Corporate Strategic Plan
2014 – 2016
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<td>Education Facilities Company Limited</td>
</tr>
<tr>
<td>FOIA</td>
<td>Freedom of Information Act</td>
</tr>
<tr>
<td>CSF</td>
<td>Critical Success Factors</td>
</tr>
<tr>
<td>CVQ</td>
<td>Caribbean Vocation Qualifications</td>
</tr>
<tr>
<td>ECCE</td>
<td>Early Childhood Care and Education</td>
</tr>
<tr>
<td>GORTT</td>
<td>Government of the Republic of Trinidad and Tobago</td>
</tr>
<tr>
<td>IDF</td>
<td>Infrastructure Development Fund</td>
</tr>
<tr>
<td>MoE</td>
<td>Ministry of Education</td>
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<tr>
<td>MoF</td>
<td>Ministry of Finance</td>
</tr>
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<td>NALIS</td>
<td>National Library and Information System of Trinidad and Tobago</td>
</tr>
<tr>
<td>PSIP</td>
<td>Public Sector Investment Programme</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal</td>
</tr>
<tr>
<td>SPSE</td>
<td>Special Purpose State Enterprise</td>
</tr>
</tbody>
</table>
CORPORATE DATA

Registered Office

Education Facilities Company Limited
Second Floor Long Circular Place
#74 Long Circular Road, Maraval
Port-of-Spain

Bankers

Republic Bank Limited
#72 Independence Square
Port-of-Spain

First Citizens Bank Limited
One Woodbrook Place Branch
#189 Tragarete Road
Port-of-Spain

EFCL LOCATION

Port-of-Spain Office Address:

Education Facilities Company Limited
Second Floor Long Circular Place
#74 Long Circular Road, Maraval
Port-of-Spain

FAX Numbers

(868) 628-9479
(868) 622-1887
(868) 628-7419
Corporate Website: www.efcl.co.tt
Corporate email: info@efcl.co.tt

PBX Numbers

(868) 628-2836
(868) 628-5155
(868) 622-6144
(868) 622-2083
CORE ELEMENTS OF THE EDUCATION FACILITIES COMPANY LIMITED
VISION AND MISSION

VISION
To be the Project Management Company of choice.

MISSION
To deliver and maintain modern building facilities utilizing best practices in Project Management.

ORGANISATIONAL VALUES AND STANDARDS

Ethics
EFCL has moral obligations as well as commercial ones; we will treat each business interaction with honesty and integrity. This is the building block of ethical behavior.

Excellence
EFCL is working to deliver the best learning spaces to our valuable customers and stakeholders. To achieve this, we strive to demonstrate excellence in all our dealings.

Respect
We will treat all stakeholders with civility and decency and we will take pride in the significant contributions of diverse individuals.

Customer Service
EFCL exists to serve and satisfy its customers. Our customer orientation reflects professional and efficient attention to all stakeholders

Partnership
Our goal is to continue to develop mutually beneficial partnerships with all our stakeholders resulting in ‘buy-in’ on our various projects.

Entrepreneurship
EFCL will continuously seek and develop new business opportunities, employing state-of-the-art and value-for-money methods as we deliver on our mandate.
VALUES AND STANDARDS OUTCOME

School Facilities that support the User and the Curriculum

An Optimal Learning Facility supports a child’s learning and development. It gives them the confidence to explore and learn in secure indoor and outdoor spaces that contribute to stimulating their creativity.

An appropriate physical environment offers children access to indoor and outdoor spaces in which they can discover, create, think, learn and develop with the support and interactions from sensitive, knowledgeable adults.

EFCL persistently strives to create the ideal learning facility.

Figure 1: Optimal Learning Facility
GUIDING PRINCIPLES

Everything that EFCL does is grounded in Guiding Principles or Standards of behavior that serve as the foundation of our corporate conduct and business operations.

These Guiding Principles define EFCL as an organization. They define our character and they are engraved in our corporate culture.

Our nine guiding principles are enduring qualities that have been at the very core of our operations since inception in 2005. They are the collective convictions of our human resource capital who represent the fundamental strength of EFCL.

Our nine guiding principles are the essence of our Core Values. They dictate that:

**Communication**
We will strive to ensure open and clear communication in all our dealings.

**Competence and Professionalism**
We will foster continuous learning to allow us to add value to our operations.

**Customer Focus**
We recognize that anticipating and exceeding our stakeholders’ requirements must always guide our decision making.

**Innovation**
We will foster an environment which encourages and rewards innovation and creativity.

**Integrity**
We will strive to ensure congruence in our words and actions committing always to the highest ethical standards in our personal and professional dealings.

**Quality**
We will ensure quality in all our endeavors.

**Teamwork and Empowerment**
We will encourage development and mutual respect as we work, learn and strive for excellence together.

**Transparency**
We will be honest, open, clear and timely in communicating and conducting our business affairs.

**Value for Money**
We will ensure efficiency, economy and effectiveness in all our operations.
EXECUTIVE SUMMARY

The Education Facilities Company Limited (EFCL) was established by the Government of the Republic of Trinidad and Tobago (GORTT) as a Special Purpose State Enterprise (SPSE) on March 11th 2005; it officially began its operations on 2nd August 2005.

By Act No. 5 of 1973 (Chapter 69:03 Revised Laws of Trinidad and Tobago), the Minister of Finance was incorporated as a Corporation Sole. The State Enterprises Performance Monitoring Manual issued by the Ministry of Finance identifies the Corporation Sole as the body with responsibility for the Corporate Governance of all Special Purpose State Enterprises including EFCL.

EFCL’s line Ministry is the Ministry of Education. The development of this three (3) year Strategic Plan 2014 – 2016 is to provide a framework to effectively execute the mandate requirements of the Ministry of Education. The Plan must provide the means which EFCL will align itself to the strategic imperatives of the Ministry of Education and ultimately to the National Development of Trinidad and Tobago. EFCL is honoured to play a fundamental role in the thrust for transformation of the education sector of Trinidad and Tobago.

As the executing agency of the Ministry of Education, EFCL must necessarily support the goals and objectives of the Ministry of Education. The Company therefore plays a significant support role in the achievement of Ministerial goals and objectives.

In this vein it is particularly committed to one of the overarching goals of the Ministry of Education’s “Education Section Strategic Plan 2011 – 2015”. This goal requires that the Ministry of Education “Design and Develop a quality Education Systems” (ESSP 2011 – 2015 pg. 13).
In this context EFCL directly supports three (3) of the Ministerial Priorities and Programmes of the Education Sector specific to EFCL as outlined in the National Education Sector Strategic Plan 2011 -2015.

The three (3) Ministerial Priorities and Programmes are:

1. The achievement of Universal Early Childhood Care and Education (ECCE) by 2015

2. The expansion of the Technical Vocational Programme with emphasis on Caribbean Vocational Qualifications (CVQs) into all Secondary Schools – Conduct a comprehensive audit to identify the equipment, consumables and physical facilities (including Technical Education Laboratories) required for system-wide implementation of CVQ over the five (5) year period

3. Improving infrastructure in Schools.

In the process of developing this EFCL Corporate Strategic Plan 2014 -2016, Management examined relevant National Policy documentation and Policy Papers. In depth brainstorming sessions were pursued by Management to ensure all stakeholders’ interests, the mandate of EFCL and the goals of the line Ministry were taken into full account. The exercise has also utilized and considered the skill sets and expertise within the Company acquired over the nine (9) years of its operations.

This Strategic Plan 2014 – 2016 demonstrates the strategic direction of the Company in supporting the goals of the Ministry of Education.
CURRENT MANDATES

Between 2014 and 2015 to complete and deliver:

- 50 ECCE Centres
- 50 Primary Schools
- 17 Secondary Schools
- 26 New blocks to existing Secondary Schools
- 7 New Public Libraries
- 6 Special Needs Schools
- 5 New / Upgraded District Education Offices.

SPECIFIC MANDATES

To ensure that EFCL continues to directly support the MoE as it relates to the aforementioned three (3) Ministerial Priorities and Programmes, the Company incorporated its mandates into the overall plan of EFCL. The mandates are designed to:

1. Provide project management services specifically geared towards the School Construction Programme of the MoE.

2. Develop and maintain a comprehensive, preventative maintenance plan to carry out repairs and upgrades to all schools and District Education Offices within the scope of the MoE.

3. Procure services for the supply, delivery and installation of furniture and equipment to all schools under the purview of the MoE.

4. Ensure that the supply and delivery of textbooks under the Annual Textbook Rental Programme are effectively procured and meets the requirements of the MoE.
5. The construction of seven (7) libraries for the National Library and Information System of Trinidad and Tobago (NALIS).


7. The Construction of six (6) special needs schools.

The delivery of the above mandates involves the execution of an effective and fully operational programme over the next three (3) years. The delivery of EFCL’s mandates contributes to the national education development agenda, and is anchored in the first of the seven (7) interconnected developmental pillars of GORTT, i.e. People-Centred Development - We Need Everyone and All Can Contribute\(^1\).

In order to achieve its objectives and deliver on its directives, a comprehensive analysis of EFCL’s internal and external environments was conducted. The result emphasized seven (7) strategic imperatives for EFCL’s successful delivery of its mandates over the next three (3) years.

In its pursuit of the above-stated mandate, the EFCL recognises the need for a Strategic Plan which, when implemented, will equip the Company with the capacity to address critical efficiency issues, thereby enabling it to meet the benchmarks against which its performance will be measured.

\(^1\) The People’s Partnership Prosperity for All Manifesto 2010, adopted by Cabinet as the national development agenda
1.0 INTRODUCTION

1.1 THE PLAN

The Strategic Planning work sessions examine the fundamental decisions and actions that have helped shape and guide EFCL’s operations.

In developing EFCL’s Strategic Plan 2014-2016, the Company engaged the assistance of its qualified and competent staff, through work sessions, where the organization’s strategic direction was defined.

A review of the Company’s performance was undertaken against the backdrop of the Company’s previous Strategic Plan 2009 – 2012, where EFCL incorporated ‘lessons learnt’ into the development of the Company’s new Strategic Plan. The Strategic Plan 2014 - 2016 was developed in close consultation with the Education Sector Strategic Plan 2011-2015 as well as in accordance with the State Enterprises Performance Monitoring Manual of the Ministry of Finance.

This Strategic Plan 2014-2016 provides EFCL with a three (3) year roadmap for organizational development and it will act as a critical tool for Organisational Monitoring and Benchmarking.

The Plan identifies strategies and approaches geared towards the fulfillment of EFCL’s mandate. The Strategic Plan was created in harmony with the scope and timetable of GORTT’s Programme of National Development, specifically as it relates to the Education Sector.

The Environmental Scan and Organisational assessment highlighted in the Company’s Strategic Plan will aid EFCL in navigating the Company amidst a challenging economic climate as well as determine the opportunities it is likely to encounter over the period of operations covered by the Plan. The context of the Strategic Plan reflects the choices available to the Company to foster the achievement of its objectives.

This Strategic Plan 2014-2016 has been approved by the Board of Directors and has been submitted to the Ministry of Finance and the Ministry of Education.
1.2 EFCL’s ROLE IN NATIONAL DEVELOPMENT  ... Building Our Children’s Future

GORTT continues to place top priority on the development of our country’s human resource capital as the vehicle for attaining sustainable growth and prosperity. Indeed, it is in this context that EFCL is a pivotal player in providing the right learning spaces and environment for the development of the nation’s human capital – from infancy onward.

1.3 THE PLANNING PROCESS

The strategic planning process followed an iterative, participatory approach that included brainstorming sessions and strategic assessment sessions through which priority areas and critical success factors were identified, lessons learnt and the current internal and external environment were assessed.

Through this Planning Process EFCL sought to:

1. Evaluate the Organisation in relation to its mandate, purpose and operations
2. Identify stakeholder expectations and evaluate stakeholder relations
3. Assess and Identify potential risks that may pose a threat to EFCL’s delivery of its mandate
4. Identify Critical Success Factors
5. Analyse the internal and external environmental impacts.

The Planning Process utilized the following methodologies:

- SWOT Matrix
- McKinsey 7s Framework
- PESTLE analysis.
2.0 CRITICAL SUCCESS FACTORS

Critical Success Factors are defined as “the essential areas of activity that must be performed well if you are to achieve the mission, objectives or goals for your business or project”.

EFCL has identified its Critical Success Factors in an effort to create a common point of reference to help direct and measure the success of EFCL’s operations. As a common point of reference, Critical Success Factors help to know exactly what’s most important to the Company which assists EFCL’s employees to perform their task in the right context, as well as coverage towards the same overall aims.

The following represent Critical Success Factors identified by EFCL as being relevant to the successful operations of the Company:

1. The full support of the MoE.
2. Availability of funds to facilitate disbursement of payments in a timely manner.
3. Collaborative relationships with MoE or all stakeholders and full support of MoE.
4. Adequate staff complements and suitably aligned organization structure.
5. Adequate enterprise wide IT Systems or software packages with appropriate project management modules.
6. Increased awareness of a results oriented culture.
7. Definitive Project Management System policies and procedures for core operations
8. Definitive management systems, policies and procedures for support operations.
9. Effective project planning and project supervision.
10. Effective communication methodologies both internal and external.
11. Rationalization of the areas of Procurement and Repairs and Maintenance to ensure the prompt attention required is satisfied.

3.0 STRATEGIC IMPERATIVES

Strategic Imperatives are common tools used by Management and the Board of Directors to define what to focus on and what resources are required. By executing these imperatives EFCL will successfully achieve its strategic objectives to effectively serve our primary stakeholders.

EFCL has developed the following eight (8) key strategic imperatives which guide its efforts towards the realization of the Company's strategic direction:

1. To implement a Risk Management Plan that would identify, assess and prioritize all risks that may positively or negatively impact on the Company’s Strategic Objectives.

2. To establish an efficient Information Technology software and corporate database to facilitate interconnectivity, data management and proper document control.

3. To ensure timely delivery of projects, through EFCL’s continuous commitment towards its improvement of its Project Management Systems.

4. To develop front-line leadership and strengthen training facilities, as EFCL remains committed towards improving the quality of its Human Resource capital.

5. To provide model services to our primary stakeholders, while maintaining a highly recognized and well respected organization that attracts the best in the industry.

6. Adopt the Design Build Approach for the Primary School Construction Programme.


8. The introduction of LEED (Leadership in Energy and Environmental Design) Engineering adapted to the National Environment to produce new model learning spaces through innovative and integrated designs.
## 3.1 STRATEGIC IMPERATIVES AND ACTION PLAN

**Figure 2: Strategic Imperatives and Action Plan**

<table>
<thead>
<tr>
<th>STRATEGIC IMPERATIVE</th>
<th>KEY ACTIVITIES</th>
</tr>
</thead>
</table>
| 1. Establish a Risk Management Plan to mitigate against possible risks to EFCL and by extension the MoE | • Recruitment of suitable competency i.e. Risk Manager.  
• Develop and implement a Risk Management Plan  
• Monitor and evaluate progress after implementation of the Plan |
| 2. To establish an efficient Information Technology software and corporate database to facilitate interconnectivity, data management and proper document control. | • Evaluate and assess the deficiencies in the current system  
• Establish a comprehensive Information Technology plan that will address all identified deficiencies  
• In-house training of personnel to adopt the new IT Framework  
• Evaluate and continuously improve the plan |
| 3. To ensure timely delivery of projects, through EFCL’s continuous commitment towards its improvement of its Project Management Systems. | • Evaluate and assess the deficiencies in the current Project Management Systems.  
• Source and implement an adequate Project Management System that will aid EFCL in the efficient planning, organizing, scheduling and control of activities to deliver all projects on time and within budget.  
• Host in-house training of key personnel to fully utilize the Project Management System. |
| 4. To develop front-line leadership and strengthen training facilities, as EFCL remains committed towards improving the quality of its Human Resource capital. | • Re-design EFCL’s structure to improve efficiencies and effectiveness and further enable EFCL to deliver on its mandates. (see Appendix 1 for current structure and proposed structure)  
• Enhance the existing Human Resources strategy to include a comprehensive training plan, implementation of Best Practices and a fully integrated Organisation-wide Human Resources System. |
| 5. To provide model services to our primary stakeholders, while maintaining a highly recognized and well respected organization that attracts the best in the industry. | • Conduct research to determine stakeholder needs as it relates to project expectations  
• Develop and implement a comprehensive Stakeholder Management Strategy |
| 6. Adopt the Design Build Approach for the Primary School Construction Programme | • Develop a well-defined and explicit scope of works.  
• Recruitment of competent and experienced team members.  
• Establish a cohesive team with members fully committed to the goals set by the Company.  
• Improve communication with stakeholders. |
4.0 THE STRATEGIC PLAN FRAMEWORK

4.1 STRATEGIC GOALS AND OBJECTIVES

EFCL has articulated specific goals and objectives aimed towards the Company's long-term direction and guidance of its resource allocation. These goals and objectives were derived primarily from the MoE's 'Ministerial Priorities' highlighted in the Ministry's Strategic Plan 2011 – 2015. EFCL has therefore, shouldered a supporting role in the achievement of the MoE's strategic goals and objectives.

In this regard EFCL has developed its goals and objectives in alignment with the Company’s strategic direction, and will fulfill the following:

1. Provision of project management services specifically for the School Construction Programme of the MoE as follows:
   - One Hundred (100) New ECCE Centres
   - One Hundred (100) New/Replacement Primary Schools
   - Seventeen (17) Secondary Schools
   - Twenty-Six (26) Additional blocks to existing Secondary School

2. Repair and upgrade of all existing schools throughout the seven (7) Educational Districts (approximately 900 schools)

3. Repair and upgrade of all District Education Offices

4. Supply, Delivery and Installation of furniture and equipment to all Schools and District Education Offices under the purview of the MoE

5. Supply and Delivery of Textbooks under the Annual Textbook Rental Programme

6. Construction of seven (7) Public Libraries at various locations throughout Trinidad.

7. Construction of six (6) Special Needs Schools at various locations.
4.2 EXTERNAL AND INTERNAL ENVIRONMENTAL SCANS

In order to better anticipate the Internal and External environmental factors that would impact on the operations of EFCL, the Company embarked on an Environmental Scan, used to further understand the boarder context in which the Company operates.

The Environmental Scan includes a summary of internal information which has been placed into the framework of the Strength, Weakness, Opportunities and Threats (SWOT) analysis and Political, Economic, Social, Technological, Legal and Ecological (PESTLE) approach. These two (2) approaches are discussed in items 4.2.1 and 4.2.2 below.

4.2.1 INTERNAL ANALYSIS OF EDUCATION FACILITIES COMPANY LIMITED

The internal analysis of the EFCL and its operations was conducted using the McKinsey 7S model. The strengths and weaknesses identified are presented in terms of the following key organisational elements:

- Strategy
- Structure
- Systems
- Shared Values
- Skills
- Leadership Style
- Staff

The Strategic Assessment of April 2014 identified a number of strengths, weaknesses, opportunities and threats that impact EFCL. These have been considered in the development of strategies to improve EFCL’s internal capacity to allow for effective delivery on its mandates.
### SWOT Analysis

#### STRENGTHS

- Staff seeking personal growth and development
- Enhanced recruitment process
- An established Core Policy Procedures Manual that governs all core operations of EFCL
- Periodic meetings with key stakeholders
- Timely reporting to key stakeholders
- Streamlined internal processes and policies to shorten processing of invoices
- Published Audited Financial statements
- Approved Fraud Policy
- Code of Conduct and Conflict of Interest declaration
- Committed to recognized standards of transparency
- Meeting statutory requirements
- Established an operational Procurement Policy
- EFCL responds to all Freedom of Information (FOIA) requirements
- Improved specifications – Quality Assessment and Quality Control standard requirements
- Independent Quantity Surveyor review of project.

#### WEAKNESSES

- Moderate level of staff turnover
- Time frame for new employees to acclimatize to EFCL’s culture
- Lack of review and adherence to Policies and Procedures Manual
- Untimely payments to Service Providers
- Inadequate supervision of Repairs and Maintenance jobs
- Greater attention to be paid to the internal customer
- Greater focus required for the management of consultants and contractors
- Lack of Organisation wide Risk Management practice
- Information Technology systems are underdeveloped
- Inability to plan and forecast due to environmental uncertainties

#### OPPORTUNITIES

- To review and enhance the existing Human Resources Strategy to enable EFCL to attract and retain staff of a high caliber with suitable competencies
- Develop a reward system to retain high-performers
- Implement a system to periodically review and update the Policies and Procedures Manual
- Conceptualise an effective Stakeholder Management Plan to obtain ‘buy-in’ and support from key Stakeholders.
- Streamlined RFPs to reduce risk
- Establish a Risk Management Plan to mitigate against possible risks to EFCL and by extension the MoE
- Invest in a comprehensive Integrated Project Management Platform that will enhance Organisational efficiencies and throughput as well as integrate the appropriate Information Technology software and corporate database to facilitate interconnectivity, data management and proper document control.

#### THREATS

- Through staff turnover the Organisation loses ‘Brain power’ resulting in continuous recruiting and lack of Organisational learning
- Inability to engage suitable/qualified Contractors and Consultants
- Unrealistic bids from Contractors due to late payments
4.2.2 EXTERNAL ANALYSIS OF EDUCATION FACILITIES COMPANY LIMITED

**Figure 4: PESTLE Analysis**

The external analysis of EFCL and the environment in which it operates was conducted using the **PESTLE** approach. Through this analysis EFCL identified potential influences and risks from the external environment that may impact upon us as an organisation in the following areas:

1. **Political**
2. **Economic**
3. **Social**
4. **Technological**
5. **Legal**
6. **Ecological**
Political Risk Factors

1. Change in Policy direction resulting in discontinuation and/or change in scope of the School Construction and Repair and Maintenance Programmes

2. EFCL’s ability to deliver successfully on its mandate has a direct impact on the reputation and credibility of the Government and Line Minister.

Economic Risk Factors

1. Lack of adequate funding from the Public Sector Investment Programme (PSIP) and the Infrastructure Development Fund (IDF) leading to either a reduction in the School Construction and Repair and Maintenance Programmes or work stoppages on sites resulting in inability to deliver on time and within budget.

2. Inadequate pool of expertise, such as, Consultants, Programme Managers, Project Managers and Quantity Surveyors from which to attract suitable candidates. This can affect the rate of implementation of EFCL’s work programme.

Social Risk Factors

1. Work stoppages on sites resulting in project delays, cost overruns and increased Security costs as a direct result of the social impact of increased criminal activity.

2. Unavailability of skilled workers.

3. Resistance from the local construction sector to the possible use of foreign firms and labour.

Technological and Technical Risk Factors

1. Lack of requisite ‘know-how’ of critical Project Planning and Scheduling practices and software, resulting in inefficient project implementation on smaller projects.
Legal Risk Factors

1. Challenges in meeting the requirements of Town and Country Planning Act.

2. Challenges in timely site acquisition, as well as, encroachment by squatters on designated lands for school construction.

3. Challenges in obtaining timely regulatory approvals from Agencies resulting in delays in project completion.

4. Lack of adherence by Contractors to Occupational Safety and Health requirements.

Ecological and Environmental Risk Factors

1. Ensuring the safety of the School environment particularly as it relates to Repairs and Maintenance jobs and other projects where school continues to operate throughout the building period.

Through conducting this PESTLE analysis EFCL has obtained an overview of the entire external environment in which the Organisation is functioning. In a nutshell, it presents a bird’s eye view of the stimulus and the scenarios that may impact the Organisation.
4.3 CHALLENGES OF IMPLEMENTATION

The most challenging aspect of Strategic Planning is *implementation*. Implementation involves the proper execution or practice of strategies that should be followed in order to achieve the Company’s targets.

However, the successful execution and implementation of EFCL’s strategies are impeded by various challenges which include:

- **Financial challenges** – the unavailability of adequate funding results in EFCL’s inability to deliver on the overall programme on a timely basis leading to delayed projects and cost overruns.

- **Extensive approval process** – Ministries due to their essentially bureaucratic nature may delay timely approvals, resulting in EFCL’s inability to deliver within specified time-frame.

- **The limitations of the national pool of resources** resulting from time to time in EFCL’s inability to obtain quality goods and services. This affects the standard of EFCL’s output.

- **The capacity of the regulatory approving agencies** to meet the requirements of the programme, particularly in the case of design building options leading to delayed project delivery.

- **Appropriate training** is very essential. Supporting employees and providing training for any new procedures and responsibilities can help ease the transition. The staff should be trained so that they become comfortable and work more efficiently.

EFCL intends to address these challenges by engaging in extensive planning processes and proper communication across the organization. EFCL will also develop mitigation strategies and action plans to further remedy these challenges to allow the Company to safely move its goals and strategies from where it is to where it needs to be.
4.4 STAKEHOLDER MANAGEMENT

Stakeholder Management entails managing the expectations and objectives of any person or group that has an interest in a project or will be affected by its deliverables or outputs. It is one of the most critical aspects of project management. Proper stakeholder management is therefore essential to EFCL’s successful delivery of its mandate.

EFCL continues to develop positive relationships with all stakeholder groups that are impacted by our various projects. By so doing, EFCL ensures that project requirements are aligned; tolerance for risk identified and stakeholder needs adequately met.

The following matrix identifies the critical needs of key stakeholders of EFCL:

**Figure 5: Stakeholder Analysis**

<table>
<thead>
<tr>
<th>KEY STAKEHOLDERS</th>
<th>CRITICAL ISSUE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Education</td>
<td>• Expectation that EFCL will continue to deliver successfully on its mandate</td>
<td>• The continued survival of the Organisation depends on its ability to deliver successfully on its mandate</td>
</tr>
<tr>
<td>School Users (Students, Principals, Teachers, etc.)</td>
<td>• Expectation that EFCL will provide an enabling learning environment</td>
<td>• Satisfied school users</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contribution to the positive image of the GORTT and the Line Minister and Ministry</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Overall contribution of EFCL to a better Trinidad and Tobago</td>
</tr>
<tr>
<td>Ministry of Finance</td>
<td>• Timely disbursement of adequate funding</td>
<td>• Lack of timely disbursement of adequate funding can result in work stoppages – leading to cost overruns and project delays</td>
</tr>
<tr>
<td></td>
<td>• EFCL is required to provide timely reporting to the Corporation Sole</td>
<td></td>
</tr>
<tr>
<td>Consultants and Contractors</td>
<td>• Expectation that EFCL will provide timely disbursement of funds</td>
<td>• Lack of timely disbursement of adequate funding can result in delays in completion/ delivery of projects; this may result in claims for extension of time</td>
</tr>
<tr>
<td>Legal and Regulatory Agencies</td>
<td>• Expectation that EFCL will provide on time documentation to ensure statutory requirements are met</td>
<td>• Failure to provide timely submission of documents can result in project delays and cost overruns</td>
</tr>
<tr>
<td>Employees</td>
<td>• Expectation that the Organisation will foster good intra and inter organizational relationships; provide timely and accurate information and responses to issues and maintain open lines of communication</td>
<td>• Employees remain one of the most important stakeholder groups of any Organisation. Their ‘buy-in’ on projects is critical to its success.</td>
</tr>
<tr>
<td>Parent Teachers’ Association/Trinidad and Tobago Unified Teachers’ Association</td>
<td>• Proper lines of communication • Agreement of proposed facilities</td>
<td>• Delay in implementation of projects</td>
</tr>
</tbody>
</table>
5.0 WORK PROGRAMME

5.1 BUILD 100 PRIMARY SCHOOLS AND ECCEC’s CONSTRUCTION PROGRAMME

5.1.1 PROGRAMME BACKGROUND

Further to the MoE's 2011-2015 Strategic Plan, in 2013 the Ministry of Education (MOE) mandated that its executing agency, the Education Facilities Company Limited (EFCL), embark upon a new Programme called the “Build 100 ECCEC and Primary Schools Programme”.

The Education Facilities Company Limited (EFCL) is pursuing this mandate to ensure that all of the facilities are constructed, furnished, equipped and handed over to the MOE on schedule, within budget and of an acceptable quality.

The desired deliverables of the “Build 100 Primary Schools and ECCEC Programme” are as follows:

1. The construction and handing over of One Hundred (100) New/Replacement Primary Schools inclusive of outfitting, over the fiscal period from October 1st 2013 to September 30th 2016 using the Design Build Approach. In this regard, the EFCL has divided the projects into the following two (2) phases:
   a. Primary Schools Phase 1 – Construction of fifty (50) complete and fully functional primary schools by 31st August 2015 and
   b. Primary Schools Phase 2 – Construction of fifty (50) complete and fully functional primary schools by 31st August 2016.

2. The construction and handing over of one hundred (100) New Early Childhood Care and Education Centres inclusive of outfitting, over the fiscal period from October 1st 2013 to September 30th 2015 using the traditional Design, Bid, Build Method. To this end, the EFCL has divided the projects into the following two (2) phases:
a. ECCE Centres Phase 1 – Construction of fifty (50) complete and fully functional ECCEC’s by 31st August 2014

b. ECCE Centres Phase 2 – Construction of fifty (50) complete and fully functional ECCEC’s by 31st August 2015.

**Primary Schools**

Under the EFCL Build 100 Programme, there is ongoing construction of thirteen (13) Primary Schools, which is expected to be completed in the year 2014. An additional fourteen (14) contracts for the construction of Primary Schools have also been awarded to date, with an additional seven (7) Primary School to follow.

The EFCL has specified that our contractors utilise pre-engineered and modern systems that would allow a shorter construction period of ten (10) months. This approach coupled with a design-build contract, where the contractor is responsible for all the designs and construction of the facility, will enable a faster and efficient hand over of facilities, thus ensuring the EFCL’s mandates are met and MoE’s goals are achieved.

*Figure 6: Primary School Design*
Under the Build 100 Programme, the EFCL will be aggressively pursuing the construction of ECCE Centres to meet the MoE’s mandate of Universal Early Childhood Care and Education by 2015. There are ongoing constructions of thirteen (13) ECCEC’s, which are expected to be completed in the year 2014. An additional eleven (11) contracts for the construction of various ECCE Centres are to be soon awarded; with an additional twenty six (26) ensuing.

The EFCL has also specified that our contractors utilise both traditional and pre-engineered systems of construction where established prototype designs exist.

Figure 7: ECCE Centre Design
Targets provide a structure to constantly assess performance which would allow EFCL to identify exactly what its objectives are for every section of the Company. EFCL has set its targets to crystallise the Company’s vision in an effort to set budgets and allocate resources.

To date EFCL has allocated 36 Primary Schools and 57 ECCEC’s for Construction; the EFCL has engaged a number of Consultants and Contractors for the execution of these works as follows:

- 1 - Pre Contract Consultant for both Primary and ECCE Centres to assist with the tender and procurement process for the Build 100 Programme
- 48 Consultants Contracts - 24 on ECCE Centres and 24 on Primary Schools
- 41 Contractors Contracts - 13 on ECCE Centres and 28 on Primary Schools

It is expected that by June/July 2014 approximately:

- 51 more Contractor Contracts will be issued
- 40 more Consultants Contracts will be issued

*Figure 8: Construction Programme Status*
5.3 SECONDARY SCHOOL PROGRAMME

Between 2014 and 2016, it is anticipated that the thirteen (13) secondary schools presently under construction will be completed and functional by 2015, at an estimated cost of $556,300,000. It is also estimated that the construction of an additional fourteen (14) blocks to existing secondary schools will be completed by 2015, at an estimated cost of $227,550,000.

Two new secondary schools are to be constructed during this period at an estimated cost of $155,000,000, they being the Keshorn Walcott Secondary School in Toco and the Spiritual Shouter Baptist Secondary School in Arouca.

In addition to the above, a further twelve (12) blocks will be constructed in existing Secondary Schools in 2016, at an estimated cost of $378,000,000.

In summary, for the period from 2014 to 2016, it is intended to complete seventeen (17) new secondary schools and twenty-six (26) new blocks to existing secondary schools at a total estimated cost of One Billion Three Hundred and Six Million Eight Hundred and Fifty Thousand Dollars ($1,306,850,000.00).

5.4 LIBRARIES

It is to be noted that the seven (7) Libraries to be constructed will have an estimated contract price of Twenty Million Dollars ($20M) of which Three Million Dollars ($3M) has been estimated for the supply and installation of furniture and equipment.

5.5 SPECIAL NEEDS SCHOOLS

Special Needs Schools will have an estimated contract price of Twenty Million Dollars ($20M) of which Four Million Dollars ($4M) has been estimated for the supply and installation of furniture and equipment.
5.6 EDUCATION DISTRICT OFFICES

Allowance has been made for the re-construction of five of the seven Education District Offices. The cost has been estimated at Twenty-Five Million Dollars ($25M) of which Two Million Five Hundred Dollars ($2.5M) has been estimated for the supply and installation of furniture and equipment.
6.0 FINANCIAL BACKGROUND AND DATA
6.1 PROJECTED INCOME AND EXPENDITURE ACCOUNT FOR YEAR ENDED 30TH SEPTEMBER 2014 - 2016

<table>
<thead>
<tr>
<th></th>
<th>30 September 2013</th>
<th>30 September 2014</th>
<th>30 September 2015</th>
<th>30 September 2016</th>
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<tr>
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<td>AUDITED</td>
<td>PROJECTED</td>
<td>PROJECTED</td>
<td>PROJECTED</td>
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<td><strong>Revenues</strong></td>
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<tr>
<td>Project Management Fees</td>
<td>38,398,109</td>
<td>72,531,050</td>
<td>136,141,275</td>
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<td>Tender Fees</td>
<td>526,565</td>
<td>318,117</td>
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<td><strong>Total Revenue</strong></td>
<td>38,924,674</td>
<td>72,849,166</td>
<td>136,441,275</td>
<td>102,780,004</td>
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<td><strong>Expenditure</strong></td>
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<td>Personnel Expenses</td>
<td>24,889,891</td>
<td>24,581,658</td>
<td>24,224,552</td>
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<td>Administrative Expenses</td>
<td>9,049,976</td>
<td>9,059,462</td>
<td>9,941,821</td>
<td>9,948,512</td>
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<td>Project Related Expenses</td>
<td>3,802,106</td>
<td>3,004,383</td>
<td>2,176,400</td>
<td>2,185,220</td>
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<td><strong>Total Expenditure</strong></td>
<td>37,741,973</td>
<td>36,645,504</td>
<td>36,342,773</td>
<td>37,538,161</td>
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<td><strong>Net Surplus / Deficit before Taxation</strong></td>
<td>1,182,701</td>
<td>36,203,662</td>
<td>100,098,502</td>
<td>65,241,843</td>
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<td>Corporation Tax / Green Fund</td>
<td>(468,295)</td>
<td>(9,276,582)</td>
<td>(25,336,888)</td>
<td>(16,705,965)</td>
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<td><strong>Net Surplus / (Deficit for the year</strong></td>
<td>714,406</td>
<td>26,927,080</td>
<td>74,761,614</td>
<td>48,535,878</td>
</tr>
</tbody>
</table>
APPENDICES
APPENDIX 1

Current Organisational Structure

[Organisational Structure Diagram]