ltd	\$6,142,517.76	\$2,286,396.30	\$8,428,914.06
Reconstruction of B1/3 Calcutta Road No. 2	Raghunath Singh & Company Ltd	-	\$8,370,575.15	\$8,370,575.15
Utility Relocation	Various utility companies	\$8,644,513.06	\$10,845,511.67	\$19,490,024.73
<b>Total</b>		<b>\$19,951,459.20</b>	<b>\$23,715,498.94</b>	<b>\$43,666,958.14</b>

*Table 12 BLT, Summary Expenditure under the Bridges Reconstruction Programme*

#### 10.12.4 Landslip Repair Programme (LRP)

Under the Landslip Repair Programme, 486 failures have been identified for repair at an estimated cost of \$418.08Mn. The Programme, which is to be implemented on a phased basis over five (5) years, commenced in June 2012 with the award of five (5) design/construction supervision consultancies for 33 critical landslips (Phase 1).

The designs of the retaining structures under this Programme are based on solid engineering principles, in line with international codes and standards and which have been confirmed by comprehensive geo-technical investigations.

During the year, the LRP Team worked along with NIDCO to ensure that the five (5) contracts in progress for the design of 33 landslips in Phase I of the LRP were performed in accordance with established standards. In November 2012, tenders were invited for 24 landslips. The LRP Team assisted NIDCO in evaluating the submissions made by the Contractors.

Item	Consultant/ Contractor	Expenditure to Fiscal 2012	Expenditure for Fiscal 2013	Cumulative Expenditure
Package 1 Design/ Construction Supervision Consultancy Service	Planning & Associates Ltd	-	\$1,292,154.18	\$1,292,154.18

Item	Consultant/ Contractor	Expenditure to Fiscal 2012	Expenditure for Fiscal 2013	Cumulative Expenditure
Package 2 Design/ Construction Supervision Service	Lee Young & Partners Ltd	\$1,213,664.73	\$114,550.21	\$1,328,214.94
Package 3 Design/ Construction Supervision Service	Alpha Engineering & Design Ltd	\$1,461,183.93	\$360,804.20	\$1,821,988.13
Package 4 Design/ Construction Supervision Service	CEP Ltd	\$1,219,144.99	\$348,847.85	\$1,567,992.84
Package 5 Design/ Construction Supervision Service	ASTA Engineers Ltd	\$527,883.34	\$833,833.77	\$1,361,717.11
Utility Relocation	Various utility companies	-	\$1,693,375.20	\$1,693,375.20
<b>Total</b>		<b>\$4,421,876.99</b>	<b>\$4,643,565.41</b>	<b>\$9,065,442.40</b>

*Table 13 BLT, Summary of Expenditure under the Landslip Repair Programme*

#### 10.12.5 Traffic Management Programme (TMP)

The Traffic Management Programme was allocated \$1-Mn. in fiscal 2012/13. Through further analysis, this project requires an additional \$14.45-Mn to complete works regarding the installation of traffic management measures on twenty seven (27) roads for this current fiscal year.

The implementation of the TMP is adversely affected by the lack of funds. The Unit is awaiting a response from Cabinet on the provision of supplementary funding for the BRP, LRP and TMP.

Approval was granted for the transfer of the allocation of \$1-Mn from and Project 001- TMP to the Project 275: BRP.

It is anticipated that works will recommence in Fiscal 2015.

## 10.13 TRAFFIC MANAGEMENT BRANCH

The Traffic Management Branch (TMB) is responsible for the management and control of traffic on the road network of Trinidad. This responsibility includes the management of traffic signals, the management of the National Traffic Management System, the design and implementation of traffic management measures, accident analysis and recommendation of remedial measures, monitoring of existing traffic situations and collection of traffic data and installation of new and routine maintenance of road markings and traffic signs. Other responsibilities include, lectures, training and workshops to various organizations on traffic management and road safety issues.

### 10.13.1 Road Markings and Traffic Signs

During fiscal 2012 – 2013, the Branch continued its Road Marking and Traffic Signs Programme. The traffic sign programme continued with the fabrication and installation of traffic signs. From the start of this fiscal year to present over 1,000 signs were made and installed throughout the country. Several signs were also fabricated and issued to various organizations to assist in promoting a safe road network.

### 10.13.2 Street Humps

Traffic Management Branch continued to provide traffic calming to several communities, through the installation of street humps. In this financial year, sixty-five (65) humps have been installed throughout the country.

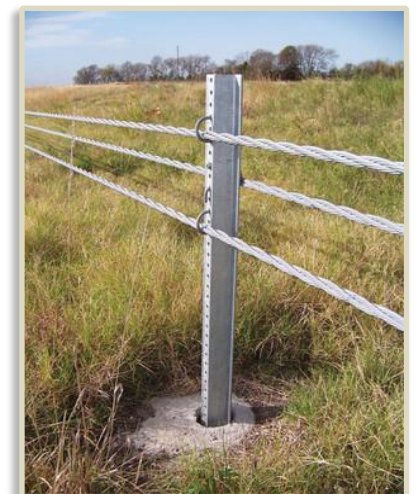
### 10.13.3 Traffic Signals

Traffic Management Branch maintains one hundred and sixty-nine (169) signalized intersections and three hundred and eighty-seven (387) signalized pedestrian crossings through three (3) private contracting firms. The signalized pedestrian crossings include three hundred and forty (340) zebra pedestrian crossings with flashing amber lights. Some of the recent signalized intersections are:

- ❖ EMR / Guaico Tamina Rd
- ❖ San Fernando Tec Institute / Tarouba
- ❖ Caroni Savannah Rd / Pierre Rd

### 10.13.4 Cable High Tension Barriers

Vehicles crossing over the centre medians of highways and coming into the path of on-coming traffic are occurring far too frequently resulting in serious accidents, including fatalities. During fiscal 2012 - 2013, the median of the Solomon Hochoy Highway was equipped with 25 kilometres of High Tension Cable Barriers between Chase Village and Tarouba. To date, these barriers have taken over one hundred hits, successfully preventing crossovers.





#### **10.13.5 Backup Power Supply for Traffic Signalized Intersection**

Power outages at traffic signalized areas result in uncontrolled intersections which hamper the smooth flow of traffic. The objective of this project is to eliminate the threat caused by power outages at signalized intersections. During 2013, twenty (20) UPS systems were installed at critical intersections throughout Northern Trinidad.

#### **10.13.6 Zebra Crossing Street Furniture**

In addition to the signalized intersection the use of the zebra crossing street furniture, traffic signs and specialized road markings provide a valuable safety feature to the road network, reducing the risks of accidents involving pedestrians attempting to cross an active road.

In fiscal 2013, forty-eight (48) zebra pedestrian crossings with flashing amber lights were installed at various locations throughout the road network, improving pedestrian control and safety.

#### **10.13.7 Traffic Orders**

A core responsibility of the Traffic Management Branch is the drafting of Legal Notices for the changes of regulations controlling the movement of traffic on the road network. This is done after careful analysis and widespread consultation.

In the fiscal year 2012 - 2013, six (6) traffic orders were implemented:

#### **10.13.8 National Traffic Management System**

The National Traffic Management System (NTMS) is an integrated system intended to make better use of the capacity of the roads on the Island of Trinidad and provide an improved level of service to motorists without significant expansion of the road network. This project is being executed as a component of the East-West Corridor Improvement Works Project.

#### **10.13.9 Road Safety - Programmes/Lectures/Workshops**

Traffic Management Branch continued in the 2012/2013 fiscal year to collaborate on road safety issues with both internal and external organizations. Of note is the representation of the Branch on the National Road Safety Council. In the Council, the sole representative is the Chairman of the Road Engineering Committee.

## 10.14 MAJOR HIGHWAY PROJECT MONITORING UNIT (MHPMU)

### 10.14.1 National Highway Programme (NHP)

Programme Objectives:

- ❖ To improve the road services provided by the National Main Roads Network which is administered by the Ministry of Works and Infrastructure (MOWI) in Trinidad and by the Works Division of the Tobago House of Assembly (THA) in Tobago;
- ❖ To reduce transportation costs through effective planning and maintenance management thereby contributing to a more competitive and diverse economic base;
- ❖ To give higher priority in annual spending programmes to maintaining the existing road network rather than expansion and new construction by monitoring the programming of new investments based on projects eligibility criteria agreed upon with the Inter-American Development Bank; and
- ❖ To strengthen the technical and managerial capacity of the MOWI to meet the challenge of increased participation of the private sector in highway administration.

The components of the NHP include:

- ❖ Trunk Roads Expansion Project
- ❖ Roads and Bridges Rehabilitation Programme
- ❖ Reinstatement and Stabilization of Failed Slopes Project
- ❖ Institutional Strengthening

### 10.14.2 Trunk Road Expansion Project

This component comprises of the reconstruction of various trunk roads and includes special studies as explicitly listed below.

Two consultancies were in progress during 2012 / 2013 which dealt with the Feasibility Study / Design of the following major highways:

- ❖ Highway from San Fernando to Point Fortin – 99% complete
- ❖ Extension of Churchill Roosevelt Highway from Wallerfield to Manzanilla - 92 % complete
- ❖ San Fernando to Princes Town Highway – 95% complete
- ❖ The Extension of the San Fernando to Princes Town Highway to Mayaro – 95% complete

### 10.14.3 Roads and Bridges Rehabilitation Programme (RBRP)

This Programme deals with the rehabilitation of various sections of roads throughout the country as well as the reconstruction of bridges. Road rehabilitation includes shallow and deep patching, road widening, reconstruction of some sections of the roadway, drainage works, repair of landslips and road paving. The Supervisory Consultants were Lea-Trintoplan for the Roads Component and Lee Young and Partners for the Bridges Component.

The following indicates status of the RBRP for 2012 / 20113:

- ❖ Contract No. 1TR, Spring Garden Road and Mason Hall / Les Coteaux Road —97 % completed
- ❖ Contract No. 35, San Francique Road and Southern Main Road — 97% complete
- ❖ Contract No. 37, Naparima Mayaro Road, St. Croix Road Ext. and Lothian / Inverness Road — 90% complete

The bridge projects involved the demolition of the existing bridges and the construction of new structures.

The following bridges were part of the RBRP in 2012 / 2013:

- ❖ Contract No. 1TB, B1/1 Plymouth Road, B1/8 Windward Road — 95% complete
- ❖ Contract No. 2TB, B 1/12 and B 1/17 Windward Road — Completed
- ❖ Contract No. 3TB, B1/6 Windward Road (Blenheim) — 95% complete
- ❖ Contract No. 30, B 1/1 Cedar Hill Road, B 1/2 Ciperro Road and B 4/6 S.S. Erin Road — 99 % complete
- ❖ Contract No. 41, -.B 2/15, B 1/18, B 1/19, B2/19 and B 1/21 Toco Main Road — 92% complete
- ❖ Contract No. 42, B 1/5 Golden Grove Road and B 1/1 San Rafael Road — 75 % complete
- ❖ Contract No. 43, B 4/1 Ravine Sable, B 1/3 Caparo Valley Brasso Road and B 1/13 Brasso Tabaquite Road — 95% complete
- ❖ Contract No. 44 B 1/2 Piparo Road, B 5/24 Cunapo Southern Main Road and B 1/6 Couva Main Road - 95% complete.

### 10.14.4 Reinstatement and Stabilization of Failed Slopes Project (RSFSP)

- ❖ Contract No. 16, Repairs of seven major landslips on the Toco and Paria Main Roads - 90% complete.

### 10.14.5 Institutional Strengthening

Project Management Consultancy – 90% complete

- ❖ Organizational transformation for transformation to the Roads Authority

Technical Consultancy – 98% complete

- ❖ Development of RMMS, BMS, Weight Control, Transportation of Hazardous material and Environmental Studies.

The total expenditure for this programme for 2012/2013 was \$26,391,006.82.

## 10.15 PROGRAMME FOR UPGRADING ROADS EFFICIENCY [PURE]

### 10.15.1 Mission

The PURE Unit is dedicated to strengthening the economic and social well-being of communities through innovative, timely, consistent, effective, and efficient conceptualization, design and project management of road infrastructure improvements; executed by an industrious, empowered and ethical Team, committed to inter-ministerial and interagency cooperation as well as public-private sector partnering.

### 10.15.2 Vision

The predominant project management/design organization for the implementation of road infrastructure projects critical to both the sustenance of national economic development, and the increased and improved accessibility of communities, irrespective of institutional boundaries.

### 10.15.3 Strategic Plan

**Knowledge** combined with **action** provides the **power** that drives the PURE Unit in its quest to achieve its Vision. In so doing the Unit focuses on the following key objectives:

- ❖ Strategic project implementation
- ❖ Development of individual, team and organizational competence
- ❖ Private sector partnering/interagency and inter- ministerial cooperation

The Programme for Upgrading Roads Efficiency (PURE) fuels the evolution of the road network into a user-oriented, safe and functional asset, through systematic rehabilitation, upgrade and expansion of the network elements. This requires that the **choice** and **timing** of projects be executed holistically, irrespective of traditional administrative boundaries. Infrastructure projects are therefore implemented along critical links within the national network to provide increased:

- ❖ economic benefits – reduced travel time, reduced vehicle operating costs
- ❖ accessibility – linking remote communities, providing alternative routes to key locations
- ❖ safety – improving road characteristics to international standards while minimizing vehicle /pedestrian conflicts

Since upgrades of roads (particularly highways) are intensively cost consuming, the associated works on any one link of the network may be programmed over a period of several years. At present responsibility for the road network in Trinidad is shared by the Ministry of Works and Infrastructure, the Ministry of Local Government and the Ministry of Agriculture. There are also roads which fall outside the combined jurisdiction of these Ministries, which are in a severe state of disrepair because of their 'orphan' status. The work of this Programme is not inhibited by traditional jurisdiction limitations, and the PURE Unit is thus able to concentrate on all roads in Trinidad which are in urgent need of rehabilitation works.

In doing so, projects are undertaken that focus on the following:

- ❖ Implementation of traffic management measures – expansion of existing infrastructure to enhance road capacity / accessibility and to improve the safety of road users and pedestrians
- ❖ Provision of alternative access routes - creation of new road infrastructure to minimize traffic through central business districts as well as to provide additional routes to key locations
- ❖ Reinstatement and stabilization of failed slopes – much of rural road infrastructure is built along hillsides and in many cases there is only one access route to remote villages. Implementation of these projects ensure that there is no interference with communities’ links to the remainder of the country
- ❖ Improvement to existing road infrastructure – maintenance/upgrade of roads to a level of service appropriate to the specific type of road is critical to the successful upkeep of the multibillion dollar road asset. In implementing these projects, focus is placed on immediate action to roads that are in a serious state of disrepair as well as timely road rehabilitation (preventive as well as routine). In the long term at least 80% of the Ministry’s road network will be upgraded to achieve the desired level. Additionally, the simultaneous upgrade of local government and orphan roads will ensure a consistent connectivity throughout the nation’s road network.

### **Development of Individual, Team and Organizational Competence**

To achieve this competence, each team member is required to operate ethically while adding value to the Unit. The team is required to adopt an ethical, unified, disciplined and skillful approach in its delivery of projects. The organization is required to provide the environment (work, cultural, social etc) that supports the team in doing the best job possible.

### **Private sector partnering/interagency and inter- ministerial cooperation**

To stimulate national growth as well as provide economic and timely road infrastructure, PURE utilizes private sector participation to pursue innovation in the design, procurement and construction processes as well as effective teamwork with complementary road infrastructure teams (external agencies as well as other Divisions of the MOWI)

#### **10.15.4 Reporting Functions**

##### **Reports to Ministry/ Departmental Reports**

Additionally, the Unit produces Reports periodically as and when required. They include:

- ❖ Public Sector Investment Programme (PSIP) Status Reports
- ❖ Monthly Monitoring of the Implementation of Budget Measures
- ❖ Tranche Reports
- ❖ Implementation/Status Reports.
- ❖ Financial/Accounting Reports
- ❖ Achievement Reports
- ❖ Forecasts
- ❖ Responses to questions raised in the Parliament

### 10.15.5 Key Projects

#### ❖ **Churchill Roosevelt Highway from Golden Grove Intersection to Maloney Intersection (Eastbound)**

This project involved the construction of an additional lane and hard shoulder 2.5km in length and also overlaying all the eastbound lanes of the existing CRH with 2 inch asphaltic concrete layer from Golden Grove to Maloney Intersections. Drainage improvements include the extension of approximately 30 m of existing culverts, inclusive of a 5m wide double bore box culvert, to accommodate the additional lane, construction of 40 m of 2.5 m high reinforced concrete retaining wall adjacent to the highway in the vicinity of the Piarco Old Road intersection and re-establishing 2 km of unlined drains to the north of the existing carriageway. To enhance road user's safety the project incorporated the construction of 250 m of reinforced concrete sidewalk and construction of traffic islands.

#### ❖ **Tarouba Link Road**

This project involved road rehabilitation and slope stabilization works on either side of the roadway, concrete lined drainage channels, construction of a roundabout at the Tarouba Link Road and San Fernando By Pass Intersection, as well as installation of an at-grade signalized intersection at the San Fernando Technical Institute.

#### ❖ **Oropune Gardens Walkover**

This project involved construction of a 38.0m span steel pedestrian bridge over the Churchill Roosevelt Highway as well as construction of a layby on both the eastbound and westbound lanes, close to the walkover, to allow taxis and buses to stop safely to pick up/drop off passengers.

#### ❖ **Freeport Mission Road**

This project involved repairs and strengthening of 3.5 km of roadway at Freeport Mission Road, Freeport. Also included is the installation of 1 km of concrete drainage channels in order to facilitate proper flow of water along the roadway. The limits of this rehabilitation spans from the southbound exit of the Solomon Hochoy Highway at Freeport to Chickland.

#### ❖ **Mt. Pleasant Road Rehabilitation**

This project involved repairs and strengthening of 7.5 km of roadway at Mt. Pleasant Road, Couva. The limits of this rehabilitation spans from Cedar Hill Road to the Point Lisas Link Road.

#### ❖ **Avocat Road Rehabilitation**

This project involved the rehabilitation of 9.1km of roadway at Avocat Road from Avocat Junction to High Street, Siparia

#### ❖ **Southern Main Road**

This project involves the repairs and strengthening of 4 km of roadway at the Southern Main Road, La Brea. The limits of this rehabilitation spans from Vessingy Village to Vance River Village.

#### ❖ **Moruga Road LP #73 Slope Stabilization**

This project involved the construction of a 188 m long by 13m high retaining structure on the incorporating AZ 19 12m (L) Steel Sheet Piles and a tie back anchor system.

#### 10.15.6 Other major road rehabilitation works were undertaken on:

- ❖ Blanchisseuse Road Rehabilitation – From 3.10km to 7.00km
- ❖ Fishing Pond Road Rehabilitation - From 1.70km to 2.20km
- ❖ Rochard Road Rehabilitation - From Corner Clarke & Rochard Road to #2, Penal
- ❖ Tabaquite Rio Claro Road Rehabilitation – From 40.50km - 43.00 km
- ❖ Independence Avenue Rehabilitation - From San Fernando Hospital to Ruth Avenue
- ❖ Fyzabad Road Rehabilitation – From Oropouche Junction to Fyzabad Junction
- ❖ Sadhu Village Road Rehabilitation - Off Wilson Road, Barrackpore
- ❖ Naparima Mayaro Road Slope Stabilization - 16.60km Mark
- ❖ Seukaran Trace Rehabilitation - Off San Francique Road
- ❖ Laltoo Trace Rehabilitation - Off S.S . Erin Road, Penal
- ❖ Seiw Road Rehabilitation - Off Boodoo Branch #3
- ❖ Limestone Terrace Slope Stabilization - Off Mendez Drive, St Joseph
- ❖ Freeman Road Rehabilitation - Off Trantrill Road, St. Augustine
- ❖ Poui Hill Slope Stabilization - Off Lady Chancellor Road, P.O.S
- ❖ St Julien Road 2 Nos. Slope Stabilization - Off Naparima Mayaro Road, Princes Town
- ❖ Arena Road 4 Nos. Slope Stabilization - LP#176 - LP# 178
- ❖ St. Marie Emmanuel Road Rehabilitation - Off Cumuto Main Road
- ❖ Mussrap Trace Bridge Construction - Off Rochard Douglas Road

#### 10.15.7 Some of the key projects ongoing include:

- ❖ **Port-of-Spain Access Project - Eastbound and Westbound of the Beetham Highway from Market Overpass to the Lighthouse.**

The project involves the widening of the Beetham Highway from Market Overpass to the Lighthouse to three (3) lanes plus shoulder both eastbound and westbound, associated drainage work, relocation of property walls, retrofitting a building on PTSC compound to facilitate demolition of offices and a portion of the garage shed situated along the existing property wall as well as demolition and reconstruction of sidewalks and the widening of the East Dry River Bridge by approximately 4.6m.

- ❖ **Fort George Historical Site**

This project involves repairs and strengthening to 3.5km of roadway at Fort George, P.O.S. The project also entails the rehabilitation of multiple failed slopes by the construction of a 30 m long x 4 m high Reinforced Concrete Retaining Wall, a 30 m long x 3 m high Reinforced Concrete Double Block Wall, 30 m long x 1.5 m high Reinforced Concrete Block Wall and 20 m long x 4.5 m high Rubble Masonry Wall with the use of Soil Anchors.

## 11 PORT OF SPAIN EAST WEST CORRIDOR TRANSPORTATION PROJECT

### 11.1 Background

The Port of Spain East West Corridor Transportation Programme was developed primarily to identify and implement projects that will alleviate the Traffic congestion along the Churchill Roosevelt Highway.

Its prime objective is to improve the capacity of the East West corridor road system to alleviate the traffic congestion that exists during peak hours. Specific objectives are to:

- ❖ Reduce traffic congestion during peak hours at the CRH/UBH intersection
- ❖ Reduce the travel times and operating costs of the traveling public
- ❖ Maintain adequate levels of service to the travelling public during the construction period
- ❖ Provide guidance for future improvements required up to and beyond 2015 which are outside the scope of this project and are based on the results of an updated traffic study.

### 11.2 Financial Overview

Approved Project Cost:	\$795.65 Mn
2011-2012 Actual Expenditure:	\$277.18 Mn
Cumulative Expenditure as at September 2013:	\$655.69 Mn

**For this financial year, major progress was achieved as follows:**

### 11.3 CONSTRUCTION OF THE INTERCHANGE - PACKAGE C

Package 'C' is the final phase in this project and when completed will result in the removal of the traffic lights at the Churchill Roosevelt Highway/Uriah Butler Highway (CRH/UBH) intersection and in the vicinity of the Cipriani/Bamboo #2.

#### 11.3.1 Consultancy/Design

- ❖ The revised conceptual design for Package 'C' was completed by Vinci Construction Grands Projects.
- ❖ Design and supervisory consultants BBFL was contracted to complete detailed designs and supervise the construction of the access roads and ramps
- ❖ Planning and Associates Limited was contracted to supervise the construction of the main ramp.



### 11.3.2 Construction

#### Contract 1-Uriah Butler Highway Overpass Bridges

This contract entailed the construction of two (2) bridges, which will divert the existing UBH over the CRH. This contract was implemented as a Design and Build by VINCI Construction Grands Projects and was completed in July 2012, approximately five (5) months ahead of schedule, within budget.

#### *Contract 1 - Package 'C' Bridge*



#### Contract 2

This contract involves the construction of approximately 1.2km of ramps, a vehicular box culvert 16m length x 12m wide x 7.4m height, which will accommodate the East to South movement and the East to North clover. Due to poor soil conditions, a total of 1232 inclusions or micro piles had to be installed to manage settlements. Light weight fill was also used to minimize the loading on Pier 6 of the West to South ramp. This contract was awarded as a design-build to Vinci Construction Grands Projects and to date the project is around 90% completed. Completion is envisaged for February 2014.

#### *Contract 2 - Package 'C' Ramps*



### Contract 3

This contract entailed the widening of the bridge over the St. Joseph River by 10.54m which would facilitate the construction of the south Frontage Road linking Bamboo #2 and #3. The contract was awarded to General Earth Movers Ltd on May 18, 2012 and was completed on July 26, 2013 within budget.



*Contract 3 – St. Joseph River*

### Contract 4

This contract involved the widening of the bridge over the San Juan River by 5.5m to accommodate the re-alignment of the CRH Eastbound back to its original alignment with three (3) lanes and shoulders. The contract was awarded to Lutchmeesingh Transport Contractors Ltd on May 18, 2012 and was completed January 2013, four (4) months ahead of schedule.

*Contract 4 – San Juan River Bridge*



### Contract 5

This contract was awarded to Coosal's Construction on June 5, 2012. The scope of works entails the construction of the South to East (348m), North to East (509m) and the West to North (1056m) ramps together with the re-alignment and rehabilitation of the CRH Eastbound (1.7km) and a roundabout to replace the existing at-grade signalized intersection at the UBH/Institute of Business (IOB) intersection. This contract is 90% completed.

### Contract 6

This contract was awarded to Jusamco Pavers Limited on June 5, 2012. The scope of works involves:

- ❖ The construction of the South Frontage Road (2km)
- ❖ Construction of the North to West ramp
- ❖ The re-alignment and rehabilitation of the CRH Eastbound (1.7km)
- ❖ Channelling of local traffic between Bamboo No. 1&2
- ❖ Rehabilitation of Palm Drive

This contract is 80% completed. Delays are being experienced due to the presence of thirteen (13) squatters on state lands which are required for the completion of the rehabilitation of Palm Drive

### Contract 7

This contract was awarded to Seereeram Brothers Limited in September 2012. The scope of works consists of:

- ❖ The rehabilitation of 1<sup>st</sup> Avenue & Northern Boulevard, which involves the widening and rehabilitation of 950m of a 2-lane roadway complete with drainage and sidewalks. This activity is 100% completed
- ❖ The rehabilitation of the existing South to West ramp, which involves the widening and rehabilitation of 650m of 2-lane ramp. This activity is 100% completed
- ❖ The rehabilitation of the UBH North Carriageway, which involves the milling and paving of 850m of the existing UBH, commencing 550m north of the intersection to the entrance of the Arthur Look Jack School. This activity is 100% completed
- ❖ The rehabilitation and widening of the entrance into Bamboo No 2, including drainage works, traffic safety measures and sidewalks. This contract is 94% completed.

#### *Contract 7 – Northern Avenue*



### 11.3.3 Other Projects within Package C

- ❖ Rehabilitation of Bamboo No. 2 entrance. Designs have been completed and construction is ongoing. Schedule completion is December 2013.
- ❖ New access to Cipriani Labour College. Designs have been completed and construction commenced at the end of September 2013. Schedule completion is November 2013. Delays were experienced due to decision taken by the Board of Cipriani Labour College.
- ❖ Construction of a pedestrian walkover for Bamboo No. 2, Cipriani Labour College and Valsayn North. Concept had been completed and design consultants are to be procured. Completion date is envisage for the end of 2014.
- ❖ Construction of two (2) gantry signs. Designs have been completed and the preparation of the foundation is ongoing.

Overall the construction of Package 'C' is 88.62% completed. It is anticipated that by October 13, 2013, the UBH northbound only will be diverted to its new alignment and by October 31, 2013 the lights will be decommissioned. Works will continue on the North to East, North to west and East to South ramps and the rehabilitation of Palm Drive.

## 11.4 NATIONAL TRAFFIC MANAGEMENT SYSTEM (NTMS)

The National Traffic Management System (NTMS) is an integrated system intended to make better use of the capacity of the roads on the island of Trinidad and provide an improved level of service to motorists without significant expansion of the road network. This system can be expandable to other corridors on the island, as well as being expandable to include highway advisory service and other traffic management functions.

### 11.4.1 NTMS Pilot Deployment

Three (3) Intelligent Transportation Systems (ITS) were deployed as pilot projects between Anna Street and the Interchange, namely:-

- ❖ The Corridor Traffic Management System (CTMS)
- ❖ The Traffic Signal Control System (TSCS – coordination of traffic lights) and
- ❖ The National Traffic Management Centre (NTMC).

These systems were commissioned on May 23, 2010 and will end in September 2014. The consultant IBI Group provided support for these systems for this financial year as per their contract and all systems were in operation with no major issues. The heart of the NTMS is the National Traffic Management Centre (NTMC), located in the Ministry of Works and Infrastructure Administration Building. The relevant authorities especially the police are informed when accidents/incidents occur along the corridor. The major achievements for this financial year are listed below.



- ❖ A total of 292 incidents were recorded in the NTMC as detailed below

Quantity	Incident Type
55	Accidents
11	Law Enforcement Exercise
38	Maintenance
67	Lane Closure
12	Fire
23	Road Work
12	Construction
74	Disabled Vehicles

*Table 14 NTMC Recorded Incidents*

- ❖ The NTMC partnered with CNMG on a pilot project where video footage of traffic flows was manually submitted to CNMG via e-mail to be shown during the Morning Edition Programme. The Ministry is working on a system which will automatically forward video footage to the media.
- ❖ TSCS Expansion – this system was expanded to include the intersection at Colville and Ariapita Avenue in an effort to provide coordination with the traffic lights at the intersection of Wrighton Road and Colville Street. The expansion would seek to improve traffic movements.
- ❖ Travel time information were also collected and posted during the peak periods. Travel time summarized as follows:-

Month	Estimated Time Travel from Interchange to POS (westbound) p.m. peak (minutes)	Estimated Time Travel from POS to Interchange (eastbound) p.m. peak (minutes)
June 2013	25	36
July 2013	15	20
August 2013	21	37
September 2013	27	55

*Table 15 NTMC Summarized Travel Times*

Using the NTMC, major traffic delays at the Aranguéz and CRH eastbound interface were identified. A solution was developed, approved and designs commenced. This solution will reduce the travel time out of Port of Spain by at least 50%.

- ❖ Green wave initiative using the TSCS was designed and implemented along the Wrighton Road. This improved traffic flows; however, the pedestrian crossings at Sea Lots have hindered the efficiency of the design.

#### 11.4.2 NTMS Enhancement

In an effort to reduce the amount of accidents along our nation's roads the utilisation of technologies with the capability to capture speed and red light violations are being examined. The Ministry under its NTMS project had recommended the implementation of three (3) systems. These systems are widely used in developed countries and the intention is to deploy these initiatives as pilot projects. Upon completion of the pilot projects, the technologies will be proven, evidence will be available for prosecution and Cabinet's approval will be sought to initiate legislation. International studies have consistently shown that a reduction in speed of just 7kmph can reduce fatal accidents by 30% and conservative estimates from Swedish studies indicated a 20% reduction of speed leads to significant reduction in accidents. The three (3) systems are:

- ❖ [Red Light Enforcement \(RLE\) System](#)

RLE is an automated method of red light enforcement that is used to detect red light violations and record identifying information about the vehicle and/or driver. Violation evidence is processed and reviewed in an office environment and violation notices are delivered to the registered owners of identified vehicles after the alleged violation occurs. Legislation will be required to enable the evidence collected to be used for enforcement purposes i.e. prosecute drivers who violate the speed limit.

- ❖ [Automatic Speed Enforcement \(ASE\) System](#)

ASE is a method of traffic speed enforcement that is used to detect speeding violations over a section of highway (1-1.5 km) and record identifying information about the vehicle and/or driver. ASE data would be obtained, evaluated and analysed for enforcement. Violation evidence is processed and reviewed in an office environment and violation notices are delivered to the registered owners of identified vehicles after the alleged violation occurs. Legislation will be required to enable the evidence collected to be used for enforcement purposes i.e. prosecute drivers who violate the speed limit.

- ❖ [Radio Frequency Identification Reader \(RFID\) – License Plate Reader \(LPR\) Validation System](#)

This system will test the feasibility of reading/identifying new RFID labels/tags, which are an integral component of the Electronic Vehicle Registration (EVR) system being implemented as part of the modernization of the Licensing Division. The RFID system would read and evaluate the RFID labels/tags and corresponding license plate information from the integrated LPR system and subsequently match this information against EVR data obtained from the Licensing Division, resulting in vehicle registration compliance, detection of non-registered vehicles, stolen vehicles and vehicles used in crimes. This system will therefore improve law enforcement and traffic management.

Cabinet Approval for the pilot deployment of these systems was obtained by Cabinet Minute No. 1145(2<sup>nd</sup> session) – 2010/10/21 and Cabinet had agreed that after the initial pilot deployment, legislation to give effect to the systems will be prepared by the Attorney General. These technologies were scheduled to be

implemented parallel to the Licensing Transformation Project and would have shared the vehicle ownership database, which is required to confirm vehicle ownership once a violation is recorded. Apart from which, the ASE technology required reflectorized number plates for the Automatic Number Plate Readers (ANPR) technology.

**11.4.3 Progress to date**

❖ Red Light Enforcement (RLE) System

The design for this system is completed and was accepted by the Ministry. Deployment of the field equipment at Dock Road commenced on September 29, 2012 and will be completed by October 6, 2012. Testing, integration, data collection, monitoring and evaluation will continue until the end of November 2012. This pilot project was launched on June 06, 2013 in both the eastbound and westbound directions at the Wrighton Road and Dock Road intersection and to date a total of 52 violations are captured daily; summarized as follows:-

Month	Violations	Repeat Offenders
January 2013	52	25
February 2013	80	36
March 2013	233	100
April 2013	253	100
May 2013	224	98
June 2013	198	86
July 2013	189	86
August 2013	138	61
September 2013	153	70

*Table 16 NTMC, Red Light Enforcement (RLE) System Violations*

Policy documents will be completed by December 2013 and Cabinet’s approval will be sought. Subsequently, the Chief Parliamentary Counsel would commence the drafting of the required legislation.

❖ [Average Speed Enforcement \(ASE\)](#)

The designs of this system was completed however, the consultant had advised that based on tests done using existing number plates in Trinidad, the system cannot guarantee 50% data capture. To achieve 100% data capture, standard reflective number plates are required.

The consultant advised that since Spot Speed Enforcement Systems will produce the same result as the ASE System, they recommended that the deployment of the RFID and ASE Systems be deferred and the budget be utilised instead to design and deploy a total of five (5) spot speed sites under the pilot project along the Beetham, Churchill Roosevelt and Solomon Hochoy Highways. This pilot deployment will test the feasibility of speed enforcement, which will seek to reduce motor vehicle fatalities and increase safety. It will also utilise the NTMS communications and power supply systems, which will reduce deployment cost.

❖ [Radio Frequency Identification \(RFID\) Reader – License Plate Reader \(LPR\) Validation System](#)

Since this technology works directly with the modernization of the Licensing Division, design and deployment was deferred until the licensing project recommences and the timeline for completion is known.

*Operators at the NTMC*



*Spot Speed Camera*





### VMS Sign



## 11.5 CONSTRUCTION OF AN OVERPASS AT CRH/SMR (PACKAGE 'D')

Package D entails the construction of an interchange at the intersection of the Southern Main Road (SMR) and the Churchill Roosevelt Highway (CRH) along with ancillary roads. This would facilitate the free flow of traffic on the CRH through the removal of the four (4) traffic lights East of the CRH/UBH intersection.

### 11.5.1 Approvals and Acquisition

- Public consultation #1 for Certificate of Environmental Clearance (CEC) for Package 'D' was held at Cipriani Labour College on July 18, 2013. A second consultation is scheduled for October 24, 2013.
- Cabinet approval was sought to initiate compulsory acquisition – Cabinet Minute No. 2031-2013/07/25.
- Section 3 legal Notice signed on August 26, 2013 and dated September 4, 2013.
- Town & Country planning approval received on July 19, 2013 ref: T2D:026/2013.
- Meeting held with business owners (CRH/SMR) on August 8, 2013
- Meeting with residents (SMR/CRH) on August 8, 2013

### 11.5.2 Procurement of Consultants and Contractors

- Preliminary designs with relevant traffic study completed and submitted by AECOM on June 26, 2013.
- Tenders were invited for Consultancy Service and Contractors on July 25, 2013.
- Pre Tender meeting with Consultants held on August 6, 2013 at NIDCO. PMEUE made a presentation on the design.
- Tenders for Consultancy contract closed on August 22, 2013. Evaluation has commenced.
- Met with KFC (SMR/CRH) on August 13, 2013
- Pre Submission meeting – Contractors on August 14, 2013

- Site visit held on August 15, 2013 with Contractors.
- NIDCO extended the closing date for tenders from September 5, 2013 to October 2, 2013 upon the request by tenderers.

The approved project cost is \$513.58 Mn. (Cabinet Minute 2139-2011/08/18).

Conceptual Design for the overpass at the intersection of the Southern Main Road & Churchill Roosevelt Highway



### 11.5.3 Public Relations

Two stakeholder consultation meetings were held with the residents of Bamboo; Bamboo # 2 on May 8th 2013 and Bamboo #3 on 6th June 2013. Media Launch of the Red Light Enforcement (RLE) pilot project and a 3D traffic flow simulation of CRH/UBH interchange were also held during this month (July 15, 2013). A meeting was held with members of Bamboo #2 Village Council informing them of temporary traffic arrangements out of the village; there was no right turn onto the highway during a two (2) week period in June until July 5, 2013. Police officers were on site to assist motorists.

- ❖ Traffic lights at Cipriani and Bamboo #2 were removed on July 18, 2013
- ❖ Public consultation for Package ‘D’ was held at Cipriani Labour College on July 18, 2013
- ❖ A meeting was held at Bamboo #2 mosque to discuss issues with regard to Bamboo #2
- ❖ The Mosque compound was paved on August 6, 2013 as approved
- ❖ A meeting was held with Forestry Division with respect to planting trees
- ❖ 200 trees were planted along the interchange area

### 11.6 EASTERN LINK CONSULTANCY SERVICE

This project entails the design and construction of an Eastern Link Highway parallel to the existing CRH, starting at the existing Caroni Overpass along the UBH and ending along the CRH east of Trincity. This route would avoid the construction of additional overpasses beyond the SMR and CRH intersection.

The Implementation Strategy would be to procure a consultant/s whose scope of works would include conducting feasibility studies, preparation of preliminary designs, economic analysis and developing tender documents using a Public Private Partnership (PPP) contract, specifically the design, build, operate and finance approach (DBOF). Project had been approved by the Ministry of Finance and the Ministry of Works and Infrastructure will seek Cabinet’s approval for \$37-Mn to contract a consultant.

This project is an ideal candidate for Trinidad’s first toll road. Cabinet approval is outstanding.

### **11.7 MORVANT OVERPASS**

In furtherance of the objective to reduce traffic congestion along the East West Corridor it is proposed to construct an overpass over the Priority Bus Route and Eastern Main Road from the Barataria Interchange, Churchill Roosevelt Highway to Morvant Junction including the upgrade of the Lady Young Road. This project will provide an alternative access route to Port-of-Spain and will reduce the traffic congestion into Port-of-Spain during the a.m. peak. These road works when completed would also facilitate the free flow of traffic between the Barataria Interchange, CRH and Queens Park East/St. Ann's roundabout. It is proposed to utilize the Design/Build approach and to procure consultancy services to develop preliminary designs, economic analysis and tender documents. Cabinet approval is being sought.

### **11.8 BEETHAM CULVERT**

A Cabinet note was prepared seeking a budget of \$51.80-Mn. for the reconstruction programme. Cabinet had deferred the Note due to its high cost. The PMEU is exploring more cost effective options to replace culvert.