



MINISTRY OF
**Works &
Transport**

S T R A T E G I C P L A N

2019 - 2024

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Senator the Honourable
Rohan Sinanan
Minister of Works and Transport

It is my honour to present the Ministry of Works and Transport's five year strategic plan 2019-2024. This document is the foundation upon which the organization will continue its mandate in serving the nation, by effectively providing high quality infrastructure and an integrated transportation system that meets the needs of a contemporary Trinidad and Tobago.

In embracing this colossal responsibility to help create meaningful economic and social development for the nation, many challenges abound. Foremost of these, is the need to provide greater results with fewer and scarcer resources. However, the way forward for the next five years keenly focuses on optimizing our human, financial and structural capital to work more optimally with our stakeholders to achieve greater rewards, even in the face of the immediate risks identified within this document.

In staying the course, the Ministry will remain committed to Government's developmental goals clearly articulated in Vision 2030. Under Theme III, the organization must accomplish clear objectives: strengthening the national transportation planning framework, improving access to public transport services, improving the regulatory framework for the national transport system, reducing the demand for transportation, improving the efficiency of the Port Authority of Trinidad and Tobago and expanding port infrastructure, transforming and modernizing the Licensing Office and modernizing air transport infrastructure.

Given this huge mandate, the Strategic Plan guides the organization's efforts by providing a roadmap for implementing the right policies and approaches. Within these pages are the clear targets, actionable objectives and performances to be measured that will ensure value for money, accountability and transparency in all of the MOWT's undertakings.

As the timeline before us unfolds, we look forward to the entire nation realizing the benefits of our milestones to come. All of these efforts, guided by the closely tailored strategies of this plan will work synergistically to improve the quality of life in a world that increasingly demands more reliant infrastructure and efficient modes of transportation.

**SENATOR THE HONOURABLE
ROHAN SINANAN**
Minister of Works and Transport



Sonia Francis-Yearwood
Permanent Secretary
Ministry of
Works and Transport

It was Winston Churchill who so aptly remarked that, “He who fails to plan, is planning to fail”. For an organization as the Ministry of Works and Transport of 6,394 employees vested with the sizable responsibility to manage coastal erosion, drainage, bridges, construction, roads and highways, traffic management, national transportation, ports and public transportation; a well devised plan of action is essential to our ultimate success. Over the recent months, our planning team has worked intently using an issue based approach to rediscover who we are as an organization and pinpoint what we need to become, to best serve the nation. In this regard, this Strategic Plan outlines the most effective direction of how we achieve this transformation. All of these efforts now culminate in this five year strategy that will help us to set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working toward common goals.

While we have identified many hurdles to overcome, one of our greatest strengths remains our large cadre of staff with its wealth of institutional knowledge. The Ministry intends to leverage this advantage holding firm to the belief that above all, good governance requires good people.

As we embark upon this new phase of implementation as an organization, I look forward to working with the Minister, Deputy Permanent Secretaries, Chief Technical Officers, Heads of Divisions / Units, Agencies and staff of the Ministry of Works and Transport for the advancement of our nation.

SONIA FRANCIS-YEARWOOD
Permanent Secretary
Ministry of Works and Transport

AATT	Airports Authority of Trinidad and Tobago
AtoN	Aids to Navigation
CCJ	The Caribbean Court of Justice
CCU	Corporate Communications Unit
CD	Construction Division
CEPEP	Community-Based Environmental Protection and Enhancement Programme
CPU	Central Planning Unit
CoPU	Coastal Protection Unit
CTO	Office of the Chief Technical Officer
DD	Drainage Division
DPS	Deputy Permanent Secretaries
EHSU	Environmental Health and Safety Unit
EMA	The Environmental Management Authority
FMU	Facilities Management Unit
HD	Highways Division
HoDs	Head of Divisions
HRMD	Human Resource Management Division
IAU	Internal Audit Unit
iHRIS	Integrated Human Resource Information System
ITS	Intelligent Transportation System
ISO	International Organization for Standardization
ICT	Information Communication Technology Unit
KPI	Key Performance Indicator
LSU	Legal Services Unit
MD	Maintenance Division
MSD	Maritime Services Division
MeSD	Mechanical Services Division
MOU	Memorandum of Understanding
MOWT	Ministry of Works and Transport
NIDCO	National Infrastructure Development Company Limited
NHSL	National Helicopter Service Limited
ODPM	Office of Disaster Preparedness and Management
OSHA	Occupational Safety and Health Authority
PATT	Port Authority of Trinidad and Tobago
PBR	Priority Bus Route
PESTEL	Political, Economic, Social, Technological, Environment and Legal
PLIPDECO	Point Lisas Industrial Port Development Corporation Limited
PR	Procurement Unit
PS	Permanent Secretary
PMEU	Project Monitoring and Evaluation Unit
PTSC	The Public Transport Service Corporation
QSS	Quality Standard Systems
TECU	Traffic Enforcement Centre Unit
TMB	Traffic Management Branch
TTCAA	Trinidad and Tobago Civil Aviation Authority
VMCOTT	The Vehicle Management Corporation of Trinidad and Tobago

The purpose of the Strategic Plan 2019-2024 is to outline the direction that the Ministry of Works and Transport will take over the next five years. Its foremost intent is to ensure that all initiatives of the MOWT are aligned with the policies of the Government of Trinidad and Tobago.

This document is designed to ensure that the outcomes can be measured in a structured manner to achieve its present mandate; guided by Government's overall strategy found in the National Development Strategy 2016-2030 (Vision 2030) and the National Performance Framework.

This Strategic Plan was informed by consulting with internal stakeholders through workshops and Heads of Divisions/Units. Based on the results of situational analysis tools, such as the PESTEL, (Political, Economic, Social, Technological, Environment and Legal), the SWOT (Strengths, Weakness, Opportunities and Threats) and a Stakeholder Analysis, the strategic planning team was able to determine internal and external factors that influence the Ministry in achieving its goals. Based on the findings, significant changes have been made. Six (6) goals with targeted objectives for achieving each goal over the next five (5) years were developed.

Subsequently, the MOWT has updated its Mission, Vision, Core Values and Principles. Additionally, the organization has identified five strategic themes: High Quality Infrastructure and Transportation Systems, Modern ICT, Good Governance, Empowered Employees, and Environmental Responsibility.

Going forward, a decisive action plan has been crafted based on six key goals. Over the next five years, the organization will pursue its obligations on a new strategic trajectory. Its immediate plan of action is to move ahead as an empowered organization that leverages modern technology to provide infrastructure and transport needs to Trinidad and Tobago under the principles of environmental responsibility, accountability and transparency.

The need for a Strategic Plan:

The purpose of the Strategic Plan 2019 - 2024 is to outline the overall strategic direction for the Ministry of Works and Transport for the next five (5) years. The Strategic Plan is intended to ensure that all initiatives of MOWT are aligned to the achievement of its strategic objective in keeping with policies of the Government. In particular, it is the desire to ensure that the outcomes are measured in a structured manner to achieve its present mandate.

Challenges with previous Strategic Plan (Corporate Plan 2009-2012)

- i. Lack of Monitoring and Evaluation;
- ii. Lack of Awareness of the Plan by Heads of Divisions; and
- iii. Bulky, convoluted document.

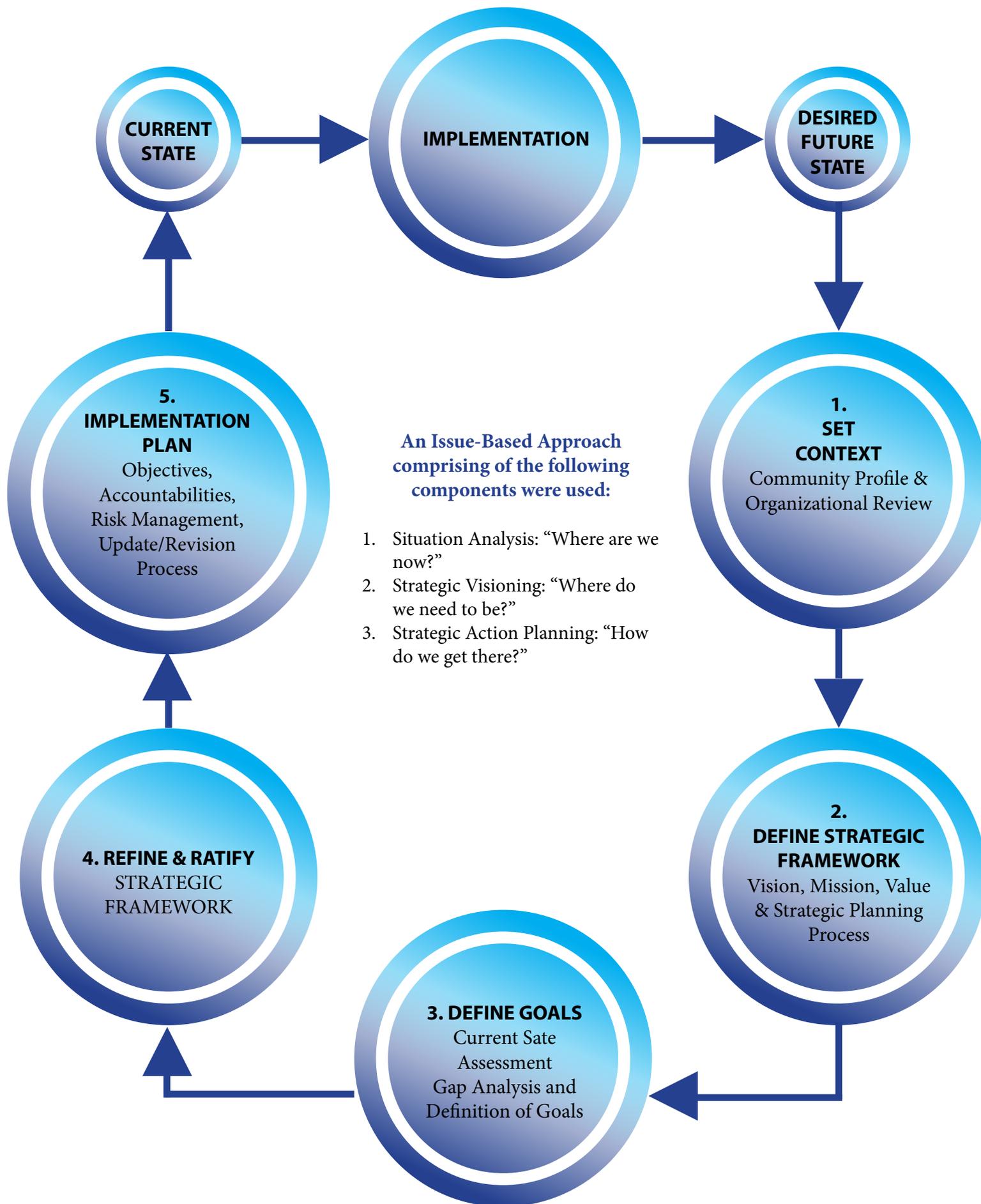
Rationale for the Strategic Plan 2019-2024:-

- i. Alignment to government administration/policy;
- ii. Guiding documents for the MOWTs mandate;
- iii. Roadmap to implementation of strategies;
- iv. A requirement for MOWTs policies to align with the National Development Strategy (Vision 2030) and the National Performance Framework (2017-2020);
- v. Encourage all stakeholders to cooperate with policies and programs to be rolled-out;
- vi. The MOWTs contribution to civil-society to be assessed;
- vii. Clear targets, actionable objectives and performances to be measured to ensure value for money, accountability and transparency; and
- viii. Adapt to evolving changes and demands in the global, national, and regional markets.

In the current state assessment pertinent documents were reviewed and actions taken including:

- i. Review of the Trinidad Gazette Notice # 97 dated September 09, 2015 – Assignment of Responsibility to Ministers;
- ii. Review of the MOWT Corporate Plan;
- iii. Review of the National Performance Framework (2017-2020)
- iv. Review of the GORTT's National Development Strategy 2016-2030 (Vision 2030);
- v. Formation of the Strategic Planning Committee;
- vi. Utilizing the SWOT Analysis, Stakeholder Analysis and the PESTEL Analysis to analyze the current state of the Ministry;
- vii. Consultation with management and staff within the MOWT and its agencies;
- viii. Development of a Draft Strategic Plan and subsequent consultations with stakeholders (internal) for feedback, recommendations and submission of written comments;
- ix. Revision and finalization of the Strategic Plan; and
- x. Submission of the Strategic Plan and Cabinet Note to the Permanent Secretary for approval.

Date	Activity
November 2017 - January 2018	MOWT workshops.
February - April 2018	Revised vision, mission, core values and stakeholder analysis.
April - May 2018	Formation of the Strategic Planning Committee.
May 23, 2018	Review and finalization of the vision, mission and core values.
May 28, 2018	Consultant engaged.
June - July 2018	Review of MOWT's Goals and Objectives.
June 27, 2018	Presentation by Consultant.
July 2 - 10, 2018	Consensus on MOWT's Goals, Objectives & PESTEL model.
July 12, 2018	Presentation to PS, DPSs & HoDs.
August 9, 2018	Strategic Planning Workshop.
August - September 2018	Collate Information and Draft Action Plan.
September 2018	Review of further contributions to the Draft Action Plan HoDs Meeting. Presentation of Draft Action Plan. Ratify and Finalize the Action Plan & Strategic Plan 2019-2024.
January 2019	Submission of the Draft Strategic Plan 2019-2024 to the Permanent Secretary.
February 2019	Submission of Finalized Strategic Plan to Cabinet for approval. Development of a Communication Plan. Development of a Change Management Plan.



As one of the larger ministries in Trinidad and Tobago, the Ministry of Works and Transport has over 6,000 employees and is responsible for providing the physical infrastructure and transport services necessary for the social and economic development of the country.

The Ministry of Works and Transport has historically been charged with jurisdiction over the management of coastal erosion, drainage, bridges, construction, roads and highways, traffic management, national transportation, ports and public transport.

The current role of the Ministry includes a range of services to its clientele and the civil-society, as listed below:

- Advise on the construction and maintenance of government buildings and facilities and MOWT buildings and facilities
- Advise on Maritime related matters
- Advise on the purchase, repair and maintenance of the transport fleet of public sector entities
- Determine policies and procedures that guides the maintenance of equipment and vehicles
- Coastal Protection
- Construction and maintenance of highways, major and secondary roads, dams and drainage systems; land reclamation; and coastal management in collaboration with stakeholders
- Enforcement of laws under the Motor Vehicle and Road Traffic Act
- Enforcement of maritime laws
- Advise on Aviation related matters
- Issuance of drivers' permits
- Management and control of shipping within Trinidad and Tobago waters
- National planning for roads, drainage and transportation (air, sea and land)
- Negotiation and monitoring of air service agreements
- Provision of air Traffic Services
- Enforcement of Aviation Regulations
- Registration, classification, licensing and inspection of vehicles
- Registration, licensing, survey, inspection and certification of ships; and
- Traffic Management
- Provision of Traffic Warden Services

The composition of the Ministry is made up of:

- The Honourable Minister;
- The Permanent Secretary;
- Deputy Permanent Secretaries;
- Technical and Administrative Divisions/Units;
- Statutory Authorities; and
- State Enterprises

The Head of Divisions/Units, are charged with ensuring that its respective responsibilities are fulfilled in light of the overarching mandate.

The Technical and Administrative Divisions/Units of the Ministry are:**Technical Divisions and Units**

1. Coastal Protection Unit
2. Construction Division
3. Drainage Division
4. Environmental Health and Safety Unit
5. Highways Division
 - i. Programme for Upgrading Roads Efficiency,
 - ii. Beautification Unit,
 - iii. Bridges, Landslips and Traffic Management Measures; and
 - iv. Programme Monitoring and Evaluation Unit
 - v. Traffic Management Branch
6. Maintenance Division
7. Maritime Services Division
8. Mechanical Services Division
9. Transport Division; and
10. Office of the Chief Technical Officer / Transport Board
11. Unemployment Relief Programme
12. Traffic Wardens

Support Services Divisions and Units

1. Accounting Unit
2. Central Planning Unit
3. Corporate Communications Unit
4. Facilities Management Unit
5. General Administration Division
6. Human Resource Management Division
7. Information and Communication Technology Unit
8. Internal Audit Unit
9. Legal Services Unit
10. PBR Administration Unit
11. Procurement Unit
12. Traffic Enforcement Centre Unit

The Ministry partners with its statutory authorities, state enterprises and relevant boards under its portfolio to ensure the provision of additional air, land and sea infrastructure and services.

Airports Authority of Trinidad and Tobago (AATT)

Management of the airports in Trinidad and Tobago.

National Infrastructure Development Company Limited (NIDCO)

Procurement of services for and management of Government infrastructure projects.

National Helicopter Services Limited (NHSL)

Helicopter transportation services for the public and private sectors, including emergency and medical services.

Port Authority of Trinidad & Tobago (PATT)

Management and regulation of seaports in Trinidad and Tobago, including cargo and cruise shipping.

Management of the inter-island ferry service.

Public Transport Service Corporation (PTSC)

Bus transportation services across Trinidad and Tobago.

Trinidad and Tobago Civil Aviation Authority (TTCAA)

Regulation of air transportation services, enforcement of aviation and monitoring of international conventions related to aviation.

Trinidad and Tobago Transport Board

Provide advice on all matters pertaining to road traffic, as per the Motor Vehicle and Road Traffic Act, including evaluation of special vehicles not specifically allowed under the Act.

Vehicle Management Corporation of Trinidad and Tobago (VMCOTT)

Fleet management services for the public and private sectors.

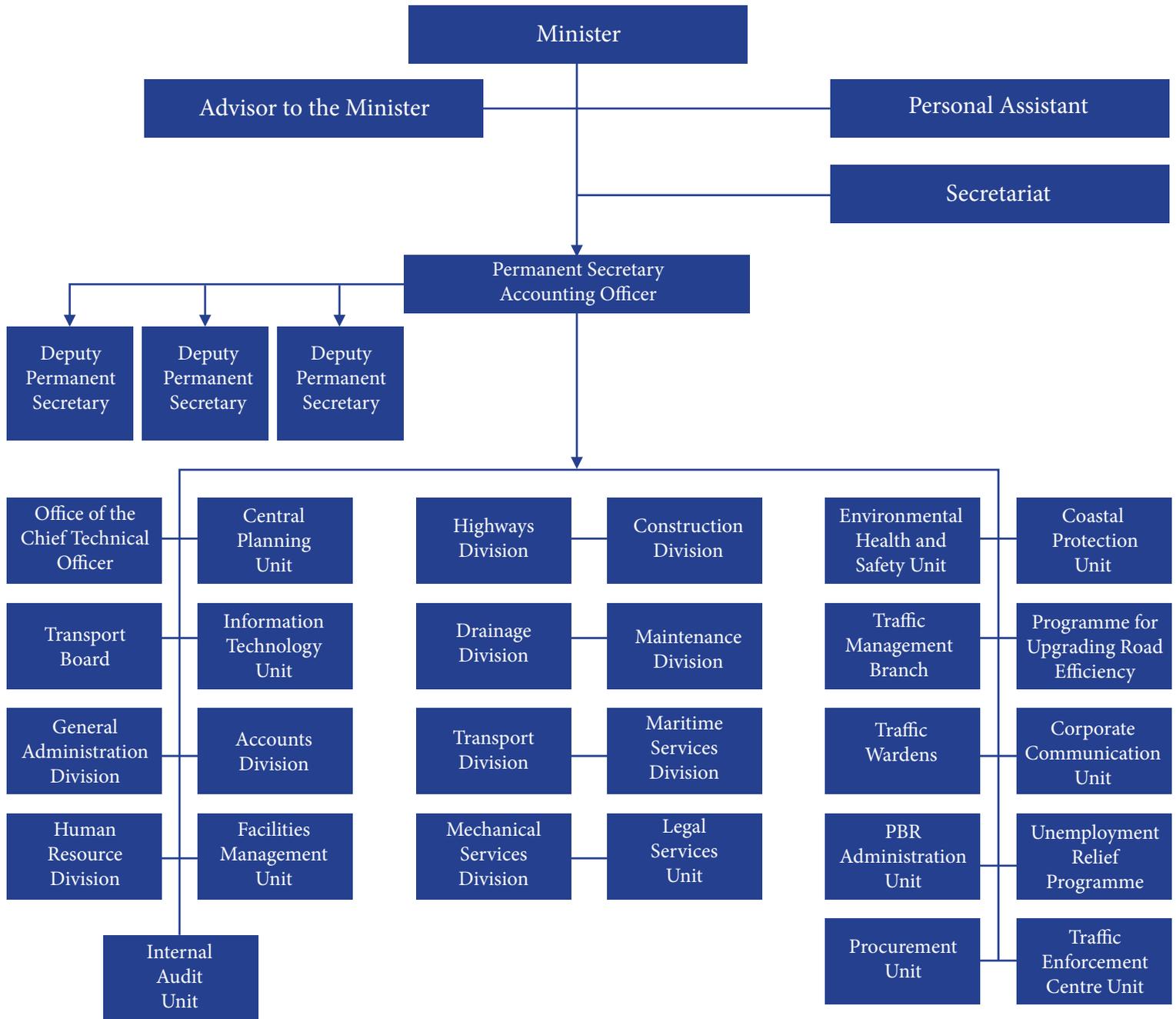
Pilotage Authority

Review, monitor and enforce pilotage laws and collection of pilotage fees.

Point Lisas Industrial Port Development Corporation Limited (PLIPDECO)

Management of the Port of Point Lisas, including containerized and general cargo, dry and liquid bulk, and breakbulk servicing.

Ministry of Works and Transport Organizational Chart



State Enterprises

- | | | |
|--|---|--|
| 1. Airport Authority of Trinidad and Tobago (AATT) | 4. Port Authority of Trinidad and Tobago (PATT) | 8. Vehicle Management Corporation of Trinidad and Tobago (VMCOTT) |
| 2. National Infrastructure Development Company Limited (NIDCO) | 5. Public Transport Services Corporation (PTSC) | 9. Pilotage Authority |
| 3. National Helicopter Services Limited (NHSL) | 6. Trinidad and Tobago Civil Aviation Authority (TTCAA) | 10. Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) |
| | 7. Trinidad and Tobago Transport Board | |

An environmental scan of the Ministry was conducted by utilizing the PESTEL (Political, Economic, Social, Technological, Environment and Legal), SWOT (Strengths, Weakness, Opportunities and Threats) and Stakeholder Analyses to determine both the internal and external factors which may impact and influence the ability of the Ministry to achieve its strategic goals and objectives.

The results of the environmental scan were used to determine the Ministry's current state and the key starting points for all change and improvement activities to achieve stakeholder satisfaction and the long-term strategic objectives of the Government (V2030).

INTERNAL

The MOWT has a cadre of experienced staff with a wealth of institutional knowledge. However, the Ministry is unable to utilize this advantage to its fullest ability because of a lack of organizational efficiency and synergy among its various components and partners, compounded by outdated legislation, insufficient technical training, and inconsistent adherence to existing policies. Therefore, the strategy going forward will be to focus on those areas that maximize the strengths of the Ministry's human resource.

The MOWT can also boast of having a repository of information and physical assets but is unable to efficiently utilize these assets because of a lack of modern ICT systems and insufficient upgrade and maintenance of its assets. The future strategy would be to introduce modern ICT to upgrade and improve existing infrastructure. By embracing future technologies, increasing compliance with policies, upgrading and implementation of legislation, the Ministry can improve service delivery to the citizens of Trinidad and Tobago.

EXTERNAL

The external landscape, though challenging in many respects, may be skillfully navigated if properly managed. The myriad concerns of climate change, economic downturn, outdated polices/legislation and rapid technological changes may be mitigated by adopting a strategy that will focus on environmental responsibility, fiscal discipline and the use of modern ICT. The Ministry also intends to build internal capacity to be able to generate new revenue streams and to improve service delivery to all stakeholders.

PESTEL Analysis

This represents an overview of the macro-environmental factors that impact the ability of the Ministry to meet its policy objectives and is found in **Table 1**. The information was then used in the SWOT Analysis to provide a clearer picture of the Ministry's capacity to execute its mandate within the environment in which it operates.

SWOT Analysis

Table 2 below highlights the results of the SWOT Analysis. It was used to evaluate the capability of the Ministry to discharge its mandate by identifying the internal and external factors that are favorable or unfavorable to achieving its objectives. This was used to identify Ministry's strengths and the opportunities presented in the Ministry's external environment which will positively contribute to the execution of its mandate. The Ministry's weaknesses and threats were identified and evaluated to determine capabilities in discharging its roles and functions.

Stakeholder Analysis

The Stakeholder Analysis as shown in **Table 3** below was used to assess the needs of the Ministry's stakeholders and the actions required to address those needs.

TABLE 1: PESTEL ANALYSIS

Political Economic Social Technological Environment Legal (PESTEL) Analysis

	POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
GLOBAL	<p>The retraction of developed countries Kyoto Protocol and Paris Agreement.</p> <p>Stronger global interrelationship and transparency demands.</p>	<p>Impending trade disputes.</p> <p>Slow economic growth in global economy.</p>	<p>New paradigm of governance and civil society and community involvement.</p> <p>Movement of skilled and semi-skilled personnel due to economic factors.</p>	<p>Innovative Development/ Changes in technologies – management, environmental, construction etc.</p> <p>Increasing globalization of world economy and the facilitation of free movement of labour.</p> <p>ISO’s and other international standards.</p>	<p>Increasing prominence of ‘green’ policies / practices.</p> <p>Requirements of international funding agencies.</p>	<p>International conventions / laws.</p>
	REGIONAL	<p>Government to Government Agreements e.g. MOU’s for exchange of information and technologies.</p> <p>Expanding role of Caribbean Development Bank.</p>	<p>Challenges in Regional Economie.</p>	<p>Movement of skilled and semi-skilled personnel.</p>	<p>Transfer of knowledge and technology.</p> <p>Increasing vulnerability to adverse weather conditions and natural disasters.</p> <p>Rising sea levels and climate changes.</p>	<p>The CCJ not being accepted as the final court in all Caribbean jurisdictions.</p>
NATIONAL	<p>Executive support;</p> <p>Political involvement.</p> <p>Compromising of professional integrity.</p> <p>Poor stakeholder engagement.</p>	<p>Budgeting constraints.</p> <p>Inappropriate compensation packages.</p> <p>Ineffective contractors administration system.</p>	<p>High expectations for better level of service and infrastructure.</p> <p>Increase crime / poverty.</p> <p>Increase use of contracted personnel.</p>	<p>Underutilization of modern technology.</p> <p>Lack of Training.</p> <p>Reluctance to accept, use and maintain new technology.</p>	<p>Lack of compliance with laws.</p> <p>Outdated laws and legislations.</p> <p>Lack of enforcement.</p>	

Political Economic Social Technological Environment Legal (PESTEL) Analysis

	POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
ORGANIZATIONAL	Political involvement in the day to day operations,	Unpredictability of funding.	Increase demand on the Ministry for roads, drainage and coastal protection.	Underutilization of technology.	OSHA compliance, EMA policies.	Demand for transparent legal framework.
	Emphasis on productive and global standards in all operations,	Competing interest for limited resources.	Employment trends (contract, OJT, short term).	Increased availability of skills, training and knowledge.	Increased risk and vulnerability from climate related hazards.	Enforcement of legal statutes and protocols.
	Executive support,	Low salary and wage rates.			Increased environmental awareness.	
	Compromising of professional integrity. Lack of stakeholder analysis;	Aging infrastructure.				

Strengths Weakness Opportunities and Threats (SWOT) Analysis

STRENGTHS

INTERNAL ENVIRONMENT

1. Human Resources
 - i. Trained, knowledgeable and experienced staff
 - ii. Large cadre of staff with institutional knowledge
2. Repository of historical data, designs and studies
3. Inventory of physical assets i.e. equipment, buildings and plant that are essential for service delivery
4. Ability to respond to critical matters as mandated.

WEAKNESSES

1. Inappropriate and outdated organizational structures
2. Underutilized Project Management Unit
3. Operational Efficiency
 - i. Insufficient resources to discharge mandate
 - ii. Lack of integrated planning and communication amongst the Divisions/Units of the Ministry
 - iii. Poor maintenance planning and lack of resources to execute plans
 - iv. Poorly maintained buildings and equipment
 - v. Weak/ Unenforced standards and policies
 - vi. Limited access to and use of technology
 - vii. Outdated Legislation
4. Human Resources
 - i. Inefficient allocation of human resources
 - ii. Too many vacancies in the organizational structure
 - iii. Weak, un-objective performance management and measurement systems
 - iv. Underutilized performance management systems
 - v. Aging staff complement
 - vi. Insufficient Management and Leadership training
 - vii. Lack of motivated staff and culture of inefficiency
5. Unsatisfactory customer service

Strengths Weakness Opportunities and Threats (SWOT) Analysis

OPPORTUNITIES

EXTERNAL ENVIRONMENT

1. Current economic environment can create the opportunity for the:
 - a. re-alignment of the ministry to core functions such as bridge and building design and consultations;
 - b. provision of new services the generation of new revenue streams e.g. lease/rent agreement with utilities within ROW, rental of advertising space (walk overs, median signs etc., street parking fees, congestion fee etc.);
 - c. promotion of innovation and lean management systems.
2. Government's commitment to achieving Developmental Goals – VISION 2030 can enable the:
 - a. promotion and implementation of 'green' sustainable designs and infrastructure;
 - b. the development of sectors which fall under the direct purview of the MOWT.
3. Access to large workforce (skilled and unskilled).
4. Access to funding through international bodies.
5. Leveraging of the government's policy and plan to integrate advances in technology within ministries as well as reducing technology costs can lead to new efficiencies and technological innovation.
6. Political Stability which may enable the provision of better services to the public through the implementation of over-all goals such as the updating of legislation and administrative decentralization (de-concentration and delegation) of power and key functions.
7. More effective communication through the use of social media platforms.
8. Creation of symbiotic relationships with third party institutions to further the mandate/ strategic objectives of the Ministry.
9. Opportunity for revenue generation and efficiencies through Special Purpose Companies (SPC) e.g. PLIPDECO, TTCAA, NIDCO PTSC, PATT, VMCOTT etc.
10. Leveraging of competencies developed by the Ministry's SPCs.
11. Government to government aid assistance.

THREATS

1. Social media provides the opportunity for dissatisfied stakeholders to air their grievances to a wide audience in a short time-frame.
2. Current economic environment which limits financial resources and allocations available to the Ministry.
3. Potential changes in policy direction every 5 years.
4. Frequent restructuring of the Ministry disrupts long-term planning.
5. Lack of integrated planning across the public sector.
6. Climate change.
7. Rapid technological changes.
8. Unplanned and uncontrolled land-use development.
9. Outdated laws/policies (Cabinet).
10. Corruption / Crime.
11. Limited control of the recruitment process.
12. Ad hoc government policy changes without the concurrent resource allocation may affect the ability of the MOWT to effectively execute its mandate.

TABLE 3: MOWT STAKEHOLDER ANALYSIS

Stakeholder Analysis

STAKEHOLDER GROUP	ISSUE	IMPACT	ACTIONS TO BE TAKEN
GENERAL PUBLIC	The maintenance and provision of adequate infrastructure in a timely manner. Inefficient public transportation and services (Maritime Services, Port Authority, PTSC and Airport Authority and Licensing).	Increased risks on roadways and communities.	Provision of funding . Provision resources. Institute proper systems to address issues for every sector. Consultation and data collection.
EMPLOYEES	Inadequate staff accommodation (space and health and safety). Lack of reward and recognition and incentives for performances. Lack of proper systems. Lack of training. Low productivity levels for some employees.	De-motivated employees.	Institute proper Employee Resources systems (training, employee awareness, disciplinary actions).
BUSINESS COMMUNITY	Slow responses from Ministry. Lengthy time for approvals. Bureaucratic process. Transparency/ procurement. Communication/ lack of customer service. Slow payments.	Lack of productivity.	Review and institute systems/ business procedures where needed. Adequate training of staff.
POLITICAL DIRECTORATE	Inability to effectively respond to issues. Conflicts between expectation and reality. Lack of an approved plan/ policy to strictly follow. Poor communication.	Delays in implementation of programs. Lack of productivity. Strained relationships between political and public service/ Ministry. General public negatively affected.	Having and utilizing proper Standard Operating Procedures. Pursue to develop plans and programs that are constitutionally approved (via parliament). Frequent meetings and status updates to Minister.

TABLE 3: MOWT STAKEHOLDER ANALYSIS

Stakeholder Analysis

STAKEHOLDER GROUP	ISSUE	IMPACT	ACTIONS TO BE TAKEN
STATUTORY BODIES AND ENTERPRISES	Lack of communication and coordination. Late payments/ funding. Blurred lines for roles and responsibility. Compliance with legislation.	Legal implications. Low productivity. Delays on deliverables. Community protest. Increased costs to contractors.	Improved communication systems. Clearly defined roles and responsibility.
MINISTRY OF FINANCE	Poor procurement practices. Improper financial practices. Duplication of work by various departments. Inadequate approvals. Submitting documents late. Lack of knowledge of workers.	Stalled projects. No deliverables. Lack of funding. De-motivated staff.	Review and institute systems/ business procedures where needed. Adequate training of staff. Training on requirements. Use of technology. Consultation to update regulations.
OTHER MINISTRIES AND EXTERNAL STATUTORY BODIES	Lack of communication and coordination. Late payments/ funding. Blurred lines for roles and responsibility. Compliance with legislation.	Legal implications. Low productivity. Delays on deliverables. Community protest. Increased costs to contractors.	Improved communication systems. Better collaboration with Ministries. Improve reporting systems. Clearly defined roles and responsibility.

Strategic Framework for Ministry of Works and Transport 2019 - 2024

The Strategic Framework 2019 -2024 paves the way forward for the Ministry over the next five years. The MOWT has updated its Mission, Vision, Core Values and Principles to align itself with the Development Themes outlined in the National Development Strategy 2016-2030 (Vision 2030). This will ensure that the MOWT, in keeping with its mandate, establishes itself as a customer-focused, empowered organization that leverages modern technology to satisfy the infrastructure and transport needs of Trinidad and Tobago. Additionally, the MOWT is determined to embrace the principles of accountability and transparency in providing socially and environmentally responsible services to citizens.

OUR VISION

An efficient, effective, innovative, client-oriented organization geared toward the provision of safe, high-quality infrastructure and an integrated transportation system that meet the needs of Trinidad and Tobago.

OUR MISSION

Through a motivated team, provide modern and reliable public infrastructure and transportation services, promoting economic development and enhancing the social well-being of the people of Trinidad and Tobago.

OUR VALUES AND PRINCIPLES

ACCOUNTABILITY

Responsibility for all of our decisions, actions and in-actions.

INNOVATION

The creation of an environment which provides a platform for the growth of the economy through new and creative ideas, products and services.

INTEGRITY

The organization's personnel will not engage in actions or place it under any obligations that may compromise our decisions, actions or professionalism in the execution of our mandate.

PROFESSIONALISM

Strict adherence to the organization's systems and procedures to ensure, accountability, integrity, transparency and efficient delivery of products and services.

SAFETY

Measures taken to minimize risk and danger to all personnel as well as to the organization's infrastructure.

TRANSPARENCY

The organization's decisions and actions should be trustworthy and be able to withstand scrutiny.

VALUE FOR MONEY

Obtaining the best price for services, while ensuring the most efficient use of resources to effect the desired outcome.

Strategic Framework Goals and Objectives for Ministry of Works and Transport 2019 - 2024

GOALS AND OBJECTIVES

GOAL 1

Provide a safe, integrated and sustainable multi-modal transport system that contributes to the socio-economic growth and development of Trinidad and Tobago

- Improve the transport infrastructure network efficiency and connectivity.
- Transform and modernize the operations of the Transport Division.
- Improve the efficiency and reliability of ports to meet the needs of stakeholders.
- Enhance transport services between Trinidad and Tobago.

GOAL 2

The Ministry of Works and Transport will have a modern and efficient organizational structure and operational management systems.

- Strengthen the existing operational management systems of the Ministry.
- Create and maintain a physical assets management system.
- Develop a new organizational structure ensuring that the 'new' structure is properly designed and equipped to efficiently perform amended and new roles/responsibilities.

GOAL 3

Enhance the regulatory framework and environment of the Ministry.

- Create the regulatory environment to support the core functions of the Ministry.
- Safeguard the work environment of the Ministry and its agencies in compliance with the Occupational Safety and Health Act (OSHA) and the Environmental Act.
- Strengthen inter-agency collaboration to foster effective partnerships with stakeholders.

GOAL 4

Strengthen the resilience and adaptive capacity of drainage and coastal infrastructure against the effects of climate related hazards and natural disasters.

- Adopt an integrated planning approach to flood mitigation to reduce annual flooding.
- Strengthen MOWT's Disaster Management and Emergency Response Capability.
- Continue implementation of the Critical Coastal Protection Programme, in order to inform sound decision making and assess the impact of coastal management solutions.
- Create opportunities for involvement of civil society and communities.

Strategic Framework Goals and Objectives for Ministry of Works and Transport 2019 - 2024

GOALS AND OBJECTIVES

GOAL 5

To foster a culture of innovation and organizational excellence through an engaged and productive workforce.

To create an environment that enhances the health, wellness and work-life balance of staff across the Ministry.

To introduce incentives to foster motivation, innovation, productivity and engagement.

To strengthen and build institutional capacity and capability of the Ministry.

GOAL 6

To promote and adapt the use of green technologies and environmentally friendly conservation practices.

To design green buildings and infrastructure.

The implementation of green practices to reduce the carbon footprint of the Ministry.

Develop guidelines to facilitate vegetation conservation, management and restoration along Road Reserves (in collaboration with the Ministry of Agriculture, Ministry of Public Utilities, the Coastal Protection Unit, Landscape Architects etc.).

The Ministry's Vision, Mission, GORTT's National Development Strategy 2016-2030 (Vision 2030), and the internal and external influencing factors identified in the environmental scan are integral in determining the Ministry's Strategic Goals and Objectives.

The MOWT has identified the following strategic themes as essential to the achievement of its strategic goals and objectives.

Effective High Quality Infrastructure and Transport Systems

An integrated multi-modal transport and transit system is crucial to the achievement of sustainable development. Air, land and sea, as well as non-motorized transport such as walking and cycling, are also taken into account. Emphasis is placed on low-carbon-based energy modes of transport and an increased reliance on efficient public transport systems. The increased use of appropriate Information Communication and Technology (ICT) systems will also facilitate the implementation of these inter-modal solutions.

The Ministry plays a crucial role in the establishment, maintenance and upgrade of much of the country's vital infrastructure such as bridges, roads, air and sea ports and lighthouses. In discharging MOWT's responsibilities in relation to infrastructure, the Ministry will adopt a policy of utilizing modern and sustainable materials, processes and technologies.

Modern ICT

The MOWT is committed to harnessing the power of modern ICT systems toward enhancing the delivery of service to the people of Trinidad and Tobago. To this end, the Ministry will implement appropriate, cost-effective ICT solutions to increase its efficiency and effectiveness in the delivery of its mandate.

Good Governance

The deficiencies in the current organizational structure, the human resource capacity and inadequate operational management systems must be addressed in order to create a modern, efficient and effective organization. Further, the implementation of modern technology, the integration of international best practice for quality and transparency and the development of specific policies to aid in the management of all aspects of the Ministry's routine operations are featured in the Strategic Plan. It is of utmost importance that sustainability and the adoption of global standards for environmental management on a divisional level must be considered in order to move the Ministry forward in the attainment of the GORTT's strategic intent.

Empowered Employees

Employees represent the cornerstone to the successful attainment of organizational objectives. They are pivotal in implementation of project goals and provide innovative solutions in the execution of those goals. The MOWT will therefore provide the necessary support by way of policy and infrastructure initiatives to assist employees, the Ministry's most valuable resource, by creating an environment that is safe, healthy and conducive to productive work.

Environmental Responsibility

The Ministry acknowledges the primacy and importance of the environment, in relation to any plan for sustainable development in Trinidad and Tobago. MOWT is committed towards the implementation of management systems to mitigate the effects of environmental hazards in order to build the resilience and adaptive capacity of the populace of Trinidad and Tobago. This is specifically aligned to Sustainable Development Goal 9 (Industry, Innovation and Infrastructure) and 13 (Climate Action), Theme 1 of the National Development plan, thematic Area 1 titled "Putting People First: Nurturing Our Greatest Asset" and also supports Goal 3 of the United Nations Sustainable Development 3, "Ensure healthy lives and promote well-being for all at all ages"

Over the past two (2) decades the country's landscape has changed due to increased and rapid development (planned and unplanned), the proliferation of settlement in high risk areas and the intensification of built infrastructure (ODPM 2014), with a resultant increase in vulnerability to natural and anthropogenic hazards. The natural and anthropogenic characteristics of Trinidad and Tobago, including location, make it vulnerable to high impact hazards such as earthquakes and tsunamis. However, the nation's most prevalent hazards are hydro-meteorological events, such as flooding (land and sea), coastal erosion, and landslides. Such hazards are exacerbated by global phenomena such as climate change, contributing to unpredictable rainfall patterns, increased occurrence of storms and hurricanes, and sea level rise, for example.

The Ministry also intends to identify and fully implement changes to support environment management and climate change. Steps will also be taken toward reducing our carbon footprint through conversion practices.

Critical Success Factors

Attaining the desired results of the Ministry's Strategic Plan 2019 - 2024 is dependent on the following key success factors:

- Visible and tangible championing/commitment of the Executive Management of the Ministry in the planning and Implementation of the Strategic Plan;
- Integration and translation of strategic objectives into departmental and individual performance requirements.
- Application and continuous monitoring of the results-based framework;
- Deployment of a structured change management programme that focuses on capacity development and engagement of workforce;
- Concentrated attention on human resource related issues in the Ministry;
- Harmonious relationship with and full support from the Ministry of Finance, other government ministries and agencies;
- Innovative project development guided by new operational management systems, policies and procedures;
- Use of best available technology to access information, assist in data collection, analysis and reporting; and
- Institutionalizing policies and standards for effective communication and information sharing

Risk Analysis

A risk assessment was conducted and those major elements which pose a threat to the success of the strategic initiatives were identified. The table below illustrates those risks identified and possible mitigation efforts which may be undertaken in the execution of this Strategic Plan. A more comprehensive assessment of the probability and monitoring efforts of these and other risks should be conducted in order to prioritize risks as well as establish a structured and disciplined approach to risk mitigation and maximization of the plan's success.

RISK AREAS	RISK ISSUES	MITIGATION INITIATIVES
Funding	<ul style="list-style-type: none"> No releases No allocation Emergency Financial downturn 	Prioritize activities. Ensure activities are in line with strategic plan. Public/Private Partnership. Build Operate Lease Transfer. Ensure activities in annual budget. Source funding via external grants. Source external expertise via collaboration/agreement.
Human Resource	<ul style="list-style-type: none"> Capacity Succession Union 	Contract workers including consultants. Training. Outsourcing functions. Review of job descriptions. Early Engagement.
Infrastructure and Equipment	<ul style="list-style-type: none"> Failure Maintenance 	Maintenance programs. Outsourcing.
Training	<ul style="list-style-type: none"> Staff turn over New skill/ modern approach 	Mentorship program. Training plan. Develop a succession plan. Continuous training. Increase budget.

TABLE 4: RISK ANALYSIS

RISK AREAS	RISK ISSUES	MITIGATION INITIATIVES
Environment	• Destruction	Meet the regulatory requirements.
	• Enforcement	Audits to ensure compliance.
	• Stakeholder resistance/buy-in	Stakeholder identification and engagement. Adopt a project cycle approach. Early engagement. Communication strategy.
	• Inter-Agency Corporation	Early stakeholder consultation. Creation of an inter-agency committee and Memorandum of Agreement.
	• Culture Organizational	Management training on roles and functions. Change management (punctuality, attendance). Continuous refresher training program. Mentoring program.
	• Corruption/Crime	Enforcement. Employee incentive program. Audits. Sensitizing staff of systems and procedures. Mentoring program.
	• Natural Disasters	Business continuity plans to be developed. Emergency Plans developed.
Technology	• Lack of Infrastructure for new technologies	Training. Funding.
	• Insufficient implementing strategies	Partnerships.

No.	Action Items	Responsibility	Target	Key Performance(s)	
Goal 1: Provide a safe, integrated and sustainable multi-modal transport system that contributes to the socio-economic growth and development of Trinidad and Tobago.					
	1.1	Assess the feasibility of the expansion of the ferry (water taxi) service.	NIDCO	2020	a. Completed feasibility study. b. No. of recommendations implemented.
Objective 1: Improve the transport infrastructure network efficiency and connectivity.	1.1.2	Develop a policy to facilitate infrastructure for alternative modes of mobility.	CTO HD	2020	a. Completed policy. b. % increase in modal split.
	1.1.3	Upgrade, modernize and install new state owned AtoNs (lighthouses, buoys, beacons, channel markers and leading lights); and ensure that state and privately owned AtoNs comply with national and international standards.	MSD MD	2020	a. No. of AtoNs upgraded and installed. b. No. of berths and wharves modernized. c. International rating for Trinidad and Tobago maritime services and port infrastructure. d. Established Building Asset Database.
	1.1.4	Implement a vessel traffic management system for Trinidad and Tobago.	MSD	2021	a. Implemented Vessel Traffic Management system.
	1.1.5	Increase the fleet of buses to improve mobility.	PTSC	2022	a. No. of new buses purchased and commissioned. b. % increase in number of passengers transported daily. c. % increase of area covered by buses.
	1.1.6	Develop a National Transportation Plan and Policy.	PS ICT CTO	2023	a. A completed and approved plan and policy.
	1.1.7	Expand the arterial road networks.	HD	2023	a. No. of Km of roads constructed. b. No. of Km of road upgraded. c. No. of new road networks developed. d. Ranking of quality of road or % of road network in good and fair condition (GCR- International rating). e. Reduction in travel time and vehicle maintenance cost for commuters.

No.	Action Items	Responsibility	Target	Key Performance(s)	
Goal 1: Provide a safe, integrated and sustainable multi-modal transport system that contributes to the socio-economic growth and development of Trinidad and Tobago.					
Objective 2: Transform and modernize the operations of the Transport Division.	1.2.1	Enhance ICT systems and infrastructure to improve operations.	TC ICT	2020	a. New/upgraded ICT infrastructure operationalized. b. Reduction in the cycle time to complete licensing processes.
	1.2.2	Improve service delivery through the utilization of e-Services.	TC ICT	2020	a. No. of clients utilizing e-Services. b. % increase in the number of e-services available to the public.
	1.2.3	Implement a modernized licensed plates system.	TC ICT	2021	a. 100% integration of existing vehicles into the new system. b. % reduction in time to obtain license.
Objective 3: Improve the efficiency and reliability of ports to meet the needs of stakeholders.	1.3.1	Develop new Sea Ports at Toco, Moruga and other parts of Trinidad and Tobago.	PATT NIDCO PLIPDECO CoPU	2023	a. plate and certified copy. b. No. of sea ports developed. c. % of customers utilizing the seaports. Satisfaction levels of the users of the seaports.
	1.3.2	Modernize and upgrade existing ports.	PATT PLIPDECO	2023	a. No. of ports modernized and upgraded. b. Satisfaction levels of customers.
	1.3.3	Increase containerized cargo throughput by 10%.	PATT PLIPDECO	2024	a. 10% increase in cargo operations. b. % increase in revenue received.
	1.4.1	Improve sea bridge services between Trinidad and Tobago.	PATT	2019	a. % increase in sailings. b. % increase in the No. of inter-island ferry sailings (passenger): - Daily - Monthly - Annually c. % increase in the No. of inter-island ferry sailings (cargo): - Daily - Monthly - Annually d. Satisfaction levels of users of the inter-island ferry service.
Objective 4: Enhance transport services between Trinidad and Tobago.	1.4.2	Improve the air transit service between Trinidad and Tobago.	AATT	2020	a. % reduction in wait time to obtain flights between Trinidad and Tobago. b. % increase in the No. of inter-island commercial flights: - Daily - Monthly - Annually c. % increase in the No. of passengers on inter-island commercial flights: - Daily - Monthly - Annually

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 2: The Ministry of Works and Transport will have a modern and efficient organizational structure and operational management systems.					
Objective 1: Strengthen the existing operational management systems of the Ministry.	2.1.1	Strengthen the Central Planning Unit for performance against targets for Vision 2030, the Ministry's Strategic Plan and other key planning documents.	CPU	2019	a. A completed organizational performance assessments. b. A restructured Unit to include additional staff.
	2.1.2	Implement a multi-rater feedback system for the Ministry.	HRMD	2019	a. Feedback system implemented.
	2.1.3	Strengthen the staff orientation programme inclusive of divisional orientation guidelines.	HRMD	2019 & Periodically	a. No. of orientation programmes conducted. b. 100 % new staff attended orientation program. c. New divisional orientation guidelines developed and implemented.
	2.1.4	Develop a robust communication plan to improve stakeholder engagement (internal and external).	CCU	2019	a. A developed plan. b. A comprehensive stakeholder listing.
	2.1.5	Implement and maintain a Quality Standard Systems (QSS).	CPU All Divisions	2020	a. An implemented QSS. b. Improved quality of the Ministry's outputs.
	2.1.6	Maximize the use of technological capabilities.	ICT	2020	a. No. of new technological capabilities identified. b. No. of new technologies implemented.
	2.1.7	Develop Standard Operating Procedures and the relevant Procedural Manuals for all functions of the Ministry.	DPS CTO HRMD Various Divisions	2022	a. No. of operation manuals developed.
	2.1.8	Restructure the existing Project Monitoring and Evaluation Unit (PMEU).	CTO DPS FMU	2023 & Periodically	a. Implemented Cabinet approved restructure. b. No. of employees recruited. c. Increase in the no. of projects completed on time and within budget (+/- 5%).
	2.1.9	Strengthen the Human Resource Management Division of the Ministry.	DPS HRMD	20124	a. Improved procedures and processes utilizing IhRIS. b. Fully staffed Division. c. Enhanced HR technical competencies.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 2: The Ministry of Works and Transport will have a modern and efficient organizational structure and operational management systems.					
Objective 2: Create and maintain a physical assets management system.				d. An increase in efficiency in the operations of the HRMD. e. Change in culture from operational to strategic in outlook. f. No. of satisfied customers.	
	2.2.1	Facilitate construction, upgrade and maintenance of state buildings and facilities.	CD MD	2019	a. No. of projects completed.
	2.2.2	Develop and implement an Asset Management Framework.	ITU MD Various Departments	2019	a. Developed Asset Management Framework. b. Implemented maintenance schedule 'roll out'. c. Inventory assessment conducted.
	2.2.3	Create and maintain an organizational e-database of the Ministry's assets.	ICT All Divisions	2020 & Annually thereafter	a. A new database created. b. A maintenance plan developed. c. A comprehensive list of the Ministry's assets. d. No. of staff trained.
	2.2.4	Restore and maintain historical buildings of the state – Mille Fleurs, Trinity Cathedral, President's House etc.	CD MD	2021	a. No. of projects completed.
Objective 3: Develop a new organizational structure.	2.3.1	Review and revise the existing organization structure.	DPS HRMD	2019 & Continuing	a. HR Audit exercise conducted and completed. b. Revised roles and responsibilities of all divisions/units developed and implemented.
	2.3.2	Strengthen the Internal Audit Systems, Functions and Procedures.	IAU	2019	a. % reduction in the occurrences of non-compliance/errors. b. Increase in the number of systems implemented for reliable and accurate accounting and record keeping.
	2.3.3	Adapt and apply 'best practices' to the Ministry's HR processes and systems.	HRMD	2020	a. No of processes and systems improved or re-engineered.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 3:					
Enhance the regulatory framework and environment of the Ministry.					
Objective 1: Create the regulatory environment to support the core functions of the Ministry.	3.1.1	Conduct a gap analysis of the Ministry's legislative framework.	LSU	2019	a. Approved gap analysis report.
	3.1.2	Enact legislation and strengthen policies to facilitate the creation of relevant statutory authorities (Highways, Maritime and Transit).	PS HODs LSU	2021	a. No. of revised policies. b. No. of legislations enacted. c. No. of Statutory Authorities created and operationalized.
	3.1.3	Establish new or revised legislation.	LSU	2023	a. No. of amendments drafted and approved. b. No. of new legislations enacted, assented and proclaimed.
Objective 2: Safeguard the work environment of the Ministry and its agencies in compliance with the Occupational Safety and Health Act (OSHA) and the Environmental Act.	3.2.1	Finalize and implement a draft Environmental policy.	EHSU	2020	a. Finalized the draft policy. b. % of Divisions/Units/Sections utilizing the policy to guide day to day operations.
	3.2.2	Develop a Health and Safety policy in compliance with OSHA.	EHSU	2019	a. OSHA compliant policy developed. b. Reduction in the No. of workplace incidents and accidents.
	3.2.3	Create an Environmental, Health and Safety Committee.	EHSU	2019	a. Committee established. b. Enhanced employee involvement and awareness in Occupational Health and Safety matters.
	3.2.4	Consult the Environmental Health and Safety Unit on all projects.	MD All Divisions	2019 & Periodically	a. No. of consultations requested. b. No. of compliance in all projects.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 3: Enhance the regulatory framework and environment of the Ministry.					
Objective 3: Strengthen inter-agency collaboration to foster effective partnerships with stakeholders.	3.3.1	Develop a stakeholder communication plan to facilitate joint initiatives.	CCU All Divisions	2019	a. Communication Plan developed and implemented. b. No. of joint initiatives.
	3.3.2	Plan and execute a public educational programme for existing legislations.	LSU CCU	2019 & Annually thereafter	a. Public education programme executed.
	3.3.3	Strengthen the integrated planning and development framework among key sector ministries to facilitate infrastructure and transportation development.	CTO DPS Technical Heads	2019 & Annually thereafter	a. No. of planning meetings held with target ministries. b. Reduction in project delays.
	3.3.4	Develop strategic partnerships using Memorandum of Understandings (MOU) and bilateral agreements with international, regional and local organizations (including applied research and knowledge exchange).	CTO DPS Various Departments	2020 & Annually thereafter	a. No. of MOUs developed and in force. b. No. of collaborative projects with other Entities.
	3.3.5	Establish a bi-annual competition for engineering and transportation innovation open to students, the private sector, community groups and Ministry personnel.	CTO DPS CCU	2020	a. No. of Competitions held. b. No of innovative projects implemented.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 4: Strengthen resilience and adaptive capacity of drainage and coastal infrastructure against the effects of climate related hazards and natural disasters					
Objective 1: Adopt an integrated planning approach to flood mitigation to reduce annual flooding.	4.1.1	Implement a Communication and Enforcement Initiative on issues that contribute to flooding and coastal related effects.	CCU PATT DD CoPU HD EHSU	2019 & Periodically thereafter	a. No. of drives initiated. b. % decrease in flooding. c. % decrease in coastal defects.
	4.1.2	Develop Flood Hazard Maps for Trinidad and Tobago.	DD	2019	a. No. of maps developed.
	4.1.3	Develop and implement flood mitigation/management plan.	DD CoPU HD Partner with Ministry of Local Government	2020	a. Plan completed and implemented.
	4.1.4	Conduct comprehensive national drainage study.	DD CoPU	2020	a. Completed national drainage study report. b. No. of projects identified and completed. c. Priority listing established.
	4.1.5	Develop and Implement a Storm Water Management Policy (water shed or catchment approach).	DD	2020	a. Storm Water Management Policy developed and implemented.
	4.1.6	Make recommendations for amendment of litter prevention and garbage disposal Laws.	DD LSU	2021	a. Amended Litter Prevention and Garbage Disposal Laws in force.
	4.1.7	Increase the capacity of culverts.	HD	2023	a. No. of culverts reinstalled and installed.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 4: Strengthen resilience and adaptive capacity of drainage and coastal infrastructure against the effects of climate related hazards and natural disasters					
Objective 2: Strengthen MOWT's Disaster Management and Emergency Response Capability.	4.2.1	Construct and repair failed slopes and those potentially prone to landslips.	HD	2019 & Periodically thereafter	a. No. of failed slopes recorded. b. No. of landslips constructed. c. No. of landslips repaired.
	4.2.2	Review and amend Infrastructure Design Codes/ Standards recommended for all applicable hazard resistance projects and programmes.	CD DD HD TMB	2019	a. No. of reviews completed. b. No. of codes updated.
	4.2.3	Establish a multi-disciplined emergency response team in collaboration with the Ministry of Local Government and statutory agencies, to work in collaboration with ODPM.	CTO	2019	a. An established team. b. No. of collaborations recorded. c. Reduction in emergency response time to disasters.
	4.2.4	Implement schemes for comprehensive, systematic data collection.	CoPU DD HD MD TMB PATT	2019	a. No. of data collection exercises conducted. b. No. of employees trained.
	4.2.5	Develop a comprehensive coastal setback policy to ensure the safety of coastal communities and infrastructure.	CoPU	2020	a. A completed policy. b. No. of coastal communities secured. c. No. of coastal infrastructure secured.
	4.2.6	Conduct a hazard assessment and develop hazard maps of the coastal environment.	CoPU	2020	a. A completed hazard assessment. b. No. of maps developed.
	4.2.7	Implement findings of the Comprehensive National Drainage study.	DD	2020	a. No. of projects identified. b. Priority listing established.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 4: Strengthen resilience and adaptive capacity of drainage and coastal infrastructure against the effects of climate related hazards and natural disasters					
Objective 3: Continue implementation of the Critical Coastal Protection Programme, in order to inform sound decision making and assess the impact of coastal management solutions.	4.3.1	Implement the Comprehensive National Coastal Monitoring Programme.	CoPU	2019 & Annually thereafter	a. No. of monitoring stations established. b. Establishment of baseline models by 2020. c. Submission of annual reports.
	4.3.2	Conduct a vulnerability/risk assessment to prioritize communities.	CoPU HD	2019 & Periodically Thereafter	a. Initial assessment completed.
Objective 4: Create opportunities for involvement of civil society & communities.	4.4.1	Develop guidelines and framework for stakeholder engagement.	DD HD CoPU CD TMB	2019	a. A developed guideline and framework. b. No. of stakeholders Participation.
	4.4.2	Develop and launch the coastal reporter application (app).	CoPU	2019	a. Developed Coastal Reporter applications. b. Launch of the Coastal Reporter applications.
	4.4.3	Develop a programme for community based employment to exercise the Ministry's social responsibility.	CTO HRMD DPS	2019 & Periodically	a. Developed community based employment programme. b. No. of persons employed.
	4.4.4	Implement projects through Public Private Partnership (PPP) arrangement.	CoPU DD LSU EHSU	2020 & Annually	a. At least one (1) PPP project implemented annually.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 5:					
To foster a culture of innovation and organizational excellence through an engaged and productive workforce					
Objective 1: To create an environment that enhances the health, wellness and work-life balance of staff across the Ministry.	5.1.1	Initiate a Social Events and Wellness Committee.	HRMD	2019	a. Social Events and Wellness Committee. b. No. of Health and wellness programmes implemented. c. Reduction in the number of sick leave over two (2) consecutive days.
	5.1.2	Establish an After School Care programme.	CCU FMU	2019	a. Approved After School Care programme. b. No. of employees utilizing services.
	5.1.3	Promote the use of the ministry's Employee Assistance Programmes.	HRMD	2019	a. No. of employee referrals. b. Increased presence of staff on the job/ office.
	5.1.4	Create education programmes and training for staff on gender issues.	HRMD CCU	2019	a. Ratio of women to men sensitized. b. Reduction of reported cases of harassment.
	5.1.5	Provide facilities which support physical activity in every division/ district.	HRMD	2023	a. No. of built/improved recreational infrastructure. b. No. of employee participation.
Objective 2: To introduce incentives to foster motivation, innovation, productivity and engagement.	5.2.1	Establish staff rewards and recognition and appreciation programme.	HRMD	2019 Annually thereafter	a. Established staff rewards and recognition programme. b. No. of staff recognized annually. c. % increase in employee motivation.
	5.2.2	Enforcement of annual performance appraisal system.	HRMD	2019	a. No. of Divisional Heads sensitized. b. No. of reports completed within the stipulated time frame.
	5.2.3	Conduct employee satisfaction survey and implement recommendations.	HRMD	2019 Annually thereafter	a. No. of surveys conducted. b. No. of changes implemented based on feedback.
	5.2.4	Promote an environment to encourage an innovative culture.	All Divisions	2019 Annually thereafter	a. No. of competitions generated. b. No. of innovative ideas received. c. No. of innovative ideas developed.
	5.2.5	Introduce performance incentive programmes.	HRMD	2020	a. No. of programmes introduced. b. No. of motivated staff. c. % increase in productivity.

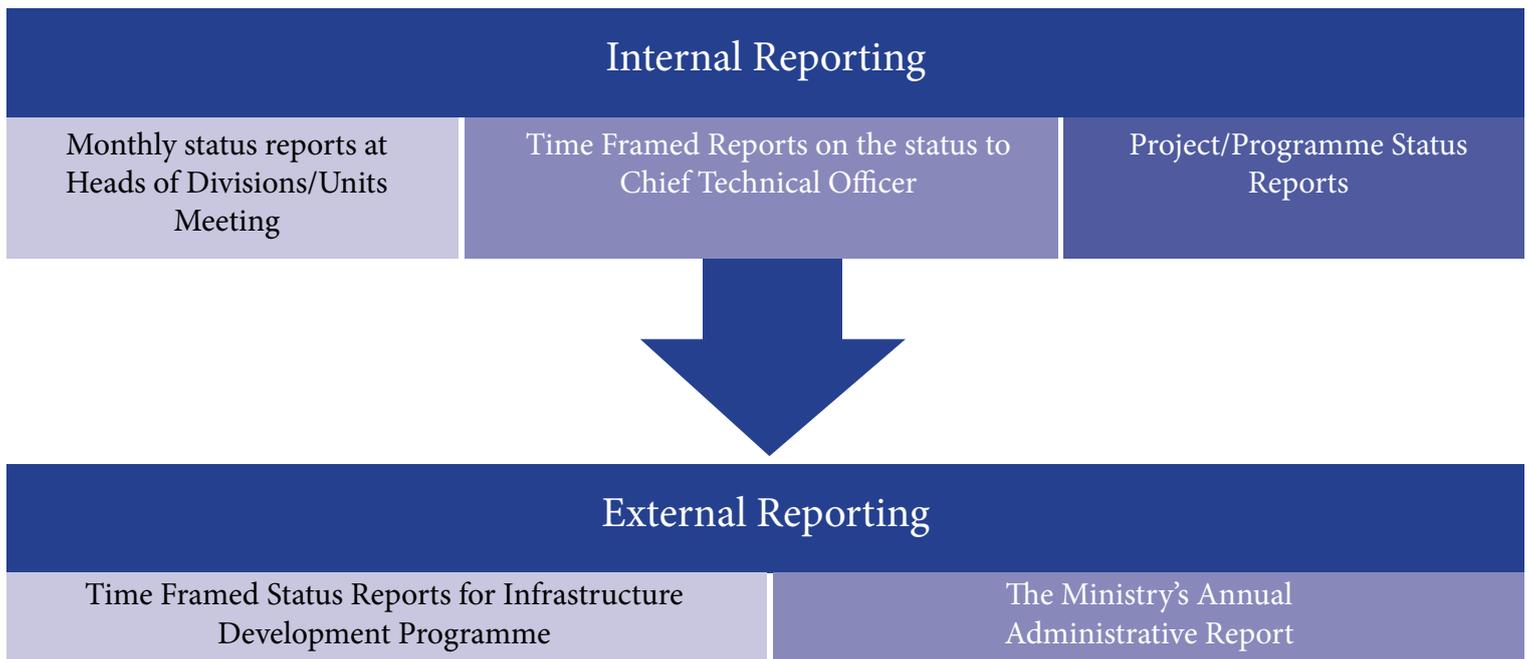
No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 5:					
To foster a culture of innovation and organizational excellence through an engaged and productive workforce					
Objective 3: To strengthen and build institutional capacity and capability of the Ministry.	5.3.1	Develop and implement a plan to address staff retention.	HRMD	2019	a. Staff retention plan. b. No. of strategies implemented.
	5.3.2	Include knowledge transfer clauses in consultancy contracts.	LSU	2019	a. No. of contracts issued with knowledge transfer clauses.
	5.3.3	Encourage a change in work culture to mirror the mission, vision and core values of the Ministry.	HRMD CCU	2019	a. No. of employees sensitized on the Ministry's mission, vision and core values.
	5.3.4	Develop a mentoring programme to stimulate succession planning.	PS CTO DPS	2019	a. Approved succession plan. b. No. of employees trained in mentorship. c. No. of employees mentored.
	5.3.5	Conduct regular audits within the Divisions to determine the future human resource needs.	HRMD	2022	a. No. of audit exercises conducted. b. No. of recommendations implemented.
GOAL 6:					
To promote and adapt the use of green technologies and environmentally friendly conservation practices.					
Objective 1: To design green buildings and infrastructure.	6.1.1	Develop a policy for design of green buildings and infrastructure.	EHSU CD FMU MD	2020	a. Developed policy. b. Implementation of policy.
	6.1.2	Train relevant officers in regards to designing green buildings and infrastructure as per the developed policy.	HRMD CD CoPU	2021	a. No. of officers trained. b. No of designs incorporated green techniques.
	6.1.3	Upgrade of all traffic signal controlled intersections for energy efficiency.	TMB	2022	a. % of traffic signals installed with power generation capacity from renewable energy.

No.	Action Items	Responsibility	Target	Key Performance(s)	
GOAL 6:					
To promote and adapt the use of green technologies and environmentally friendly conservation practices.					
Objective 2: The implementation of green practices to reduce the carbon footprint of the Ministry.	6.2.1	Transform the Ministry's Fleet and equipment to improve carbon efficiency.	MeSD VMCOTT	2020	a. % reduction in carbon emission annually. b. No. of CNG vehicle conversion. c. No. of green initiatives implemented.
	6.2.2	Develop a Waste Reduction and Recycling Policy and Plan for the Ministry.	FMU CAS	2020	a. Developed policy and plan. b. Total waste produced. c. % of products recycled or reused. d. % of waste recycled or reused.
Objective 3: Develop guidelines to facilitate vegetation conservation, management and restoration along Road Reserves (in collaboration with the Ministry of Agriculture, Ministry of Public Utilities, the Coastal Protection Unit, landscape Architects etc.).	6.3.1	Develop standard specifications and designs for the beautification of the Ministry's road reserves.	HD DD CoPU TMB CD FMU	2019	a. Developed standardized specifications and designs.
	6.3.2	Intensification of the highway beautification programme collaborating with CEPEP/MOLG.	HD	2019 & Annually	a. No. of beautification projects completed.
	6.3.3	Enhance the streetscape of all urban areas.	CD HD	2019 & Annually	a. No. of enhancement projects completed.

Monitoring and Evaluation is a powerful management tool that can be used to help policymakers and decision makers track progress and demonstrate the impact of a given policy, program or project.

Monitoring and evaluation of projects and initiatives will be the vehicle that drives policies to be revised and generated; as well as ensure that deliverables are met and challenges are identified and resolved. The impact of this initiative will enhance MOWT’s growth and sustainability.

Monitoring of the progress of the strategic plan would be done primarily on two levels. Firstly, the responsible parties for the implementation of a particular action item will be required to track the progress based on their reporting schedule for the specific project. The second level of Monitoring will take place at the Office for the Chief Technical Officer or the Permanent Secretary based on the framework below.



A review of this Strategic Plan would be conducted at the mid-point of its life-cycle. This is to ensure that the projects are achieving the desired outcomes towards the Ministry’s overall goals. Lessons learnt will be fed into the plan to assist in achieving the desired impact. An evaluation of the Strategic Plan would be conducted two and half years from inception. A Monitoring and Evaluation Template is appended to this plan that can be utilized as a guide.

In order to create the enabling environment that will support the new processes, enhanced operational environment and service delivery environment emanating from this Strategic Plan, it is recommended that a change management team be formed to champion the strategic changes to give effect to this plan. A Change Management Plan shall be developed. This team will comprise the Divisional Heads, Executive and possibly a Change Management Consultant.

This will ensure that the MOWT takes steps toward becoming a dynamic organization with the ability to adapt to the environment in which it operates.

This team will be an integral part of the implementation of the action plan for this strategy.

Appendix: Glossary

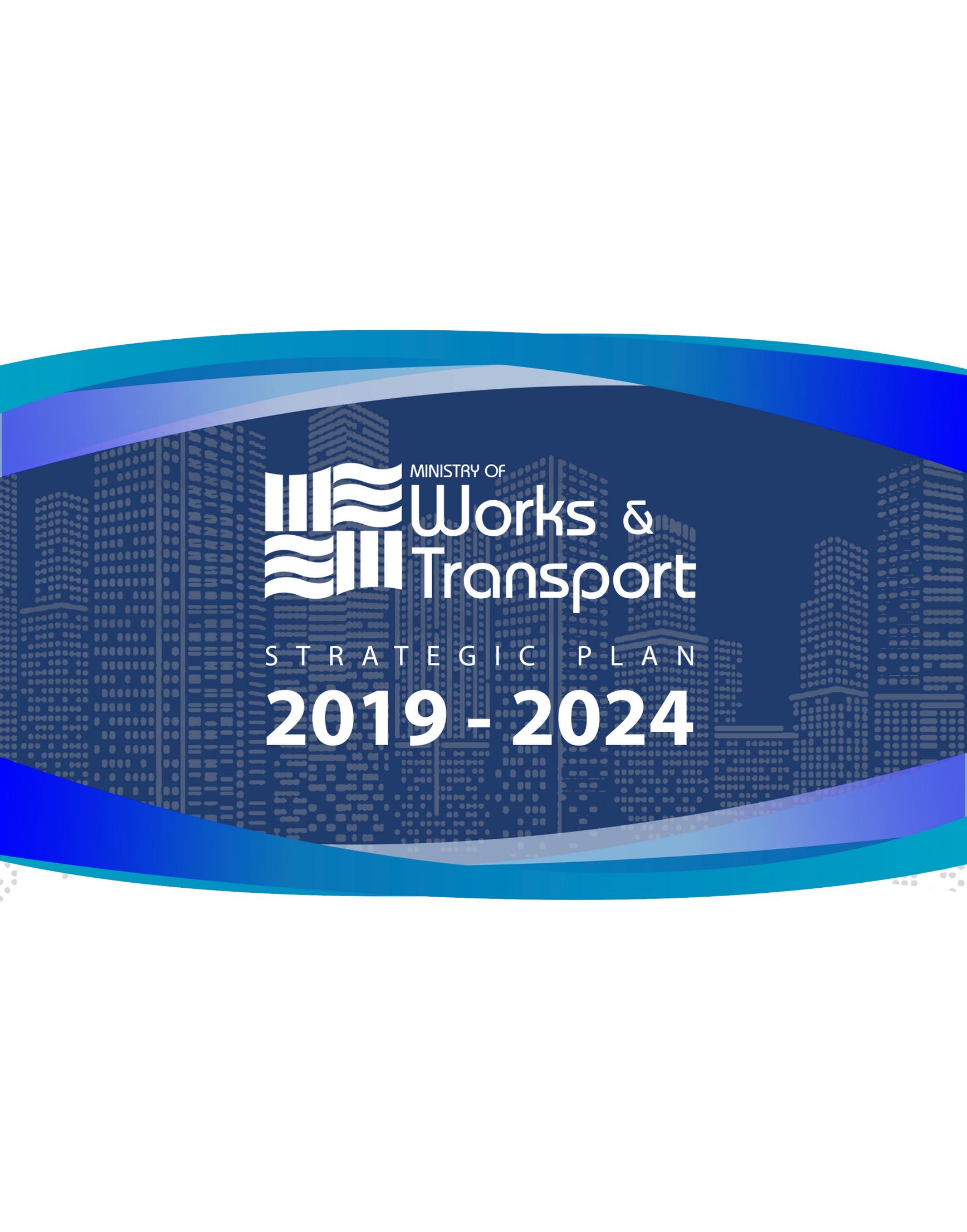
Terms	Definitions
Strategic Planning	Strategic planning is a process in which organizational leaders determine their vision for the future as well as identify their goals and objectives for the organization. The process also includes establishing the sequence in which those goals should fall so that the organization is enabled to reach its stated vision.
Strategic Plan	A Strategic Plan is developed to help define the future direction of an organization, creating a road map for making resource allocation decisions that take us where we want to go. The strategic plan is intended to guide the organization in decision-making.
Mission Statement	The mission statement is a clear, brief statement specifying the organization's primary focus or thrust for the next five years. It should be easily understood by all personnel and serve as energy source/rallying point for the members of the organization. At a minimum, your mission statement should define who your primary stakeholders are, identify the products and services you produce, and describe the geographical location in which you operate.
Vision	The aspirations of the organization for its desired future state. A vision statement provides a concrete way for stakeholders, especially employees, to understand the meaning and purpose of the organization.
Values and Principles	Core values are those fundamental beliefs that all members of the organization are expected to use, live by and demonstrate on a daily basis while executing their work responsibilities.
Goals	Goals are strategic guidelines that explain what you want to achieve in your organization. They are usually long-term and represent the large issues or problems you want to address. A goal is a specific target, an end result or something to be desired.
Objectives	Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the "who, what, when, where, and how" of reaching the goals. Objectives are developed to help achieve goals by dividing them into manageable components. All objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time bound).
Action Items	Action items are tasks or activities that must take place to accomplish a specific objective.
Key Performance Indicators	A Key Performance Indicator is a measurable value that demonstrates how effectively an organization is achieving its key objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets.
Action Plan	An action plan is a document which lists the sequence of tasks that must be taken, or activities that must be performed well, to achieve a specific goal. An action plan has three major elements: (1) Specific tasks: what will be done and by whom; (2) Time horizon: when will it be done; and (3) Resource allocation.

Appendix: Glossary

Terms	Definitions
Natural hazards	Naturally occurring physical phenomena caused either by rapid or slow onset events which can be categorized as environmental (e.g. fires, pollution/contamination, lignite combustion), seismic (e.g. earthquakes, tsunamis, mud volcanoes, liquefaction), hydro meteorological (e.g. land and sea flooding, tropical cyclones, storm surge, coastal erosion, landslides) and biological (e.g. diseases and poisonings).
Anthropogenic hazards	Hazards caused by human action or inaction which can be categorized as social organizational (e.g. major accidents, interruption of services, terrorism) and industrial technological (e.g. explosions, fires, spills, leaks and emissions).

Monitoring and Evaluation Template					
Activities, Outputs and Outcomes	Indicators and Targets	Period or Frequency of Monitoring & Evaluation	Records, Reports & other evidences	Who monitors? Who evaluates?	Who decides on action needed?

Risk Mitigation Template				
Risks	Probability (H/M/L)	Impact	Mitigation Approach	Responsibility or Mitigation



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